UNSW Business School

School of Marketing

MARK3092
BRAND MANAGEMENT

Course Outline
Semester 1, 2017

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PART A: COURSE-SPECIFIC INFORMATION

1 STAFF CONTACT DETAILS

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Consultation Times: Thursdays 1pm-2pm (or by appointment)

Contact outside of consultation and class times:
To successfully complete this course, effective communication between us is vital. I will use Moodle to send you information between lectures and you need to check it regularly. In return, please send an email if you have any general questions about the course. Specific questions are best dealt with during the lecture, consultation times or by appointment. Please use your student-email to communicate with me. I will not open your email coming from yahoo, hotmail, gmail, and the like, even if it gets through the spam filters, as I will not know you are a student. Student-email messages get first priority in being answered. Please note any question related to the tutorials should be first addressed to your respective tutors.

2 COURSE DETAILS

2.1 Teaching Times and Locations

Lectures start in Week 1 (to Week 12). Lectures take place in Common Lecture Block 8 (CLB8): (a) *Thursdays 3pm-6pm*, in Weeks 1, 4, 5, 7, 8, and 9; (b) and *Thursdays 3pm-5pm*, in Weeks 2, 3, 6, 10, 11, and 12. In some weeks, cases, exercises and talks by visiting speakers will be held during the first or second half of the three hour period – these also take place in CLB8. For the date and location of end-of-session examinations, please consult the examination timetable when it is published during the semester.

Tutorials are held in Weeks 2, 3, 6, 10, 11, and 12. These tutorials will revolve around case studies and some group exercises. In preparation for the tutorials, you are required to read the materials provided on Moodle for that week.

A full list of tutorials, times, tutors and locations are available on
http://timetable.unsw.edu.au/2017/MARK3092.html

2.2 Units of Credit

The course is worth 6 units of credit. There is no parallel teaching in this course.

2.3 Summary of Course

Brands are among the most valuable corporate assets. This course is about how brands are viewed, built, managed, and measured to ensure firms' superiority and sustainability in profits. To explore such issues, this course provides relevant and up-to-date theories, concepts, techniques, and models in branding. The course will interweave lectures, exercises, guest speakers, case discussions, and a brand audit group project.

2.4 Course Aims and Relationship to Other Courses

This course is a level 3 marketing elective in the marketing major stream of the Bachelor of Commerce.

The course's aims are to:

- Provide an understanding of the meanings of brand from different perspectives.

- Provide the appropriate concepts, theories and techniques related to the important issues in brand management operations.
- Enhance students' ability to apply creative and critical strategies and tactics involved in developing, positioning, leveraging, and managing a brand, and measuring its value.

The course is organised into three modules that collectively address the course aims.

- *Perspectives on brand management* sets the scene by considering what a brand is from different perspectives. Brands can be viewed as identifiers, functional and symbolic images, icons, strategic assets, and dynamic and social process. How you engage in brand management, and what you expect from it, depends on your perspective. Considered are customer-based and management-based perspectives.
- *Brand management operations* concentrates on specific issues including the development and positioning of new brands, naming new brands, leveraging existing brands, managing brand lifecycle and multi-brand portfolios, designing brand identity, measuring brand value, sustainability and corporate brand.
- *Branding in the digital age* addresses changes caused by the Internet that has upended how customers engage with brands. The rise of prosumption and prosumer society, the groundswell trend and branding in the groundswell is examined. Developing customer engagement platform and building personal brand online are discussed.

Pre-requisites
You must have completed MARK1012 (Marketing Fundamentals). Ideally, you should also have studied: MARK2051 (Consumer Behaviour) and MARK2053 (Marketing Communications and Promotions Management). The course draws on knowledge from the fields of consumer behaviour and marketing communications.

Synergies
You are encouraged to make linkages with previous studies, particularly marketing communications, consumer behaviour and marketing research. Your learning is likely to be more effective when prior experiences and prior knowledge are explicitly recognised and built upon. You should take responsibility for doing this. To prevent duplication of material, this course examines a range of issues related to strategic brand management and the way in which product development and management contribute to the ongoing health of the brand, rather than purely focusing on the communication aspects of brand management which form the core of MARK2053.

2.5 Student Learning Outcomes

The Course Learning Outcomes are what you should be able to DO by the end of this course if you participate fully in learning activities and successfully complete the assessment items.
1. assess *different viewpoints* on brand and think cogently and critically about these viewpoints;
2. analyse specific *problems and challenges* in brand management, and to devise sound and practical *solutions* to these problems;
3. undertake a *brand audit* and to use the information for *brand planning;*
4. use *resources* (e.g., marketing research, research studies, expert advice, etc.) in an informed and skilful way as part of the process of developing ideas, plans and solutions;
5. effectively *communicate* branding knowledge in oral and written contexts;
6. work *individually* and as an effective member of a *team*.

