

MACQUARIE
UNIVERSITY



FACULTY OF
BUSINESS AND ECONOMICS

MKTG811
Brand Management

Semester 1, 2009

Department of Business

**MACQUARIE UNIVERSITY
DIVISION OF BUSINESS AND ECONOMICS
UNIT OUTLINE**

Year and Semester:	Semester 1, 2009
Unit convenor:	Dr Chris Baumann <i>Economist (SEBA), MBA (SFU), DBA (Macquarie)</i>
Prerequisites:	Students must have completed, at the very least, a <i>Marketing Fundamentals course</i> , since a clear understanding and knowledge of basic marketing concepts is required in order to follow class discussions.

Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit. If anything in it is unclear, please consult one of the teaching staff in the unit.

ABOUT THIS UNIT

More and more firms of all types have come to the realization that one of the most valuable assets they have is the brand names associated with their products or services. Despite this recognition, very little attention has been paid to the subject in management education, especially in Masters programs.

The objective of this unit is to increase the understanding of the important issues in planning and evaluating brand strategies across consumer and industrial markets and across goods and services. The unit will introduce appropriate theories, models and other tools needed to make better branding decisions. A strong marketing orientation is carried throughout the course that builds on material covered in fundamentals of marketing. Particular emphasis is placed on understanding the psychological principles at the consumer level that will improve managerial decision-making with respect to brands. In addition, the unit will cover the importance of brand equity, brand strategies over the product lifecycle, and the application of the marketing mix to brand strategies.

This lecture- and tutorial-based unit emphasises *analytical learning*. You will obtain maximum benefit from this subject by thinking, preferably critically, about the concepts and various factors discussed in lectures/tutorials and applying them when you read current business journals/magazines and newspapers etc. As a matter of fact, this unit will improve and test students' powers of analysis and creative thinking and problem-solving in addition to the ability to present ideas persuasively (communication skills) and to work cooperatively in team situations (self-awareness and interpersonal skills).

It is hoped that you will enjoy this unit and benefit greatly from it, since the topics discussed will hopefully help you plan/manage your career and achieve your goals. However, should you experience problems and/or are concerned with your progress, it is recommended that you consult with the lecturer earlier rather than later.

TEACHING STAFF

Lecturer	Dr Chris Baumann	<ul style="list-style-type: none">▪ Email: cbaumann@efs.mq.edu.au▪ Room: E4A 634▪ Consultation times: Tuesdays 2.45pm to 4.45pm. Other times strictly by appointment only
Tutor	Maynel Haddad	<ul style="list-style-type: none">▪ Email: maymin@tpg.com.au▪ This is your first point of contact

CLASSES

There will be 11 x 3 hour lectures/tutorials, that is 3 hours face-to-face teaching per week consisting of 1 x 2 hour lecture and 1 x 1 hour tutorial, plus a final exam in week 13.

The timetable for classes can be found on the University web site at: <http://www.timetables.mq.edu.au/>

There is a Tuesday and a Wednesday class. Please ensure that you are officially enrolled in one of these classes, since you are not allowed to switch between them – once you have been assigned to a class, you have to always attend class on the same day and also write the exam for that class.

Please be on time for class. If you are more than 10 minutes late, please wait until the first break since latecomers do interrupt the class. Punctuality is the politeness of kings (Louis XVIII of France, 1755-1824).

Part of your assessment is your participation during lectures/tutorials. You are therefore required to attend lectures/tutorials.

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

Keller, Kevin L. (2008), *Strategic Brand Management (third edition)*. Upper Saddle River, NJ: Prentice-Hall.

The textbook will be available from the Co-Op Bookshop.

UNIT WEB PAGE

Blackboard: <http://learn.mq.edu.au/>

LEARNING OBJECTIVES AND OUTCOMES

This unit is designed to provide students with an *overview* of Brand Management.

The specific learning objectives of the unit are:

- To increase understanding of the important issues in planning and evaluating brand strategies;
- To provide the appropriate theories, models, and other tools used to make better branding decisions; and
- To provide a forum for students to apply these principles.

The learning outcomes of the unit are:

- To gain an understanding of the major elements of Brand Management;
- To be able to critically assess Brand Management strategies;
- To be able to apply Brand Management theory to real life examples; and
- To work effectively in teams to analyse and prepare reports on brand management issues.

