## General Information

<table>
<thead>
<tr>
<th>Unit convenor and teaching staff</th>
<th>Sessional Unit Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Michael Cherry</strong></td>
<td><strong>Michael Cherry</strong></td>
</tr>
<tr>
<td><a href="mailto:michael.cherry@mq.edu.au">michael.cherry@mq.edu.au</a></td>
<td><a href="mailto:michael.cherry@mq.edu.au">michael.cherry@mq.edu.au</a></td>
</tr>
<tr>
<td>Contact via 0416 026 057 or <a href="mailto:michael.cherry@mq.edu.au">michael.cherry@mq.edu.au</a></td>
<td>Contact via 0416 026 057 or <a href="mailto:michael.cherry@mq.edu.au">michael.cherry@mq.edu.au</a></td>
</tr>
<tr>
<td>E6A - 102 Theatrette</td>
<td>E6A - 102 Theatrette</td>
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<tr>
<td>Wednesday - 5.00-6.00pm (E6A - 102 Theatrette) &amp; also by appointment.</td>
<td>Wednesday - 5.00-6.00pm (E6A - 102 Theatrette) &amp; also by appointment.</td>
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</tbody>
</table>

### Moderator

<table>
<thead>
<tr>
<th>Abas Mirzaei</th>
<th><a href="mailto:abas.mirzaei@mq.edu.au">abas.mirzaei@mq.edu.au</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>Rebecca Young</td>
<td><a href="mailto:rebecca.young@mq.edu.au">rebecca.young@mq.edu.au</a></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Credit points</th>
<th>4</th>
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### Prerequisites

<table>
<thead>
<tr>
<th>BUS651 or MKTG696</th>
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### Corequisites

<table>
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<tr>
<th>Co-badged status</th>
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### Unit description

This unit provides students with an enhanced depth and breadth of knowledge in the field of brand management. The current branding literature is critically and systematically evaluated to assess brand management strategies. The unit is designed so students can understand the dimensions of branding across geographic boundaries, brand portfolios, and over time. A strong emphasis is placed on scholarly work to enable an in-depth understanding of the relevant branding and marketing literature. Postgraduate capabilities that prepare students for competitive business careers are developed by applying advanced theory to complex, real-life branding challenges. The unit assumes prior knowledge equivalent to that provided by an undergraduate degree with a major in marketing, as well as graduate capabilities such as teamwork and presentation skills.

## Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at [https://www.mq.edu.au/study/calendar-of-dates](https://www.mq.edu.au/study/calendar-of-dates)
Learning Outcomes
On successful completion of this unit, you will be able to:

- To critically evaluate the current branding literature.
- To systematically assess brand management strategies.
- To apply brand management theory to complex branding challenges.
- To create research outputs which produce new knowledge or insights in relation to the dimensions of branding across markets, brand portfolios and across time.
- To develop critically reflective practice in relation to: the marketing and branding literature; research activities and methodologies; team work; and also opportunities for future development.

Assessment Tasks

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation</td>
<td>10%</td>
<td>Continuous</td>
</tr>
<tr>
<td>Individual Assessment Piece</td>
<td>20%</td>
<td>Week # 8</td>
</tr>
<tr>
<td>Group Presentation And Report</td>
<td>30%</td>
<td>Weeks # 6 through 11, in class</td>
</tr>
<tr>
<td>Final Examination</td>
<td>40%</td>
<td>End of S1, 2016 - TBA</td>
</tr>
</tbody>
</table>

Class Participation

Due: Continuous
Weighting: 10%

Class Participation:

- Your participation in the unit will be assessed by the unit lecturer throughout the session.
- Student participation will be assessed according to levels of:
  - Student engagement in discussions facilitated by the Sessional Unit Leader.
  - Student contributions made to the class discussions.
  - Class attendance (attendance will be taken in class).
  - Punctuality to attend class.
  - Professional conduct.
- An attendance roll will be taken in class.
- Student self-evaluation performed at end of semester.
• It is expected that students will arrive on time, participate in class discussions, and not leave until the class ends.

On successful completion you will be able to:
• To critically evaluate the current branding literature.
• To systematically assess brand management strategies.
• To apply brand management theory to complex branding challenges.
• To develop critically reflective practice in relation to: the marketing and branding literature; research activities and methodologies; team work; and also opportunities for future development.