The Learning Outcomes in this course also help you to achieve some of the overall Program Learning Goals and Outcomes for all undergraduate students in the Business School. Program Learning Goals are what we want you to BE or HAVE by the time you successfully

complete your degree (e.g. 'be an effective team player'). You demonstrate this by achieving specific Program Learning Outcomes - what you are able to DO by the end of your degree (e.g. 'participate collaboratively and responsibly in teams').

Business Undergraduate Program Learning Goals and Outcomes

1. Knowledge: **Our graduates will have in-depth disciplinary knowledge applicable in local and global contexts.**
You should be able to select and apply disciplinary knowledge to business situations in a local and global environment**.**

2. Critical thinking and problem solving: Our graduates will be critical thinkers and effective problem solvers.
You should be able to identify and research issues in business situations, analyse the issues, and propose appropriate and well-justified solutions.

3. Communication: Our graduates will be effective professional communicators.
You should be able to:
   a. Prepare written documents that are clear and concise, using appropriate style   and presentation for the intended audience, purpose and context, and
   b. Prepare and deliver oral presentations that are clear, focused, well-structured, and delivered in a professional manner.

4. Teamwork: Our graduates will be effective team participants.
You should be able to participate collaboratively and responsibly in teams, and reflect on your own teamwork, and on the team's processes and ability to achieve outcomes.

5. Ethical, social and environmental responsibility: Our graduates will have a sound awareness of the ethical, social, cultural and environmental implications of business practice.
You should be able to:
   a. Identify and assess ethical, environmental and/or sustainability considerations in business decision-making and practice, and
   b. Identify social and cultural implications of business situations.

For more information on the Undergraduate Program Learning Goals and Outcomes, see Part B of the course outline.

The following table shows how your Course Learning Outcomes relate to the overall Program Learning Goals and Outcomes, and indicates where these are assessed (they may also be developed in tutorials and other activities):

Program Learning Goals and Outcomes		Course Learning Outcomes	Course Assessment Item
This course helps you to achieve the following learning goals for all Business undergraduate students:		*On successful completion of the course, you should be able to:*	*This learning outcome will be assessed in the following items:*
1	Knowledge	1. assess *different viewpoints* on brand and think cogently and critically about these viewpoints; 2. analyse specific *problems and challenges* in brand management, and to devise sound and practical *solutions* to these problems; 3. undertake a *brand audit* and to use the information for *brand planning;*	• Individual assignment • Group Project • Exam

		4. use *resources* (e.g., marketing research, research studies, expert advice, etc.) in an informed and skilful way as part of the process of developing ideas, plans and solutions	
2	Critical thinking and problem solving	1. assess *different viewpoints* on brand and think cogently and critically about these viewpoints; 2. analyse specific *problems and challenges* in brand management, and to devise sound and practical *solutions* to these problems; 3. undertake a *brand audit* and to use the information for *brand planning;* 4. use *resources* (e.g., marketing research, research studies, expert advice, etc.) in an informed and skilful way as part of the process of developing ideas, plans and solutions	• Individual assignment • Group Project • Exam
3a	Written communication	5. effectively *communicate* branding knowledge in oral and written contexts;	• Individual assignment • Group Project • Exam
3b	Oral communication	5. effectively *communicate* branding knowledge in oral and written contexts.	• In-tutorial group presentation (not specifically assessed)
4	Teamwork	6. work *individually* and as an effective member of a *team*	• Group Project
5a.	Ethical, social and environmental responsibility	Not specifically addressed in this course	Not specifically assessed
5b.	Social and cultural awareness	1. assess *different viewpoints* on brand and think cogently and critically about these viewpoints; 2. analyse specific *problems and challenges* in brand management, and to devise sound and practical *solutions* to these problems	• Individual assignment • Group Project • Exam

3 LEARNING AND TEACHING ACTIVITIES

3.1 Approach to Learning and Teaching in the Course

This course is designed to be:

- *Rigorous and informed*, in that we consider what is known about brand management through business practice, research and scholarship;

- *Encouraging of critical and independent thinking*, including an assessment of the validity of claims made about brands and brand management;

- *Professionally relevant* – by looking at workable frameworks, industry best practices, and developing knowledge/skill that will be of value in the workplace;

- *Engaging*, in the sense of actively having to resolve theoretical and practical problems through written assignments, cases, exercises, classroom/group discussions;

- *Diverse* in the use of learning and assessment methods, from conventional exams to hands-on exercises;

- *Reflective,* by relating formal approaches to brand management to experiences in daily life (we are, after all, surrounded by brands)*.*

3.2 Learning Activities and Teaching Strategies

This is a classroom-based course and, as such, the approach will be fairly instructive. However, we will try to vary the pace by having a mix of formal lectures, exercises, case-studies and external speakers.

The purpose of the *lectures* is to give you some frameworks for the management of brands. These frameworks draw on the accumulated wisdom of both marketing practitioners and academics. It is to be hoped that in looking at these frameworks we can focus on best practice, rather than merely hold up a mirror to what is found in the Australian marketplace at large. You are encouraged to think, critically, about the frameworks presented in the course, the textbooks, and the readings.