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop students' generic skills in a range of areas. One of the aims of this unit is that students develop their skills in the following:

Self-awareness and interpersonal skills;
Communication skills
Critical analysis skills
Problem-solving skills
Creative thinking skills

TEACHING AND LEARNING STRATEGY

This unit is lecture- and tutorial-based. Typically, the class-time structure will be like this:

- During lectures, Brand Management theory and concepts will be discussed. To take advantage of the large proportion of international students and the variety that this provides (for example in terms of culture), we will establish links between theory and your personal experiences in an international market setting during class discussions. Additionally, DVDs will give illustrations of real-world examples.
- During tutorials, student groups will present their Applied Research Projects and be involved in the class discussion.
- The lecture notes will be posted on <http://learn.mq.edu.au/> on a weekly basis. For your own convenience it is recommended to print hardcopies of the respective notes *before* coming to class. The recording (video or tape) of lectures or tutorials is *not* permitted. If you miss a class/tutorial, ask a colleague for their notes.

RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

Theory and concepts will be discussed and applied during lectures and tutorials, and students are expected to contribute during these sessions. Consequently, their participation will be evaluated. Students will also work in teams on an Applied Research Project. This task will assist students in applying Brand Management theory to real life examples and critically assess Brand Management strategies. Further, this assignment will be an opportunity for students to work effectively in teams to analyse and prepare reports on brand management issues. The overall understanding of the major elements of Brand Management will be tested in a final exam.

The assessment components of this unit are as follows:

Component	Weighting	Assessment
Participation	10%	Individual mark
Final Exam	40%	Individual mark
Applied Research Project - Presentation	20%	One mark per team
Applied Research Project - Report	30%	One mark per team
Total	100%	

- All students are required to complete any assigned reading; prepare for and attend all classes (i.e. class attendance and participation is compulsory); participate in class discussions; complete assignments (including presentations); and complete the final examination.
- 80% attendance at classes (i.e. lectures and tutorials) is a prerequisite to passing this course. Attendance will be taken at the *beginning of class* to ensure this.
- Assignments submitted after the due date have to be accompanied by a doctor's certificate. Five marks will then be deducted for each day late. If you are unable to provide a doctor's certificate, you will be awarded zero marks.
- **Critical Pass:** Besides having to pass this unit *overall* (i.e. achieving a final mark of minimum 50 out of 100 points), students must also pass the final exam and the participation component (in total) in order to pass this unit. Hence students must achieve a minimum of 25 out of 50 maximal points for the final exam and the participation component *together* (regardless of the mark achieved for the assignments). Students failing to meet this requirement will be awarded an F grade.
- No correspondence will be entered into directly with any student regarding academic performance, i.e. marks/grades of assignments, participation or final exam. Students wishing to appeal their grade must do so through the authorised University channel.

Participation

Your participation throughout the semester will be evaluated by the lecturer and tutor. Your evaluation in this respect will depend predominantly on:

- Attendance at class
- Meaningful contributions during class time
- Punctuality
- Professional conduct and behaviour

Exam

The final exam will consist primarily (but not only) of *essay-type questions* and will take place during week 13 during regular class time. It will consist of *four compulsory questions* that may contain sub-questions (e.g. 1a, 1b and 1c) and you will have two hours to write

the exam, plus 10 minutes reading time at the beginning of the exam. This exam is *closed book* and *no dictionaries* will be allowed. You will be tested on all topics covered during class and tutorials, *including videos/DVDs, possible talk(s) of guest speaker(s) and material not mentioned in the official class notes*. Please note that, due to time constraints, it is impossible to cover each and every slide of the lecture notes and the entire textbook content during lecture time. It is therefore incumbent upon all students to read the relevant textbook chapters as part of the overall course requirements and to study material not specifically discussed during class on their own (since this could also be tested). The exam also covers the assignments (i.e. Applied Research Projects) discussed in tutorials.

The final exam *must* be taken when scheduled. The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at: <http://www.reg.mq.edu.au/Forms/APSCon.pdf>

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period. You are advised that it is Macquarie University policy not to set early examinations for individuals or groups of students. Students should also note that supplementary exams are subject to a more rigorous marking procedure owing to the benefit of extra study time for the student.

You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in Draft form approximately eight weeks before the commencement of the examinations and in Final form approximately four weeks before the commencement of the examinations.

<http://www.timetables.mq.edu.au/exam>

You are advised that it is Macquarie University policy not to set early examinations for individuals or groups of students. All students are expected to ensure that they are available until the end of the teaching semester, that is the final day of the official examination period.