Individual Assessment Piece

Due: Week # 8
Weighting: 20%

Individual Assessment Piece:
• At the beginning of the Week # 8 class, you must submit to the Unit Leader a 5-page (excluding FBE cover sheet, references and appendices) individual assessment piece.
• You must select two competing businesses from within one of the following categories:
  ◦ Physical Goods
  ◦ Services
  ◦ Retail Stores
  ◦ Online businesses
  ◦ People
  ◦ Places
  ◦ Organisations
  ◦ Places
  ◦ Ideas
• One of these businesses should be offering a brand portfolio that you consider to be successful (i.e. with strong brand equity) and the other business’ brand portfolio should be less successful (i.e. poorer brand equity).
• In undertaking this assessment piece, you should describe, contrast and evaluate each brand portfolio on its ability to maximise brand equity.
• You should then develop a brand plan for the less successful business, relative to the more successful business.
• You may wish to utilise the brand audit (pages 293 to 299 of prescribed text) and strategic brand management process (pages 58 & 59 of prescribed text) to provide a
structure for your initial analysis and the subsequent brand plan.

- This must be typed, using 1.5 spacing, 12 point, Times New Roman font, with 25mm margins on all sides.
- This assessment piece must be submitted with an official FBE cover sheet detailing your name and student number.
- No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for disruption of studies is made and approved. No submission will be accepted after solutions have been posted.

On successful completion you will be able to:
- To develop critically reflective practice in relation to: the marketing and branding literature; research activities and methodologies; team work; and also opportunities for future development.

**Group Presentation And Report**

**Due: Weeks # 6 through 11, in class**

**Weighting: 30%**

**Group Case Presentation (10%) and Report (20%):**

The Group Presentation and Report will consist of a case presentation (10%) and a final report (20%). Each presentation will take about 20 minutes, inclusive of class questions.

- Student groups will analyse an assigned Harvard Business School branding case and respond to following questions posed, utilising relevant branding concepts.
- For each case, the groups must identify the key branding challenges faced and explain how they would remedy/address these branding challenges, utilising relevant branding concepts as support. This should then be pulled together as a formal report (as described below) as well as a professional presentation for delivery to class as scheduled (per below). It is important to focus on the specifics of the case. To that end, it is useful to take the position of the senior marketing group tasked with identifying the critical and specific branding issues in the case and to then prepare a refined plan on how these issues will be addressed. Also ensure you ground your analysis and plan using relevant branding concepts from your text and other publications.
- The group presentation schedule will be firmed up during Week # 2.
- Cases will be allocated in the Week # 2 tutorial for Week # 6 presentations, and thereafter posted weekly on iLearn.
A formal/professional presentation format is expected.

First group presentations are in Week # 6 (2 x group presentations each week).

Each group member must contribute and present. All presentations will be presented as a group and marked as a group effort. Each student will be awarded the group presentation mark.

Emphasis on the presentation should be on the critical evaluation of the identified brand/topic/strategy, not mere description.

Scholarly work is essential for deep analysis, but professional/marketing media/journalistic coverage of the case must also be included.

At the start of the presentation, the presenting group must hand to the Unit Leader:

- **final report** (maximum of 3,000 words) identifying the key branding challenges faced in the case and explaining how these branding challenges will be addressed, utilising relevant branding concepts as support (per above) (with an official FBE cover sheet),

- plus a **copy of the presentation slides** (maximum of 12 slides), each slide must include the name and student number of the student presenting it,

- plus a formal list of references.

The weightings for the Group Presentation and Summary Report are as follows:

- Presentation - 10%
- Final Report - 20%

No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for disruption of studies is made and approved. No submission will be accepted after solutions have been posted.

The following Harvard Business School cases will be utilised this semester. Please note that the brands are listed in alphabetical order only and this does not represent the order in which they will be presented.

- Reversing the AMD Fusion Launch (Ofek & Johnson, 2011)
- BBC Worldwide, Global Strategy (Quelch, 2007)
- Chateau Margaux: Launching the Third Wine (Ofek & Vogt, 2013)
- Colgate Max Fresh: Global Brand Roll-Out (Quelch & Labatt-Randle, 2007)
- Dove: Evolution of a Brand (Deighton, 2007)
- Inside Intel Inside (Moon & Darwall, 2002)
- Lenovo: Building a Global Brand (Quelch, 2006)
- L’Oreal: Global Brand, Local Knowledge (Henderson & Johnson, 2011)
On successful completion you will be able to:

• To critically evaluate the current branding literature.
• To systematically assess brand management strategies.
• To apply brand management theory to complex branding challenges.
• To create research outputs which produce new knowledge or insights in relation to the dimensions of branding across markets, brand portfolios and across time.
• To develop critically reflective practice in relation to: the marketing and branding literature; research activities and methodologies; team work; and also opportunities for future development.

Final Examination

Due: End of S1, 2016 - TBA
Weighting: 40%

Final Examination:

A final examination is included as an assessment task for MKTG811.

This provides assurance that the student has attained the knowledge and skills outlined in the learning outcomes.

The exam will be:

• 2 hours (plus 10 mins reading time).
• 4 questions drawn from the unit (essay style responses).
• Closed book.
• No calculators or dictionaries are permitted.
• Held during the University Examination period at the end of semester (date TBA)

No exemptions for Disruption of Studies or Supplementary Exams will be granted without a medical certificate given from an approved hospital or medical centre.