The purpose of *exercises* is to provide a forum for case analysis and discussion, and for a more hands-on approach to the tasks involved in brand management. This is your opportunity to apply the material presented in lectures and to use knowledge gleaned from readings and experiences.

A certain proportion of this work will be undertaken in groups, and it will be necessary to engage in *group study* outside formal working hours.

Self-study is important too. You cannot expect to develop the desired level of knowledge and skill from merely attending lectures and tutorials. There is a course textbook – read it! Also, your attention is drawn to supplementary readings – you are not expected to read all of these, but you should study a selection of them and use them to inform your thinking and your work. In particular, many of the readings will highlight alternative perspectives and they will help you hone your skills in making critical evaluations.

4 ASSESSMENT

4.1 Formal Requirements

In order to pass this course, you must:
- achieve a composite mark of at least 50%;
- make a satisfactory attempt at all assessment tasks; and
- achieve at least 50% of final exam mark.

4.2 Assessment Details

Assessment Task	Weighting	Length	Due Date
Individual assignment	20%	1,200 words	30.03.17 (Week 5)
Class participation	10%	In-tutorial	Weeks 2, 3, 6, 10, 11, 12
Group project report	30%	20 pages	25.05.17 (Week 12)
Final exam	40%	2 hours	Within exam period

Total	100%		

4.2.1. Individual Assignment (20%)

Description of the task

- You will be fully briefed **in class** about the content and format of this assignment in Week 1. You will be required to answer a number of questions on the main themes in brand management.

Format, structure, style, presentation guidelines

- You are expected to prepare answers to the questions asked (taking no more than 1200 words excluding references and appendices; 12-point font, 1.5-spaced).

Due Date

- Individual Assignment will be due in **Week 5 (30 March 2017)**.

Purpose of the Individual Assignment

The purpose of the Individual Assignment is to help you to:
- identify and analyse brand management issues within particular business contexts;
- devise sound and practical *recommendations/solutions* to these issues;
- and use *resources* (e.g., marketing research, research studies, expert advice, etc.) in an informed and skilful way as part of the process of developing ideas, plans and solutions.

Marking Criteria

- Work will be assessed into broad grading categories (0/20, 1/20, etc.), based on the insightfulness of your answers to the questions asked. Details of these criteria will be provided during the briefing on Individual Assignment in Week 1.

Submission Procedure

- A printed copy of written answers is due on **30.03.17 (week 5)** – by 2pm *handed in at the start of the lecture*, accompanied by a signed Assignment Cover Sheet. An electronic copy of written answers should be submitted via Turnitin (before midnight on the same day). You will receive feedback on the Individual Assignment in Week 8 (27.04.17).

4.2.2. Group Project Report (30%)

Description of the task

You will be fully briefed **in class** about the content and format of this assignment in Week 1. You will be required to work in a group consisting of approximately 3-5 members (maximum allowable group size is 5 students) and you are free to choose the composition of your group within your tutorial (to be formed in Week 1 or Week 2). Each group will be allocated (randomly) to one of the available brands, and notified in week 2 (09.03.17). There are two components to the assignment: Brand Audit and Brand Plan (see below for a description of each).

- *Part A: Brand Audit*

A brand audit enables the organisation to know what factors are contributing to a brand's performance. An audit gathers and evaluates information about the brand and competing brands. It can be used to answer questions such as: What is my brand? What is the core proposition of my brand? What do my customers/clients/employees think about my brand? Who are the competing brands and what are they doing? What opportunities are emerging and what can threaten the brand?

To do this, each group must first agree on an appropriate level of analysis (corporate, umbrella, or product brand) and an appropriate geographical coverage (global, regional, or local). Then, you must gather information on characteristics such as: brand essence, brand positioning, differentiating attributes, presentation of the brand, and monitoring and evaluation processes.

A variety of sources should be used to assemble this profile. You should consult business publications, trade magazines, journal articles[1], books, and company sources such as annual reports and websites. Market research evidence would be good to see (if you get hold of any). But, please do not pester brand managers of the selected brands – they have a job to do and that isn't to answer dozens of queries from marketing students! This also means that you are expected to use relevant and appropriate referencing (Harvard format). Failure to address this may result in plagiarism (see Section 9, Part B).

Potentially, there is some overlap here with the sort of broad SWOT analysis that you may have undertaken in MARK1012. However, here the focus should be firmly and squarely on brand-related issues – we do not want to be presented with a wide-ranging marketing audit of all the organisation's activities.

- *Part B: Brand Plan – Stretching the Brand*

This part is forward-looking. Your task is to assess the sources of brand strength for your selected brand and suggest ways to leverage that strength in terms of a specific line/brand extension (of your own choosing). Ongoing and new initiatives should be considered at a strategic level (brand positioning and extension, product and geographical portfolios, etc.) and at a tactical level (names, logos, designs, packaging, communications, etc.). Marketing communications will come into this planning process, but we do not want to see the same kind of creative and executional detail (with respect to MARCOMS) that you may have put into the assignment for MARK2053. However, creative and executional detail with respect to names, logos, designs, etc. for your line/brand extension is expected.