Applied Research Project

There will be an Applied Research Project to be conducted in teams. This assignment is designed to enhance your knowledge about current branding issues and will be used to generate discussion during tutorial time. Further, this assignment shall improve your information collection and interpretation skills. The purpose is to apply theoretical concepts to the real-world and to incorporate the current managerial branding literature.

The project consists of four major parts:

1. Provide an overview of an assigned branding concept, theory, or topic. These will be assigned two weeks before the project is due. The information must be based on journal and academic research (minimum 15-20 sources; Wikipedia can be used to help initial understanding but is not considered to be an academic source for the purposes of this assignment). Limited time is available for your class presentation so this information should be summarised into key points or findings for the

presentation. However, you can (and should) expand on this further in the written assignment.

2. Present a relevant case study example(s) to enable you to illustrate and apply what you have learnt (through your research above) in terms of the 'real world'.
3. Identify and outline a relevant brand management problem based on your case study and the assigned topic area.
4. Apply critical analysis (incorporating relevant branding tools and theory), to your identified case study brand management problem, to enable you to come to rational conclusions and final recommendations and enable you to lead meaningful class discussion.

There is considerable scope for creativity and direction as this is a Masters level project. For example, as a group you can determine the order of the presentation of the material for your tutorial presentation, however, please ensure that there is a logical flow leading your audience to your conclusions.

Using a team approach, students will need to work with other class members. Students will divide into teams of ideally 4 - 7 (depending on the class size) in Week 2. Group work is intended to be of benefit in that a number of perspectives and interpretations are presented; alternative points of view are encouraged. These teams will then each make a presentation on an assigned topic to the rest of the class and lead, at least in part, the class discussion. Teams will present their Applied Research Project in a stand-up presentation at the nominated times, on the nominated days. All students are required to actively participate in classroom discussion during these presentations.

The Applied Research Project is designed to allow you to demonstrate your understanding of the course material, your ability to apply it to a 'real-life' example and your capacity to work in a team to make it happen.

A variety of sources of information must be used to assemble this profile. Students are encouraged to consult the academic literature (i.e. journals and books), trade magazines, newspapers, books, website material, and business publications, and consult with official company sources. It is not assumed that you will be able to gain any cooperation from any company. In fact, students should **NOT** under any circumstances contact any company involved in the Applied Research Project, nor should any form of primary research (e.g. distributing a questionnaire) be conducted. Failure to observe this will result in zero marks being awarded for this assignment.

Please send the softcopy of your report and presentation to the tutor within one day of your presentation.

Written Assignment

Written Applied Research Project papers *should not exceed 40 A4 pages* (exclusive of the list of references, attachments like appendices and exhibits that *should not exceed 15 pages; and also exclusive of the 'Learning reflection' at the end of the assignment that should be three pages in length*), typed with double line spacing using font Arial size 12, margins top/bottom 1.00" and left/right 1.25" (measurement in inches – MS Word default). This will allow enough space for comments and it also ensures fairness towards other teams. Marks will be deducted for exceeding the number of pages. All group projects must

be typed¹ and follow a report format (please refer to the next paragraph). No late reports will be accepted.

Papers must be *referenced* using the **APA Style**. Marks will be deducted for failure to conform to this style. Students who are unclear about this referencing style should refer to the APA website:

- <http://apastyle.apa.org/>

Another helpful link from the MQ Library is here (i.e. Ready Reference):

- <http://www.lib.mq.edu.au/readyref/>

Please, absolutely no plagiarism - you must acknowledge *all* sources of the ideas included in your report. Plagiarism amounts to academic misconduct, for which there are severe penalties. The same applies to cheating (e.g. during the exam). Where individual or group work is required for the purpose of assessment, copying of the work of other individuals or groups without acknowledgment is considered to be cheating and plagiarism. *Please keep in mind that assignments can easily be checked by the marker for plagiarism using "Turnitin", a software tool that detects suspicious cases.*

All papers submitted must be *proof-read* before being handed in. Proof-read in this context means that the paper must have *page numbering* and have been subjected to a complete *spell check and grammar check* (use programs which are now widely available in word processing packages; read the paper yourself several times and possibly ask a friend/colleague to read it as well). A substantial amount of marks will be deducted for substantial levels of spelling and grammar mistakes (this is a university postgraduate level course!).

Your assignment must contain a learning reflection.

- **Learning reflection, i.e. the team's reflection on the learning process (maximum 4 pages)**
 - What have we learned about marketing/branding?
 - What have we learned about conducting research?
 - What have we learned about team work during this assignment?
 - What could we have done better?

