

COURSE INFORMATION

Course title:	Brand Management	Credits:	1.5
Course code:	BAMA 514	Class location:	Henry Angus 133
Session, term, period:	2019W2, Period 4	Class times:	Monday / Wednesday 10am-12pm
Section(s):	002	Pre-requisites:	n/a
Course duration:	March 9 – April 9, 2020	Co-requisites:	n/a
Division:	Marketing & Behavioral Science		
Program:	MBA		

INSTRUCTOR INFORMATION

Instructor:	Dr. Tim Silk	Office location:	Henry Angus 569
Phone:	604-822-8362	Office hours:	Tuesday/Thursday 12:30-1:30
Email:	tim.silk@sauder.ubc.ca		

COURSE DESCRIPTION

This course is for those interested in learning how brands are developed and managed as strategic assets. The course uses case studies and a brand audit project to give students experience making decisions as a brand manager. Topics include assessing brand meaning, brand positioning, brand analytics, evaluating brand extensions, assessing brand strength, defending premier brands, and brand repositioning. The course is focused on industry best practices and is aimed at developing your ability as a manager and decision maker.

COURSE FORMAT

Classes consist of concept classes and case classes. Concept classes involve discussion of the assigned articles and best practices used in industry. The purpose is to understand how the concepts can be used to analyze real-world problems and the issues managers face when applying the concepts.

Case classes involve discussion of your analysis and decision. Cases are used to learn how to analyze real-world information and make decisions as a manager. Your job is to assume the role of the decision maker in the case, apply course concepts to analyze the case, make a decision, and debate whether your decision is the best course of action. I will occasionally present alternative approaches, but the analysis and decision are your responsibility. You must arrive to class with your analysis and decision.

LEARNING OBJECTIVES

After completing the course, students will be able to apply analytical techniques to make effective brand strategy decisions. Specifically:

1. Collect and analyze brand association data to evaluate a brand's intended and actual brand meaning.
2. Evaluate brand extension opportunities and make brand extension recommendations.
3. Analyze brand analytics data to evaluate brand and category performance.
4. Apply Brand Asset Valuation models to evaluate brand strength and make brand strategy recommendations.
5. Evaluate brand repositioning strategies.

ASSESSMENTS

Summary

<u>Component</u>	<u>Weight</u>
Online Pre-Assessments (individual)	10%
Class Participation (individual)	15%
Brand Analytics Exercise	25%
Case Submission (individual)	25%
Brand Audit Presentation (teams)	25%
Total	<u>100%</u>

Details of Assessments

Online Pre-Assessments (10%):

Online pre-assessments are short quizzes that students complete on Canvas before the start of class to ensure that everyone has read the assigned case/article for that day. This will ensure that everyone is prepared for class so that class time can be dedicated to higher-level discussion. Pre-assessments must be completed before the start of class or receive a grade of zero.

Class Participation (15%):

Students are evaluated on participation in every class. Your participation grade is based entirely on the extent to which your contribution to class discussion impacts the learning of others. It is about your impact on the learning of others rather than the frequency of your participation. Asking an intriguing question or presenting your analysis is more impactful than simply answering a question. Respecting your classmates is paramount and I value quality over quantity.

Grading Scale for Class Participation:

- 0 – Absent or late to class.
- 5 - Present but does not participate.
- 6 - Participates with basic information such as case facts.
- 7 – Offers an opinion or asks/answers a basic question.
- 8 – Engages in a meaningful discussion with other members of the class.
- 9 – Shares an analysis using data or evidence from the case or reading.
- 10 – Provides insight or asks a question that is instrumental in advancing understanding.

Brand Analytics Exercise (25%)

This is a 60-minute exercise used by the Nielsen Company as part of its recruiting process to evaluate the analytical skills of job applicants. It tests one's ability to identify patterns in data and pull insights from data which are essential for assessing brand and category performance. The purpose of the exercise is to evaluate analytical ability and prepare students for the analyses they will be expected to perform in a brand management role. Students also find it helpful in preparing for job market interviews and case analyses. The exercise is administered on Canvas after the class on Brand Analytics (refer to class schedule for dates). The exercise is an individual assignment; you may not consult with your classmates or any other individuals. Any violations will result in a grade of zero.

Case Submission (25%)

The case submission is a comprehensive case that requires you to apply the concepts covered throughout the course. The case and questions will be posted on Canvas. The format is open book so that you have ample time to apply the course concepts and conduct your analysis. The case submission is an individual assignment. You may not consult with your classmates or any other individuals. Anyone violating this rule will receive a grade of zero. Your case is due at the start of class on the due date (refer to class schedule). We will discuss the case in class. Consequently, late submissions cannot be accepted and will receive a grade of zero.