Group Project Progress Report (ungraded)

- Groups are required to submit one-page progress report on 06.04.17 (week 6) **in class**. Although not graded, this progress report will enable us to provide feedback during the first part of the course. This report will comprise the names of your team members, the brand allocated to you for audit, an outline of how you are planning to carry out the assignment and progress to date. This will not directly contribute to your final grade. The purpose of the progress report is to help you manage your time and give you the opportunity to gain early feedback (to be provided on 27.04.17 week 8). It is in your best interest to treat this seriously – it is better to identify and resolve problems at this stage than to let these carry across into your final report. It is mandatory for all groups (and group members) to be present and contribute to this progress report. *The mark for the final group project will be zero if groups fail to submit the progress report.*

Format, structure, style, guidelines for Group Project Final Report

- The report should contain both the brand audit and the proposed plan for your line/brand extension, taking not more than 20 pages (12-point font, 1.5-spaced, standard margins). Please keep a copy of the report for your records. General guidance on writing assignments and marking criteria will be posted on Moodle in Week 2.

Due Dates

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[1] Please note that journal articles refer to appropriate peer-review journals (e.g. Journal of Marketing, Journal of Brand Management, among many).

- A printed copy of the report is due on **25.05.17 (Week 12)** – by 2pm *handed in at the start of the lecture*, accompanied by a signed Assignment Cover Sheet. An electronic copy of the final report should be submitted via Turnitin (before midnight on the same day).

Purpose of the Group Assignment

The purpose of the major assignment is to help you to:
- Critically evaluate a brand, in terms of its strengths, weaknesses, value and implied strategic direction;
- Propose strategic recommendations for leveraging a brand, using established theory and your assessment of available data;
- Anticipate factors influencing the success or failure of the proposed strategy
- Apply theoretical concepts in a specific business context, in order to integrate theory and practice in the process of strategic brand management;
- Work effectively in a group environment.

Group Work, Roles and Responsibilities and Conduct of Meetings

- You are expected to work in groups throughout the semester, and to divide work among group members equally. Group members are required to exchange contact details and formulate and agree on a Group Process Plan and a Pre-Project Action Plan. The Group Process Plan details member roles, identifies group rules, allocates tasks and responsibilities and shows agreed project milestones. The Pre-Project Action Plan details problems and issues that may arise and how the group will manage them.
- Students are to *actively* manage the conduct of meetings and record each member's contribution and the decisions/actions agreed to at each meeting through the use of brief minutes.

Assessing Individual Contributions for Group Projects

- In line with School policy, group members are required to submit an interim peer evaluation on 06.04.17 (Week 6, due date of group progress report) to give students an indication of their group performance. Use the School of Marketing's WebPA Peer Assessment on the course Moodle site. At the end of the project, group members will be asked to complete a final ***peer evaluation*** of each group member for the Group Project Final Report. Below is the School policy in this regard.

Each student will evaluate the contributions of their group members (not themselves) in Week 12 using the School of Marketing's WebPA Peer Assessment on the course Moodle site. 20% of group marks, i.e. [6 of 30 marks will be adjusted based on the peer assessment results to reflect the contribution of each student to the group project.

WebPA is based on a detailed list of evaluation criteria to rate team work skills, an important program learning goal of undergraduate degrees offered by the UNSW Business School. Group members bring different strengths to a project, and this should be reflected in your ratings, i.e. do not give each group member exactly the same score.

Each student's contribution score will be the average of the points received from their group members.
Adjustments to individual marks will occur where an individual student's peer evaluation score falls below an acceptable level.

- Ideally, all members of each group will receive the same mark. However, in some cases individuals may be assigned different marks if there are consistently poor evaluations of group member(s). It is therefore in your interest to make your group work effectively to ensure the delivery of high quality output.

- To assist in assessing the contribution of each student, brief **minutes** should be made of each group meeting noting who was assigned what task and if completed. Further, individual group members should keep a journal detailing all the activities undertaken in relation to their project. It is **important** that each member of the group records their activities and contribution to the project on a regular basis. If there are any complaints about the performance of a group member, the lecturer-in-charge can request that an individual submit their journal. Assessment of group members on participation may also be utilised.

Marking Criteria for Group Project Final Report

- Details of marking criteria will be posted on Moodle in Week 2. Broadly speaking, criteria for the brand audit include: focus/scope of audit, evaluation of the brand, use of theory/frameworks, factual content, research support, and appreciation of business context. Criteria for the brand plan include: use of insights from the audit, specific proposals for your brand extension, imaginative solutions, and the plausibility of proposals. The grading scheme gives more weight to the plan (Part B).

4.2.3 Final Examination (40%)

Description of the task
- This will be a 2-hour closed-book exam, conducted during the official exam period.

Format, structure, style, presentation guidelines
- The format is explained in a note on Moodle, this guide includes hints and tips, as well as a few example questions.

