

**Management and Organizational Studies 4415A  
Brand Management**

**CONTACT INFORMATION**

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Office Hours: Mondays 11:30am – 12:30pm  
                  Tuesdays 11:30am – 12:30pm  
                  And by appointment

**CLASS INFORMATION**

Mondays 8:30am – 11:30am  
Room 14 St. James Building

**COURSE DESCRIPTION**

Brand management discusses the role of the brand manager, how brands are managed to create brand equity, how marketers measure and track performance, and how analytics are used to grow businesses. The course also explores planning: how brand managers employ business reviews and marketing plans to drive their businesses forward.

**COURSE LEARNING OUTCOMES**

To successfully complete this course, students will

1. Apply branding, brand equity, and brand identity concepts to real world situations, orally and in writing.
2. Collaboratively analyze a brand, measuring performance, interpreting information, evaluating performance, identifying brand issues and opportunities in writing.
3. Collaboratively develop a marketing plan that links business issues and opportunities with strategies and tactics, orally and in writing.
4. Model the professionalism and influence skills expected by an employer.

Student competency levels on these outcomes will vary. You can expect to achieve these outcomes if you honour course policies, attend classes regularly, complete all assigned work in good faith and on time, demonstrate understanding of the course content, and meet all other course expectations of you as a student.

**BRESCIA UNIVERSITY COLLEGE COMPETENCIES**

Primary competencies developed in this course include:

**Communication** includes the articulation of one's ideas, developing informative and persuasive arguments in all forms of communication, understanding the communication context. Students will also develop interpersonal communication skills including working with others in groups, sharing opinions, resolving conflicts, offering ideas, listening to others, asking questions, and demonstrating effective nonverbal behaviours.

**Problem Solving** includes the development of a problem statement, identification of proposed solutions, selection of a solution, evaluation of that solution, iteration based on communication and feedback from the proposed customer. The student will be able to identify what she knows about the problem, her assumptions and biases, and will test her assumptions.

**Inquiry and Analysis** involves the methodical practice of exploring issues and posing questions to seek information, knowledge, or clarity in order to gain a more comprehensive understanding of what is true. Inquiry and analysis begins with the collecting of information, the examination of the knowledge, and then converting the material into valuable new knowns. Knowledge is therefore discovered over time because investigation is continual,

as is the testing of new knowledge. Once the evidence has been organized and synthesized, conclusions about the question or problem are developed that logically follow from the inquiry process.

**Critical Thinking** involves reasoning, a process where we create arguments by connecting thoughts together so that some thoughts (premises) provide support for other thoughts (conclusions). There are three basic skills involved in critical thinking: interpretation, verification and reasoning. The first skill comprises understanding how words express or fail to express thoughts, expressing clearly what we mean, and discerning an argument's structure. The second skill involves determining whether premises are acceptable. And the third skill encompasses evaluating whether premises make it reasonable accept the conclusion.

### **COURSE MATERIALS**

Course Pack # 10294 available in the bookstore.

Al Ries and Jack Trout. Positioning: The Battle for Your Mind. McGraw Hill. 2000.  
David Aaker. Building Strong Brands. Simon & Schuster. 1995.  
Martin Lindstrom. Brand Sense. Free Press. 2005.  
David Aaker. Developing Business Strategies. John Wiley and Sons. 2001.  
David Aaker. Portfolio Strategy. Free Press. 2004.

The books have been ordered for the Western Bookstore; however, they are available at significant discounts on Amazon.ca or Chapters.ca, or they are available on reserve at the Brescia University Library. Please note that you are expected to complete all readings and cases before class.

### **COURSE PREREQUISITES AND ANTIREQUISITES**

Prerequisite MOS 2320A/B or MOS 3320A/B.

### **COURSE STRUCTURE AND CONTENT**

The course has three sections:

- 1) Your Brand and Consumers – weeks 1 - 6  
This section discusses the role of the brand manager, targeting and positioning, and how brands are managed to create equity and form relationships with consumers.
- 2) Measuring and Analyzing in-Market Performance – weeks 7, 8  
This section explores how marketers measure and track performance, and how marketers use analytics to drive their businesses forward.
- 3) The Business of Brand Management – weeks 9 - 12  
This section explores planning: how brand managers use business reviews and marketing plans as frameworks to drive their businesses forward and explores practical examples of brand management.