Brand Audit Team Presentations (25%)

Your team, consisting of 4-6 self-selected team members, will apply the course concepts to conduct a brand audit of a brand that interests you. The audit will include (1) an overview of the brand's history, (2) an assessment of the brand's meaning, (3) an assessment of the brand's strength, (4) an evaluation of one category extension, and (5) recommendations on how to strengthen the brand. Category extensions that exist today as well as those that were taken off the market are equally suitable for the audit assuming you can find sufficient information on the extension for your analysis. Teams are required to email Tim by the start of the 5th class indicating (1) a list of 3 brands they wish to audit in order of priority, and (2) the category extension for each brand that will be examined as part of the brand audit.

Each team will deliver a 20-minute presentation during the exam week in which you present your analysis and recommendations for managing the brand going forward. The presentation will be followed by a 10-minute Q&A period. The format of your presentation is up to you and your team members, but it should be professional and involve each member of your team. Presentations will be evaluated using the Presentation Evaluation Form at the end of this course outline. Teams should review the evaluation criteria listed on the Presentation Evaluation Form when creating your presentation.

Peer Evaluation

The peer evaluation form at the end of this course outline will be used to assess the contribution of each team member to the team project. Each student's grade will be calculated by multiplying the team's grade by the average peer assessment score the student receives from their team members. For example, if a team receives a grade of 80% (an A-) and a student receives an average peer score of 75% from their team members, that student's individual grade on the project will be $75\% \times 80\% = 60\%$ (a C instead of an A-).

The peer evaluation reacts to consensus (being down-graded by only one team member will be disregarded). Team members that work in good faith and manage expectations will not experience grade adjustments, while individuals that perform below expectations or fail to pull their weight will experience a negative grade adjustment. I reserve the right to adjust peer evaluations to ensure fairness. My advice is to be proactive and make your expectations of one another clear from the start.

LEARNING MATERIALS

All articles, cases and class notes are posted on the course page in Canvas (no text book to purchase).

COURSE-SPECIFIC POLICIES AND RESOURCES

Missed or late assignments, and regrading of assessments

Late submissions will not be accepted and will receive a grade of zero.

Academic Concessions

If extenuating circumstances arise, please contact the RHL Graduate School program office as early as reasonably possible, and submit an [Academic Concession Request & Declaration Form](#) <https://webforms.sauder.ubc.ca/academic-concession-rhlee>. If an academic concession is granted during the course, the student will be provided options by RHL, or by the instructor in consultation with RHL, per [UBC's policy on Academic Concession](#).

POLICIES APPLICABLE TO COURSES IN THE ROBERT H. LEE GRADUATE SCHOOL

Attendance

Excepting extenuating circumstances, students are expected to attend 100% of their scheduled class hours. Absent students limit their own academic potential, and that of their classmates, and cause unnecessary disruption to the learning environment. Students missing more than 20% of the total scheduled class hours for a course (including classes held during the add/drop period) without having received an academic concession will be withdrawn from that course. Withdrawals, depending on timing, could result in a "W" or an "F" standing on the transcript.

Punctuality

Students are expected to arrive for classes and activities on time and fully prepared to engage. Late arrivals may be refused entry at the discretion of the instructor or activity lead. Students arriving later than halfway through a scheduled class will be treated as absent for that class.

Electronic Devices

Devices such as laptops, tablets, and cell phones are not permitted to be used in class unless directed by the instructor for in-class activities. Students who do not follow the School's policy in this regard may be required to leave the room for the remainder of the class, so that they do not distract others. Research shows that students' use of laptops in class has negative implications for the learning environment, including reducing their own grades and the grades of those sitting around them.

Citation Style

Please use the American Psychological Association (APA) reference style to cite your sources.

Details of the above policies and other RHL Policies are available at:

<http://www.calendar.ubc.ca/vancouver/index.cfm?tree=12,199,506,1625>

UNIVERSITY POLICIES AND RESOURCES

UBC provides resources to support student learning and to maintain healthy lifestyles but recognizes that sometimes crises arise and so there are additional resources to access including those for survivors of sexual violence. UBC values respect for the person and ideas of all members of the academic community. Harassment and discrimination are not tolerated nor is suppression of academic freedom. UBC provides appropriate accommodation for students with disabilities and for religious observances. UBC values academic honesty and students are expected to acknowledge the ideas generated by others and to uphold the highest academic standards in all of their actions. Details of the policies and how to access support are available on the UBC Senate website at <https://senate.ubc.ca/policies-resources-support-student-success>.