Purpose of the Examination
The rationale for the final examination is:
- For us to assess your comprehension and understanding of the course material;
- For you to demonstrate an ability to synthesize and integrate course material;
- To provide an opportunity for you to make links between ideas, theories, frameworks, and practical problems in the field of brand management, drawing on material from within and beyond the course;
- To show you can work independently.

Assessment Criteria

- Assessment criteria include the extent to which you: demonstrate comprehension and understanding of the course material, demonstrate an ability to synthesize and integrate course material, demonstrate skill in making links between ideas, theories, frameworks, and practical problems in the field of brand management by drawing on material from within and beyond the course.

4.2.4 Class participation (10%)

- Your **attendance** in tutorials is expected in the six weeks (Weeks 2, 3, 6, 10, 11, & 12).
- You are expected to make thoughtful and constructive contributions to class discussion. You need to come to tutorials and class prepared to discuss readings, cases and exercises. The purpose of participation is to give you an opportunity to engage in discussion and share your thoughts; help you articulate and communicate a point of view;

also, in discussing your findings in class, you will be assisting your fellow class-mates to gain a better understanding of the topic area.

- Your regular and punctual attendance at lectures and tutorials is expected in this course. University regulations indicate that if students attend less than 80% of scheduled classes they may be refused final assessment (see Section 10.2, Part B) and requests for special consideration (see Section 11, Part B).

4.3 Late Submission

Late submission will incur a penalty of 10% of the percentage weight of the assessment component or part thereof per day (including weekends) after the due date, and will not be accepted after 5 working days. An assignment is considered late if either the paper copy or the electronic copy has not been submitted on time.

Quality Assurance
The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

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5 COURSE RESOURCES

The website for this course is on Moodle at: http://moodle.telt.unsw.edu.au

5.1 Prescribed Textbook

Most brands have to survive in intensely competitive markets. Textbook 'brands' are no different. There are a dozen or so leading brand management textbooks on the worldwide market. For this course two are required:

> Keller, Kevin (2013) *Strategic Brand Management: Global Edition* (4th edition), Prentice Hall, (ISBN-10:0273779419; ISBN-13:9780273779414)

> Uncles, Mark (2011) *Perspectives on Brand Management*, Tild University Press, (ISBN: 978-0-7346-1065-2)

You are advised to purchase *one* of these books – not both. The library and bookshop have been informed of these course textbooks. Two additional copies for each textbook will be placed on High Use Collection at the library with a 2-hour check out period. The choice of textbook is a matter of taste – as is generally the case when consumers are faced with directly competing brands. Both books offer a strategic perspective and both are informed by research evidence. Uncles acknowledges the complex reality of different perspectives in the process of brand management, and is written as peer-reviewed research monographs. Keller offers more of a consumer angle with the focus on building, measuring, and managing brand equity, and provides a highly structured book, in the fashion of a standard textbook.

5.2 Supplementary Readings

- Jean-Noel Kapferer (2012) *The New Strategic Brand Management: Advanced Insights and Strategic Thinking* (5th edition), Kogan Page, London (ISBN-10: 0749465158; ISBN-13: 978-0749465155)
- Leslie de Chernatony, Malcolm McDonald, & Elaine Wallace (2011), *Creating Powerful Brands* (4th edition), Butterworth-Heinemann (ISBN: 978-1-85617-849-5)

- For each topic in the course several supplementary readings are suggested (see Moodle). Supplementary readings are not mandatory, but they should be read selectively to give you a broader and deeper understanding of the material presented in the course. Keep in mind that they have been chosen to illustrate a point or provide a perspective on a subject under discussion. You should try to track down additional readings.

5.3 Sources of Further Information

There are several specialist brand management journals (such as the *Journal of Brand Management*, and the *Journal of Product & Brand Management*), as well as numerous textbooks, monographs and coffee table books on the subject. For the main assignment you are encouraged to read more widely. Textbooks, specialist books, popular books, case-histories, journals, web-sites, etc. – all these can be of help. *An extensive list of further sources is provided on Moodle.*

5.4 Informal Learning

Typically, you will gain much more from this course by trying to get below the surface of the subject. So, do not only rely on formal lectures, assignments, textbooks, etc. Here are a few suggestions on how to do this:

- Reflect on the brands you know well. For what do they stand? How are they managed? Is there a brand hierarchy, and if so how do the components of the hierarchy relate to one another? What changes and improvements do you think should be made? What would you do if you were the brand manager?

- Develop the habit of scanning the relevant trade magazines such as *B&T Weekly*, *AdNews*, *Professional Marketing*, *Admap*, etc. These tend to have a lot of industry gossip, but they also give you a feel for how the industry operates and an idea of the challenges it faces. They are useful for brief case-histories.

- Success in brand management is not a purely intellectual matter. It also depends on application, motivation, insight and flair. Certain skills are honed in this course, but we do not claim this is a substitute for experience. Try to practice your skills outside the classroom – if you are working, take the ideas we discuss back to the workplace and assess whether they help or hinder.