Course activities include: Guest speakers, lectures, video cases, extensive use of written cases, and exercises. Class attendance is essential and contribution is a significant part of course assessment.

### **Class Schedule**

A tentative schedule for this course is available on OWL. There may be departures from this list as some topics take up more (or less) time than is scheduled. Readings may be expanded upon by way of online discussions, videos and/or class discussions. Following this schedule is the responsibility of each student. All the assigned material should be expected on all assessments and evaluations. There may be random written assignments given at various points throughout the semester; although they do not appear on the schedule below, students may receive such assignments throughout the semester. These assignments are incorporated into your contribution grade. Students should anticipate spending a minimum of 3-5 hours per week preparing for classes, completing readings, cases and exercises, as well as studying for tests and preparing assignments.

**COURSE EVALUATION**

Component	Timing	Course Outcomes	Brescia Competencies	Weight
Class Contribution	Wk. 1 - 12	1, 4	Communication Inquiry & Analysis Problem Solving Critical Thinking	20%
Brand Equity Report	Wk. 7	1	Communication Inquiry & Analysis Problem Solving Critical Thinking	30%
Category Business Review (Group)	Wk. 10	1, 2	Communication Inquiry & Analysis Problem Solving Critical Thinking	20%
Marketing Plan (Group)	Wk. 12	1, 3, 4	Communication Inquiry & Analysis Problem Solving Critical Thinking	20%
Marketing Plan Presentation (Group)	Wk. 12	1, 3, 4	Communication Inquiry & Analysis Problem Solving Critical Thinking	10%

Students **must complete all elements of evaluation** to receive a passing grade in the course. There will be no re-weighting of components within the course unless a student has received an academic accommodation. Please note that grades cannot be adjusted based on need. Your mark in the course will be the mark that you earn based on your demonstrated understanding of the course content. Extra credit assignments are not available and tests and exams cannot be rewritten to obtain a higher mark. Once a student has written a test or examination she is committed to the mark earned.

Late assignments without an academic accommodation will receive a "0." It is expected that work will be your own. All academic standards, including providing references where citing another author's work, will be applied to assignments (see the attached Brescia Academic policies for information on plagiarism, cheating and other academic honesty behaviors). Writing, spelling, and grammar are all important and are taken into account when a grade is assigned. If you are particularly concerned about your written language skills, seek help from the Brescia Writing Centre, a friend, a group member, from student services, or consult with your instructor.

**Submission to Turnitin**

All required assignments may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

**Evaluation Component Descriptions**

There are no mid-term tests or final exams in this course.

**Brand Equity Analysis**

Each student will write an eight-page report analyzing their chosen brand using the models of brand equity analysis presented in the readings and in class. Students will make recommendations to improve the brand's equity. The objective of the paper is to demonstrate student understand of key analytical frameworks for brand analysis. A detailed assignment will be posted on OWL and discussed in class.

**Category Business Review and Marketing Plans and Presentation**

Small groups of students will complete a business review and develop a marketing plan for a product of their choice in the consumer package goods category. Each small group will present their marketing plans to the class and answer questions regarding their plans. Each student must speak in the presentation in order to receive a passing grade. Detailed assignments and templates will be posted on OWL and discussed in class.

**Contribution**

Contribution by each student is a cornerstone of any effective learning experience. Active class involvement augments the learning experience, increases assimilation of material and stimulates the level of class discussion. Students' contribution to this course is initiated through thorough class preparation. Contribution is expected to be relevant to the current discussion and includes answering direct questions, volunteering answers, advancing the discussion to a new issue, developing one side of an argument, clarifying difficult concepts and asking questions pertinent to the topic. Class contribution may also include assignments, hand-ins, group evaluations and prompt attendance. Just as important is listening attentively to your classmates and critiquing ideas constructively. Any hand in assignments noted on the weekly class plan will be due at 8 am Sunday.

Please note, each class will count equally toward a student's contribution grade, with each missed class receiving a grade of "0" out of 13. Three marks are for professionalism and 10 marks are available for influence. Each student will have their lowest contribution grade for the semester dropped from the contribution calculation. See the detailed contribution assessment guide provided on OWL for information about the grading process and expectations of your contribution. Contribution grades representing the first six weeks of the course (10% of the total course grade) will be released on OWL before October 29<sup>th</sup>.