Academic Integrity

The academic enterprise is founded on honesty, civility, and integrity. As members of this enterprise, all students are expected to know, understand, and follow the codes of conduct regarding academic integrity. At the most basic level, this means submitting only original work done by you and acknowledging all sources of information or ideas and attributing them to others as required. This also means you should not cheat, copy, or mislead others about what is your work. Violations of academic integrity (i.e., misconduct) lead to the breakdown of the academic enterprise, and therefore serious consequences arise and harsh sanctions are imposed. For example, incidences of plagiarism or cheating may result in a mark of zero on the assignment or exam and more serious consequences may apply if the matter is referred to the President's Advisory Committee on Student Discipline. Careful records are kept in order to monitor and prevent recurrences.

COPYRIGHT

All materials of this course (course handouts, lecture slides, assessments, course readings, etc.) are the intellectual property of the instructor or licensed to be used in this course by the copyright owner. Redistribution of these materials by any means without permission of the copyright holder(s) constitutes a breach of copyright and may lead to academic discipline. Audio or video recording of classes are not permitted without the prior approval of the Instructor.]

ACKNOWLEDGEMENT

UBC's Point Grey Campus is located on the traditional, ancestral, and unceded territory of the xwməθkwəyəm (Musqueam) people, who for millennia have passed on their culture, history, and traditions from one generation to the next on this site.

COURSE SCHEDULE

Class	CLASS TOPICS	READINGS	WHAT'S DUE
1. Mon Mar 9	Assessing Brand Meaning	<i>Understanding Brands</i> <i>Brands and Branding</i>	Pre-assessment #1 on Canvas. Be prepared to discuss readings
2. Wed Mar 11	Brand Meaning Case	Prepare Case: <i>Porsche Cayenne</i>	Pre-assessment #2 on Canvas. Be prepared to discuss case analysis
3. Mon Mar 16	Evaluating Brand Extensions	<i>Strategies for Leveraging Master Brands</i>	Pre-assessment #3 on Canvas. Be prepared to discuss reading
4. Wed Mar 18	Brand Extension Case	Prepare Case: <i>McDonald's and the Hotel Industry</i>	Pre-assessment #4 on Canvas. Be prepared to discuss case analysis
5. Mon Mar 23	Assessing Brand Strength	<i>Brand Economics</i>	Be prepared to discuss reading Teams: Email Tim with brand & extension for brand audit project
6. Wed Mar 25	Brand Analytics	<i>If Brands Are Built Over Years, Why Are They Managed Over Quarters?</i> Prepare: Brand Analytics Practice Questions	Pre-assessment #5 on Canvas. Be prepared to discuss answers to Brand Analytics Practice Questions
Fri Mar 27	Complete Brand Analytics Exercise on Canvas by 11pm Friday, March 27 th		
7. Mon Mar 30	Defending Premier Brands	Prepare Case: Marlboro Friday	Pre-assessment #6 on Canvas. Be prepared to discuss case analysis
8. Wed Apr 1	Defending Premier Brands	Continuation of Marlboro case discussion	Be prepared to discuss case analysis Case Submission posted on Canvas
9. Mon Apr 6	Case Submission Discussion	Prepare Case Submission	Upload Case Submission to Canvas before start of class.
10. Wed Apr 8	Repositioning Mature Brands	Prepare Case: Eileen Fisher Brand Repositioning	Pre-assessment #7 on Canvas. Be prepared to discuss case analysis.
Exam Week	Brand Audit Presentations	Brand Audit Team Presentations (date and times TBA).	

Evaluation Form

Brand Audit Presentation

(Tim will evaluate each team using the criteria below)

Brand: _____

Evaluation Criteria:	Score									
Application of course concepts:	1	2	3	4	5	6	7	8	9	10
Depth of analysis:	1	2	3	4	5	6	7	8	9	10
Support for recommendations:	1	2	3	4	5	6	7	8	9	10
Responses to questions:	1	2	3	4	5	6	7	8	9	10
Presentation Skills / Clarity:	1	2	3	4	5	6	7	8	9	10

Total Score: _____

Presentation Grade: _____

Strengths:

Areas for Improvement:

Brand Audit Peer Evaluation Form

Each team member must submit this form to Tim on the day of the presentation

Brand: _____

Assign yourself and each member of your team a score out of 100 points based on each member's contribution to the group effort. If all members contributed equally, each person should receive 100 points. Sub-standard performance relative to other group members should receive a score below 100. You must rate yourself as well as your peers.

Name of Team Member (including yourself):	Score (100 = full marks)
1. _____	_____ /100
2. _____	_____ /100
3. _____	_____ /100
4. _____	_____ /100
5. _____	_____ /100
6. _____	_____ /100

Did your team encounter a problem with a team member?

Yes No

If you encountered a problem with a team member, did you bring it to his/her attention?

Yes No Not Applicable

If you encountered a problem with a team member, did you give him/her a chance to improve?

Yes No Not Applicable

Please provide a justification for the assigned scores (continue on reverse side of this page if necessary):