These are just a few of the ways in which you can help to make the themes of this subject 'come alive'. Of course, you need the formal knowledge as well, otherwise you will merely have a long list of anecdotes, gut-feelings and war-stories.

6 COURSE EVALUATION AND DEVELOPMENT

Each year feedback is sought from students and other stakeholders about the courses offered in the School and continual improvements are made based on this feedback. Based on the feedback from last year, there are no significant changes in this course. UNSW's 'My Experience' online student evaluation process is one of the ways in which student evaluative feedback is gathered. By all means give me comments during the course as well.

7 COURSE SCHEDULE

Lectures start in Week 1 and finish in Week 12. Lecture dates, topics, chapter readings are shown in the following table. Details of in-tutorial activities will be available on Moodle in Week

<u>1</u>. In the required reading column, KELLER and UNCLES refer to Keller, K. (2013) and Uncles, M. (2011), respectively.

Date	Part 1 (3pm-5pm)	Reading	Part 2 (5pm-6pm)	Reading
Perspectives on Brand Management				
Week 1 02.03.17	Fundamental of brand management	KELLER-1 UNCLES-1 See Moodle	Briefing on Individual Assignment & Group Project	See Moodle
Week 2 09.03.17	Sustainability & the Corporate Brand Guest Speaker: Professor Simon Knox	See Moodle	TUTORIAL 1 *Formation of groups for Group Project*	See Moodle
Week 3 16.03.17	Brands as strategic assets	KELLER-2 UNCLES-2;4 See Moodle	TUTORIAL 2	See Moodle
Week 4 23.03.17	Brands as icons	See Moodle UNCLES-16	Brands as icons (continued)	See Moodle
Week 5 30.03.17	Best practices in branding Guest speaker : P&G	See Moodle	Brands as dynamic & social processes *Individual Assignment due*	See Moodle KELLER-3 UNCLES-17
Brand Management Operations				
Week 6 06.04.17	Designing brand identity	See Moodle	TUTORIAL 3 *Progress report due*	See Moodle
Week 7 13.04.17	Positioning brands	See Moodle	Positioning brands (continued)	See Moodle
Mid-semester break: Friday 14 – Saturday 22 April inclusive				
Week 8 27.04.17	Leveraging existing brands	KELLER-12 See Moodle	*Feedback to Individual Assignment* *Feedback to Progress Report*	See Moodle
Week 9 04.05.17	Building personal brand online Guest speaker: Yoghurt Digital Marketing	See Moodle	Managing multi-brand portfolios	KELLER-11 UNCLES-12 See Moodle
Week 10 11.05.17	Measuring brand value Guest speaker: Brand Finance	KELLER-8-10 UNCLES-5 See Moodle	TUTORIAL 4	See Moodle
Branding in the Digital Age				
Week 11 18.05.17	Managing brands in social media	See Moodle	TUTORIAL 5	See Moodle
Week 12 25.05.17	Review Lecture Exam briefing	See Moodle	TUTORIAL 6 *Group Final Report due*	See Moodle

PART B: KEY POLICIES, STUDENT RESPONSIBILITIES AND SUPPORT
8 PROGRAM LEARNING GOALS AND OUTCOMES

The Business School Program Learning Goals reflect what we want all students to BE or HAVE by the time they successfully complete their degree, regardless of their individual majors or specialisations. For example, we want all our graduates to HAVE a high level of business knowledge, and a sound awareness of ethical, social, cultural and environmental implications of business. As well, we want all our graduates to BE effective problem-solvers, communicators and team participants. These are our overall learning goals for you and are sought after by employers.

You can demonstrate your achievement of these goals by the specific outcomes you achieve by the end of your degree (e.g. be able to analyse and research business problems and propose well-justified solutions). Each course contributes to your development of two or more program learning goals/outcomes by providing opportunities for you to practise these skills and to be assessed and receive feedback.

Program Learning Goals for undergraduate and postgraduate students cover the same key areas (application of business knowledge, critical thinking, communication and teamwork, ethical, social and environmental responsibility), which are key goals for all Business students and essential for success in a globalised world. However, the specific outcomes reflect different expectations for these levels of study.

We strongly advise you to choose a range of courses which assist your development of these skills, e.g., courses assessing written and oral communication skills, and to keep a record of your achievements against the Program Learning Goals as part of your portfolio.

Business Undergraduate Program Learning Goals and Outcomes

1. Knowledge: Our graduates will have in-depth disciplinary knowledge applicable in local and global contexts.
You should be able to select and apply disciplinary knowledge to business situations in a local and global environment**.**

2. Critical thinking and problem solving: Our graduates will be critical thinkers and effective problem solvers.
You should be able to identify and research issues in business situations, analyse the issues, and propose appropriate and well-justified solutions.

3. Communication: Our graduates will be effective professional communicators.
You should be able to:
- **a.** Prepare written documents that are clear and concise, using appropriate style and presentation for the intended audience, purpose and context, and
- **b.** Prepare and deliver oral presentations that are clear, focused, well-structured, and delivered in a professional manner.