Attendance at all classes in this course is expected. Family medical issues, personal medical issues, family bereavement, participation in University sports teams are acceptable reasons for missing class, with appropriate documentation (i.e. an academic accommodation). At the discretion of the instructor, any student who misses more than 25 per cent of scheduled classes will receive a class contribution grade of "0" for the course.

**CLASS ETIQUETTE****Student Use of Technology in Class**

Talking privately with classmates or using your computer during class for personal activities such as reading/writing e-mail, surfing the Web, playing games, etc. is distracting for others, is not conducive to your own learning, and is disrespectful to the instructor. In addition, cell phones ringing during class will not be tolerated: please ensure your phones are turned OFF before entering the classroom and placed inside a bag (not on desk or in your pocket). Texting in class will result in an immediate "0" in contribution for that class.

I welcome the use of laptops in the classroom as long as they are used for class related purposes, such as research, participation in class exercises and the like. Recent research has shown that laptop use in class for non-education related purposes, such as checking email, texting, using Facebook or other social networking websites, to view movies, listening to music or surf unrelated websites is negatively related to academic performance. That is, grades decline when you use laptops in the classroom for non-educational tasks. Additionally, students find other students use of laptops in the classroom the number one source of interference with their ability to learn (Fried, 2008). As a result, if I find a student using a laptop for non-class related activities, I will ask them to close the laptop for the remainder of the class or until a class exercise requires the use of the laptop. Research also shows that texting substantially reduces academic performance. Researchers asked half the students in an accounting class to text their professor three times, while the other half was requested to refrain from texting. Students were then tested at the end of the lecture on the contents of the lecture. The students who texted scored 16% points lower than those who did not text (Ellis, Daniels and Jauregui, 2010). As a result, if I find a student texting I will ask them to put their cell phone away.

Fried, C.B. (2008). In-class laptop use and its effects on student learning. *Computers and Education* 50 906-914.

Ellis, Y., Daniels, B., & Jauregui, A. (2010). The effect of multi-tasking on the grade performance of business students. *Research in Higher Education*. 8. P 1 – 10.

### A Note Regarding Email

Email is a useful tool for sharing news, setting up meetings or for a simple assignment clarification, but for more complex questions, a face-to-face meeting is best. Please make an appointment to discuss any personal, academic, group work, or controversial issues in person, especially any concerns that you might have about your grades. I will check email regularly Monday through Friday during office hours; you can expect a response within 24 hours during the work week. Over weekends and holidays, I will not be checking email, so plan accordingly.

### Appointments

Students are welcome to meet with the professor during the designated weekly office hours, or by arranging an appointment at a mutually convenient time. Make sure to be on time for your appointment, have an objective for the discussion, and bring a copy of your paper or exam you wish to discuss.

### Privacy

To respect privacy laws, and the privacy of individual students, all grades will be distributed on OWL. If a student wishes to discuss a grade, or review a test or paper, she must make an appointment with the professor to do so in person. To respect the privacy of each student, I may only discuss grades with the student in question. Please do not share or compare your grades. I cannot share information about another student's grades, so discussions that are about comparison of grades between students will not be entertained.

## 2016-17 BRESCIA UNIVERSITY COLLEGE ACADEMIC POLICIES AND REGULATIONS

### 1. POLICY REGARDING MAKEUP EXAMS AND EXTENSIONS OF DEADLINES

When a student requests academic accommodation (e.g., extension of a deadline, a makeup exam) for work representing 10% or more of the student's overall grade in the course, it is the responsibility of the student to provide acceptable documentation to support a medical or compassionate claim. All such requests for academic accommodation **must** be made through an Academic Advisor and include supporting documentation. Academic accommodation for illness will be granted only if the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete her academic responsibilities. Minor ailments typically treated by over-the-counter medications will not normally be accommodated. Documentation shall be submitted as soon as possible to the student's Academic Advisor indicating the period of illness and when the student should be able to resume academic responsibilities. Students must submit their documentation along with a request for relief specifying the nature of the accommodation being requested no later than two business days after the date specified for resuming responsibilities. Appropriate academic accommodation will be determined by the Dean's Office in consultation with the student's instructor(s). Please note that personal commitments (e.g., vacation flight bookings, work schedule) which conflict with a scheduled test, exam or course requirement are **not** grounds for academic accommodation.