On successful completion you will be able to:

• To critically evaluate the current branding literature.
• To systematically assess brand management strategies.
• To apply brand management theory to complex branding challenges.
• To develop critically reflective practice in relation to: the marketing and branding literature; research activities and methodologies; team work; and also opportunities for future development.

**Delivery and Resources**

**Delivery of Unit Material:**

• 3 hours face-face teaching per week for the full semester (nominally a 2 hour lecture & 1 hour tutorial).
• To complete the unit satisfactorily, students must attend all classes, participate effectively during class time, and work in a team on the assigned research project. Class participation is evaluated through an integrated written reflection piece. Students must also sit the final exam.
• A link to the University timetable and lecture room details is http://timetables.mq.edu.au/2016/
• Once the research presentation teams are formed students cannot change either their class time or team.
• An attendance roll will be taken in class.
• It is expected that students will arrive at class on time, participate in class discussions, and not leave until the class ends.

**Unit Resources:**

*Prescribed Textbook*


*Useful Journals*

• Journal of Brand Management
• Journal of Product & Brand Management
• Journal of Consumer Research
• Journal of Consumer Behavior
• Psychology & Marketing
• Journal of Advertising
• Journal of Retailing
• European Journal of Marketing
• Journal of Consumer Marketing
• Consumption, Markets, and Culture
This unit gives students the opportunity in assignments to practice applying research findings to real life brand management and sustainable business contexts and problems in global and local settings.

This unit also gives students the opportunity to conduct research.

**Technology Used and Required:**

Students are required to learn how to use MS PowerPoint, word processing, and learning
management systems (a link to iLearn is [here](https://unitguides.mq.edu.au/unit_offerings/54738/unit_guide/print))

**Unit Webpage:**

Please note that the unit's iLearn logon is located [here](https://unitguides.mq.edu.au/unit_offerings/54738/unit_guide/print)

**Satisfactory Completion of Unit:**

Students are required to accumulate at least 50% of the total marks possible in order to satisfactorily pass this unit.

### Unit Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Lecture Topic</th>
<th>Chapter</th>
<th>Tutorial Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1</td>
<td>Unit Administration and Introduction</td>
<td>N/A</td>
<td>No Tutorial</td>
</tr>
<tr>
<td>Week 2</td>
<td>Brands and Brand Management</td>
<td>1</td>
<td>Group Presentation formation</td>
</tr>
<tr>
<td></td>
<td>Advice on Research</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 3</td>
<td>Customer-Based Brand Equity</td>
<td>2</td>
<td>Group Exercise:</td>
</tr>
<tr>
<td></td>
<td>Brand Positioning and Values</td>
<td>3</td>
<td>What is a Brand?</td>
</tr>
<tr>
<td>Week 4</td>
<td>Choosing Brand Elements to Build Brand Equity</td>
<td>4</td>
<td>Group Exercise:</td>
</tr>
<tr>
<td></td>
<td>Designing Marketing Programs to Build Brand Equity</td>
<td>5</td>
<td>Brand Concept Mapping</td>
</tr>
<tr>
<td>Week 5</td>
<td>Integrating Marketing Communications to Build Brand Equity</td>
<td>6</td>
<td>Group Exercise:</td>
</tr>
<tr>
<td></td>
<td>Leveraging Secondary Brand Knowledge to Build Brand Equity</td>
<td>7</td>
<td>CBBE</td>
</tr>
<tr>
<td>Week 6</td>
<td>Developing a Brand Equity Measuring and Management System</td>
<td>8</td>
<td>Group Presentations 1 &amp; 2</td>
</tr>
<tr>
<td>Week 7</td>
<td>Measuring Sources of Brand Equity: Capturing the Customer Mindset</td>
<td>9</td>
<td>Group Presentation 3 &amp; 4</td>
</tr>
<tr>
<td>Week 8</td>
<td>Measuring Outcomes of Brand Equity: Capturing Market Performance</td>
<td>10</td>
<td>Group Presentation 5 &amp; 6</td>
</tr>
<tr>
<td>Week 9</td>
<td>Designing and Implementing Brand Architecture Strategies</td>
<td>11</td>
<td>Group Presentation 7 &amp; 8</td>
</tr>
<tr>
<td>Week 10</td>
<td>Introducing and Naming New Products and Brand Extensions</td>
<td>12</td>
<td>Group Presentation 9 &amp; 10</td>
</tr>
<tr>
<td>Week 11</td>
<td>Managing Brands Over Time</td>
<td>13</td>
<td>Group Presentations 11 &amp; 12</td>
</tr>
<tr>
<td>Week 12</td>
<td>Managing Brands Over Geographic Boundaries and Market Segments</td>
<td>14</td>
<td>Unit Material Pop Quiz</td>
</tr>
</tbody>
</table>

https://unitguides.mq.edu.au/unit_offerings/54738/unit_guide/print
Learning and Teaching Activities