4. Teamwork: Our graduates will be effective team participants.
You should be able to participate collaboratively and responsibly in teams, and reflect on your own teamwork, and on the team's processes and ability to achieve outcomes.

5. Ethical, social and environmental responsibility: Our graduates will have a sound awareness of the ethical, social, cultural and environmental implications of business practice.
You will be able to:
- a. Identify and assess ethical, environmental and/or sustainability considerations in business decision-making and practice, and
- b. Identify social and cultural implications of business situations.

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Business Postgraduate Coursework Program Learning Goals and Outcomes

1. Knowledge: Our graduates will have current disciplinary or interdisciplinary knowledge applicable in local and global contexts.
You should be able to identify and apply current knowledge of disciplinary or interdisciplinary theory and professional practice to business in local and global environments.

2. Critical thinking and problem solving: Our graduates will have critical thinking and problem solving skills applicable to business and management practice or issues.
You should be able to identify, research and analyse complex issues and problems in business and/or management, and propose appropriate and well-justified solutions.

3. Communication: Our graduates will be effective communicators in professional contexts.
You should be able to:
  a. Produce written documents that communicate complex disciplinary ideas and information effectively for the intended audience and purpose, and
  b. Produce oral presentations that communicate complex disciplinary ideas and information effectively for the intended audience and purpose.

4. Teamwork: Our graduates will be effective team participants.
You should be able to participate collaboratively and responsibly in teams, and reflect on your own teamwork, and on the team's processes and ability to achieve outcomes.

5. Ethical, social and environmental responsibility: Our graduates will have a sound awareness of ethical, social, cultural and environmental implications of business issues and practice.
You should be able to:
  a. Identify and assess ethical, environmental and/or sustainability considerations in business decision-making and practice, and
  b. Consider social and cultural implications of business and /or management practice.

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9 ACADEMIC HONESTY AND PLAGIARISM

The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For UNSW policies, penalties, and information to help you avoid plagiarism see: https://student.unsw.edu.au/plagiarism as well as the guidelines in the online ELISE tutorials for all new UNSW students: http://subjectguides.library.unsw.edu.au/elise

To see if you understand plagiarism, do this short quiz:
https://student.unsw.edu.au/plagiarism-quiz

For information on how to acknowledge your sources and reference correctly, see:
https://student.unsw.edu.au/harvard-referencing

For the *Business School Harvard Referencing Guide*, see the Business Referencing and Plagiarism webpage (Business >Students>Learning support> Resources>Referencing and plagiarism).

For information for staff on how UNSW defines plagiarism, the types of penalties that apply and the protocol around handling plagiarism cases, see:
https://www.gs.unsw.edu.au/policy/documents/plagiarismpolicy.pdf
https://www.gs.unsw.edu.au/policy/documents/plagiarismprocedure.pdf
https://www.gs.unsw.edu.au/policy/studentmisconductprocedures.html

10 STUDENT RESPONSIBILITIES AND CONDUCT

Students are expected to be familiar with and adhere to university policies in relation to class attendance and general conduct and behaviour, including maintaining a safe, respectful environment; and to understand their obligations in relation to workload, assessment and keeping informed.

Information and policies on these topics can be found in UNSW Current Students 'Managing your Program' webpages: https://student.unsw.edu.au/program.

10.1 Workload

It is expected that you will spend at least **nine to ten hours** per week studying this course. This time should be made up of reading, research, working on exercises and problems, online activities and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater. Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with employment and other activities.

We strongly encourage you to connect with your **Moodle course websites** in the **first week of semester**. Local and international research indicates that students who engage early and often with their course website are more likely to pass their course.

Information on expected workload: https://student.unsw.edu.au/uoc

10.2 Attendance

Your regular and punctual attendance at lectures and seminars or in online learning activities is expected in this course. University regulations indicate that if students attend less than 80% of scheduled classes they may be refused final assessment. For more information, see: https://student.unsw.edu.au/attendance

10.3 General Conduct and Behaviour

You are expected to conduct yourself with consideration and respect for the needs of your fellow students and teaching staff. Conduct which unduly disrupts or interferes with a class, such as ringing or talking on mobile phones, is not acceptable and students may be asked to leave the class. More information on student conduct is available at: https://student.unsw.edu.au/conduct

10.4 Health and Safety

UNSW Policy requires each person to work safely and responsibly, in order to avoid personal injury and to protect the safety of others. For more information, see http://safety.unsw.edu.au/.

10.5 Keeping Informed

You should take note of all announcements made in lectures, tutorials or on the course web site. From time to time, the University will send important announcements to your university e-mail address without providing you with a paper copy. You will be deemed to have received this information. It is also your responsibility to keep the University informed of all changes to your contact details.

11 SPECIAL CONSIDERATION

You must submit all assignments and attend all examinations scheduled for your course. You should seek assistance early if you suffer illness or misadventure which affects your course progress.