A UWO Student Medical Certificate (SMC) is **required** if a student is seeking academic accommodation on medical grounds. This documentation should be obtained at the time of the initial consultation with the physician/nurse practitioner or walk-in clinic. A SMC can be downloaded from: <http://www.westerncalendar.uwo.ca/2016/pg117.html> The student must request documentation sufficient to demonstrate that her ability to meet academic responsibilities was seriously affected. Please note that under University Senate regulations documentation stating simply that the student "was seen for a medical reason" or "was ill" is **not** adequate to support a request for academic accommodation.

Whenever possible, requests for academic accommodation should be initiated in advance of due dates, examination dates, etc. Students must follow up with their professors and Academic Advisor in a timely manner.

The full policy on requesting accommodation due to illness can be viewed at: [http://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/accommodation\\_illness.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_illness.pdf)

### 2. ACADEMIC CONCERNS

If you feel that you have a medical or personal problem that is interfering with your work, contact your instructor and Academic Advisor as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. Retroactive requests for academic accommodation on medical or compassionate grounds may not be considered.

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult an Academic Advisor. If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines (refer to the Registrar's website, [www.registrar.uwo.ca](http://www.registrar.uwo.ca), for official dates). You should consult with the course instructor and the Academic Advisor who can help you consider alternatives to dropping one or more courses. *Note that dropping a course may affect OSAP eligibility and/or Entrance Scholarship eligibility.*

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The Dean may refuse permission to write the final examination in a course if the student has failed to maintain satisfactory academic standing throughout the year or for too frequent absence from the class or laboratory (<http://www.westerncalendar.uwo.ca/2016/pg130.html> )

### 3. ABSENCES

**Short Absences:** If you miss a class due to a minor illness or other problems, check your course outline for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow notes from a classmate. Contact the course instructor if you have any questions.

**Extended Absences:** If you have an extended absence, you should contact the course instructor and an Academic Advisor. Your course instructor and Academic Advisor can discuss ways for you to catch up on missed work and arrange academic accommodations, if appropriate.

### 4. POLICY ON CHEATING & ACADEMIC MISCONDUCT

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site: <http://www.westerncalendar.uwo.ca/2016/pg113.html>

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. Students are urged to read the section on Scholastic Offences in the Academic Calendar. Note that such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. Students are advised to consult the section on Academic Misconduct in the Western Academic Calendar.

If you are in doubt about whether what you are doing is inappropriate or not, consult your instructor, the Student Services Centre, or the Registrar. A claim that "you didn't know it was wrong" is not accepted as an excuse.

The penalties for a student guilty of a scholastic offence (including plagiarism) include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

#### Plagiarism:

Students must write their essays and assignments in their own words. Whenever students take an idea or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence (see Scholastic Offence Policy in the Western Academic Calendar).

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com.

#### Computer-marked Tests/exams:

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating. Software currently in use to score computer-marked multiple-choice tests and exams performs a similarity review as part of standard exam analysis.

### 5. PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS

All appeals of a grade must be directed first to the course instructor. If the student is not satisfied with the decision of the course instructor, a written appeal signed by the student must be sent to the Department Chair. If the response of the department is considered unsatisfactory to the student, she may then submit a signed, written appeal to the Office of the Dean. Only after receiving a final decision from the Dean may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office, or you can consult an Academic Advisor. Students are advised to consult the section on Student Academic Appeals under Academic Rights and Responsibilities in the Western Academic Calendar (<http://www.westerncalendar.uwo.ca/2016/pg112.html> )

### 6. PREREQUISITES AND ANTIREQUISITES

Unless you have either the prerequisites for a course or written special permission from your Dean to enroll in it, you will be removed from the course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisite(s).

Similarly, you will also be deleted from a class list if you have previously taken an antirequisite course unless this has the approval of the Dean. These decisions may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course because you have taken an antirequisite course.

### 7. SUPPORT SERVICES

The Brescia University College Registrar's website, with a link to Academic Advisors, is at <http://brescia.uwo.ca/academics/registrar-services/> . The website for the Student Development Centre at Western is at <http://www.sdc.uwo.ca/> . Students who are in emotional/mental distress should refer to Mental Health @ Western [http://uwo.ca/health/mental\\_wellbeing/](http://uwo.ca/health/mental_wellbeing/) for information including a complete list of options about how to obtain help.

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Portions of this document were taken from the Academic Calendar, the Handbook of Academic and Scholarship Policy and the Academic Handbook of Senate Regulations. This document is a summary of relevant regulations and does not supersede the academic policies and regulations of the Senate of the University of Western Ontario.