Lectures:
During the typical lecture, brand management theory and concepts will be discussed, and all students are encouraged to contribute to class discussions, in line with the belief that the classroom is a collaborative learning space. Links are established during class discussion between theory and both personal experience and industry practice in an international setting. This allows for the perspectives of students from different cultural backgrounds. DVD, YouTube, and a variety of other audio-visual materials are used to stimulate discussion and provide dramatic, real-life examples of how brands are managed in local and global contexts. A selection of each week's lecture notes will be posted on iLearn prior to the weekly lecture. For convenience, it is highly recommended students print hardcopies of the respective notes and bring them to class.

Tutorials:
During the typical tutorial, student teams will present their applied research projects and contribute to class discussions.

Research and Practice
This unit provides students the opportunity in assignments to practice application of research findings to real-life brand management contexts and problems. This unit also gives students the opportunity to conduct research.

Global Contexts & Sustainability
The Individual Assessment Piece, and Group Presentation & Final Report in particular, provide students with the direct opportunity to assess branding concepts, research and practice from a global perspective. The issue of branding across geographic boundaries is a key element of the Unit Description. The issue of sustainability may also be explored across these assessment tasks, particularly when it relates specifically to the brand's development; identity, meaning, response and relationships.

Policies and Procedures
Macquarie University policies and procedures are accessible from Policy Central. Students should be aware of the following policies in particular with regard to Learning and Teaching:


In addition, a number of other policies can be found in the Learning and Teaching Category of Policy Central.

**Student Code of Conduct**

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: [https://students.mq.edu.au/support/student_conduct/](https://students.mq.edu.au/support/student_conduct/)

**Results**

Results shown in iLearn, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in eStudent. For more information visit ask.mq.edu.au.

**Student Support**

Macquarie University provides a range of support services for students. For details, visit [http://students.mq.edu.au/support/](http://students.mq.edu.au/support/)

**Learning Skills**

Learning Skills ([mq.edu.au/learningskills](http://mq.edu.au/learningskills)) provides academic writing resources and study strategies to improve your marks and take control of your study.

- **Workshops**
- **StudyWise**
- **Academic Integrity Module for Students**
- **Ask a Learning Adviser**

**Student Services and Support**

Students with a disability are encouraged to contact the Disability Service who can provide appropriate help with any issues that arise during their studies.

**Student Enquiries**

For all student enquiries, visit Student Connect at ask.mq.edu.au
Graduate Capabilities

PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

**Learning outcomes**

- To critically evaluate the current branding literature.
- To systematically assess brand management strategies.
- To apply brand management theory to complex branding challenges.
- To create research outputs which produce new knowledge or insights in relation to the dimensions of branding across markets, brand portfolios and across time.
- To develop critically reflective practice in relation to: the marketing and branding literature; research activities and methodologies; team work; and also opportunities for future development.

**Assessment tasks**

- Class Participation
- Individual Assessment Piece
- Group Presentation And Report
- Final Examination

PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:
Learning outcomes

- To critically evaluate the current branding literature.
- To systematically assess brand management strategies.
- To apply brand management theory to complex branding challenges.
- To create research outputs which produce new knowledge or insights in relation to the dimensions of branding across markets, brand portfolios and across time.
- To develop critically reflective practice in relation to: the marketing and branding literature; research activities and methodologies; team work; and also opportunities for future development.

Assessment tasks

- Class Participation
- Individual Assessment Piece
- Group Presentation And Report
- Final Examination

PG - Research and Problem Solving Capability

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

Learning outcomes

- To critically evaluate the current branding literature.
- To systematically assess brand management strategies.
- To apply brand management theory to complex branding challenges.
- To create research outputs which produce new knowledge or insights in relation to the dimensions of branding across markets, brand portfolios and across time.
- To develop critically reflective practice in relation to: the marketing and branding literature; research activities and methodologies; team work; and also opportunities for future development.

Assessment tasks

- Class Participation
- Individual Assessment Piece
- Group Presentation And Report
Final Examination

Changes from Previous Offering

The following changes have been made since the Unit's last offering in S2 Evening, 2015:

- Individual Assessment Piece replaces the previous Critical Self-Reflection Piece. This is now also due in Week # 8 (previously Week # 4). These changes have been made to allow for a richer, more complete Individual Assessment Piece, consistent with the Unit's learning outcomes.

- New Group Presentation and Final Report topics have been developed for S1 Day, 2016. Harvard Business Publishing case studies will be utilised, as these provide the opportunity to work on practical, relevant, contemporary and pre-eminent brands and branding literature.