General Information on Special Consideration for undergraduate and postgraduate courses:

1. All applications for special consideration must be **lodged online through myUNSW within 3 working days of the assessment (**Log into myUNSW and go to My Student Profile tab > My Student Services > Online Services > Special Consideration). You will then need to submit the originals or certified copies of your completed Professional Authority form (pdf - download here) and other supporting documentation to Student Central. For more information, please study carefully in advance the instructions and conditions at: https://student.unsw.edu.au/special-consideration
2. Please note that documentation may be checked for authenticity and the submission of false documentation will be treated as academic misconduct. The School may ask to see the original or certified copy.
3. Applications will **not** be accepted by teaching staff. The lecturer-in-charge will be automatically notified when you lodge an online application for special consideration.
4. Decisions and recommendations are only made by lecturers-in-charge (or by the Faculty Panel in the case of final exam special considerations), **not** by tutors.
5. Applying for special consideration **does not** automatically mean that you will be granted a supplementary exam or other concession.
6. Special consideration requests **do not allow** lecturers-in-charge to award students additional marks.

Business School Protocol on requests for Special Consideration for Final Exams:

The lecturer-in-charge will need to be satisfied on each of the following before supporting a request for special consideration:

1. Does the medical certificate contain all relevant information? For a medical certificate to be accepted, the degree of illness, and impact on the student, must be stated by the medical practitioner (severe, moderate, mild). A certificate without this will not be valid.
2. Has the student performed satisfactorily in the other assessment items? Satisfactory performance would require at least 45% in each assessment and meeting the obligation to have attended 80% of tutorials.
3. Does the student have a history of previous applications for special consideration? A history of previous applications may preclude a student from being granted special consideration.

Special Consideration and the Final Exam in undergraduate and postgraduate courses:

Applications for special consideration in relation to the final exam are considered by a Business School Faculty panel to which lecturers-in-charge provide their recommendations for each request. If the Faculty panel grants a special consideration request, this will entitle the student to sit a supplementary examination. No other form of consideration will be granted. The following procedures will apply:

1. Supplementary exams will be scheduled centrally and will be held approximately two weeks after the formal examination period. The dates for Business School supplementary exams for Semester 1, 2017 are:

   Tuesday 11 July 2017   Exams for the School of Accounting, Marketing
   Wednesday 12 July 2017   Exams for the School of Banking and Finance, Management, Risk and Actuarial Studies
   Thursday 13 July 2017   Exams for the School of Economics, Taxation and Business Law, Information Systems

   If a student lodges a special consideration for the final exam, they are stating they will be available on the above dates. **Supplementary exams will not be held at any other time**.

2. Where a student is granted a supplementary examination as a result of a request for special consideration, the student's original exam (if completed) will be ignored and only the mark achieved in the supplementary examination will count towards the final grade. Absence from a supplementary exam without prior notification does not entitle the student to have the original exam paper marked, and may result in a zero mark for the final exam.

The Supplementary Exam Protocol for Business School students is available at:
http://www.business.unsw.edu.au/suppexamprotocol

12 STUDENT RESOURCES AND SUPPORT

The University and the Business School provide a wide range of support services for students, including:

- **Business School Education Development Unit (EDU)**
  https://www.business.unsw.edu.au/students/resources/learning-support
  The EDU offers academic writing, study skills and maths support specifically for Business students. Services include workshops, online resources, and individual consultations. EDU Office: Level 1, Room 1033, Quadrangle Building. Phone: 9385 7577 or 9385 4508; Email: edu@unsw.edu.au.
- **Business Student Centre**
  https://www.business.unsw.edu.au/students/resources/student-centre
  Provides advice and direction on all aspects of admission, enrolment and graduation. Office: Level 1, Room 1028 in the Quadrangle Building; Phone: 9385 3189.
- **Moodle eLearning Support**
  For online help using Moodle, go to: https://student.unsw.edu.au/moodle-support. For technical support, email: itservicecentre@unsw.edu.au; Phone: 9385 1333.
- **UNSW Learning Centre**

www.lc.unsw.edu.au
Provides academic skills support services, including workshops and resources, for all UNSW students. See website for details.

- **Library services and facilities for students**
  https://www.library.unsw.edu.au/study/services-for-students
- **IT Service Centre:**
  https://www.it.unsw.edu.au/students/index.html
  Provides technical support to troubleshoot problems with logging into websites, downloading documents, etc. Office: UNSW Library Annexe (Ground floor). Phone: 9385 1333.
- **UNSW Counselling and Psychological Services**
  https://student.unsw.edu.au/wellbeing
  Provides support and services if you need help with your personal life, getting your academic life back on track or just want to know how to stay safe, including free, confidential counselling. Office: Level 2, East Wing, Quadrangle Building; Phone: 9385 5418; Email: counselling@unsw.edu.au
- **Disability Support Services**
  https://student.unsw.edu.au/disability
  Provides assistance to students who are trying to manage the demands of university as well as a health condition, learning disability or have personal circumstances that are having an impact on their studies. Office: Ground Floor, John Goodsell Building; Phone: 9385 4734; Email: disabilities@unsw.edu.au