Assignment Presentation

Students will prepare *professional* (i.e. you should consider business attire for the purpose of the presentations) quality presentations of *maximum 40 minutes duration (including class discussion time)* for the Applied Research Project. Stimulation of effective discussion and debate will be an important and integral part of the presentation assessment. This presentation can be structured in a similar way to the report, but you might want to – based on time constraints – set priorities and focus on the key issues that are relevant for the class discussion. You should *involve* the class (you can be creative here), *lead a discussion* at the end and demonstrate your knowledge (as a result of having conducted substantial research) on the material. *Important is also that you present a clear, realistic and doable recommendation for the topic at hand!* A handout of your presentation (ideally

¹ Handwritten assignments will not be accepted.

3 slides per page; i.e. similar format to the lecture notes on Blackboard) should be provided to your tutor prior to your presentation.

The assignment presentations and discussions are examinable.

A few hints regarding your presentation:

- Never use hand-written overheads.
- Do not photocopy work from your assignment and put it on overhead, i.e. create new and separate slides.
- Do not use small fonts for your slides - 20 or above is a good size.
- Do not just read your report aloud in class → practice free speech
- Please don't panic! This is your chance to practice public speaking in a *familiar* environment - and giving successful presentations is very much a matter of *practice*. So training and cultivating this skill will likely be beneficial for you in the future.
- Ensure that everyone on your team contributes in a meaningful way.

Students are reminded that presentation aids must be prepared *in advance* of the class and that *efficient setting-up procedures* are part of the overall presentation assessment. Students will be penalised for the inappropriate use of class time. All teams must present their assignments on the day they are due. There will be no excuses accepted. Failure to present on the allocated day will result in a zero presentation mark.

PLAGIARISM

The University defines plagiarism in its rules: "Plagiarism involves using the work of another person and presenting it as one's own." Plagiarism is a serious breach of the University's rules and carries significant penalties. You must read the University's practices and procedures on plagiarism. These can be found in the *Handbook of Undergraduate Studies* or on the web at: <http://www.student.mq.edu.au/plagiarism/>

The policies and procedures explain what plagiarism is, how to avoid it, the procedures that will be taken in cases of suspected plagiarism, and the penalties if you are found guilty. Penalties may include a deduction of marks, failure in the unit, and/or referral to the University Discipline Committee.

STUDENT SUPPORT SERVICES

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at <http://www.student.mq.edu.au>.

LECTURE AND TUTORIAL OUTLINE

Subject to change without further notice!

Week	Date	Lecture	Chapter(s)	Tutorial
1	24.02. 25.02.	Introduction		
2	03.03. 04.03.	Brands and Brand Management	1	Team Formation 1 st Assignment Allocation
3	10.03. 11.03.	Customer-Based Brand Equity Brand Positioning and Values	2 3	2 nd Assignment Allocation
4	17.03. 18.03.	Choosing Brand Elements to Build Brand Equity	4	1 st Assignment Presentation 3 rd Assignment Allocation
5	24.03. 25.03.	Designing Marketing Programs to Build Brand Equity Integrating Marketing Communications to Build Brand Equity	5 6	2 nd Assignment Presentation 4 th Assignment Allocation
6	31.03. 01.04.	Early Evaluation (feedback on the unit) Leveraging Secondary Brand Knowledge to Build Brand Equity Developing a Brand Equity Measurement and Management System	7 8	3 rd Assignment Presentation
7	07.04. 08.04.	Measuring Sources of Brand Equity: Capturing Customer Mindset	9	4 th Assignment Presentation
	14.04. 15.04.	Recess		
	21.04. 22.04.	Recess		5 th Assignment Allocation (email the tutor for details)
8	28.04. 29.04.	Measuring Outcomes of Brand Equity: Capturing Market Performance	10	6 th Assignment Allocation
9	05.05. 06.05.	Designing and Implementing Branding Strategies Introducing and Naming New Products and Brand Extensions	11 12	5 th Assignment Presentation 7 th Assignment Allocation
10	12.05. 13.05.	Managing Brands over Time (Final Exam Overview)	13	6 th Assignment Presentation
11	19.05. 20.05.	Managing Brands over Geographic Boundaries and Market Segments	14	7 th Assignment Presentation
12	26.05. 27.05.	Course Evaluation (Student Feedback) Closing Observations	15	
13	02.06. 03.06.	Final exam <i>4 questions to be answered within 2 hours (plus 10 mins reading time)</i>	Weeks 1 to 12 & all Brand Audits	None