



**Sem:** SP 2024 **Class Schedule:** T/TH, 8:00am – 9:20am & 9:35am – 10:55am **Room:** Mason 405

**Instructor:** Scott LaCross

**E-mail:** lacross.2@osu.edu

**Office Hours:** By Appointment ([click here to book a meeting](#))

**Course Description:**

This course is designed to explore the important role of brand management in the marketing process. It will cover the principles of branding and the key elements that go into developing and maintaining a powerful brand. Students will develop the skills needed to create a meaningful brand, position a brand, develop brand identity, promote a brand, leverage brand equity, extend a brand into new areas of business, and communicate brand meaning through various marketing vehicles.

**Course Learning Objectives:**

By the end of the semester, you will be able to:

- (1) Explain brand management principles and terminology.
- (2) Evaluate branding strategy through a brand audit.
- (3) Practically apply the concepts of branding in various business scenarios.
- (4) Work effectively in a team environment towards a common goal.
- (5) Utilize your analytic, oral presentation and writing skills.

**Course Materials:**

HBR Course Pack (one case study) – available to purchase at <https://hbsp.harvard.edu/import/1129174>

**Grading:**

Graded Components	% of Total	Type
1. Group Project – Brand Audit	20%	Group grade
2. Group Project – New Brand Presentation	25%	Group grade
3. Group Projects Peer Evaluations	20%	Individual grade
4. Carmen Assignments	15%	Individual grade
5. Class Attendance	8%	Individual grade
6. Class Participation	12%	Individual grade

**Grading Scale**

Letter	A	A-	B+	B	B-	C+	C	C-	D+	D	E
(Points)	(4.0)	(3.7)	(3.3)	(3.0)	(2.7)	(2.3)	(2.0)	(1.7)	(1.3)	(1.0)	(0.0)
Range	100% - 93%	90% - 87%	83% - 80%	77% - 73%	70% - 67%	60% - 0%					

**Academic Conduct:**

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the University's Code of Student Conduct and this syllabus may constitute Academic Misconduct.

The Ohio State University's Code of Student Conduct (Section 3335-23-04) defines academic misconduct as: Any activity that tends to compromise the academic integrity of the University or subvert the educational process. Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the University's Code of Student Conduct is never considered an excuse for academic misconduct, so I recommend that you review the Code of Student Conduct and, specifically, the sections dealing with academic misconduct.

If I suspect that a student has committed academic misconduct in this course, I am obligated by University Rules to report my suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the University's Code of Student Conduct (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University.

If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact me.

### **Artificial Intelligence:**

There has been a significant increase in the popularity and availability of a variety of generative artificial intelligence (AI) tools, including ChatGPT, Sudowrite and others. These tools will help shape the future of work, research and technology but when used in the wrong way, they can stand in conflict with academic integrity at Ohio State.

All students have important obligations under the Code of Student Conduct to complete all academic and scholarly activities with fairness and honesty. Our professional students also have the responsibility to uphold the professional and ethical standards found in their respective academic honor codes. Specifically, students are not to use unauthorized assistance in the laboratory, on field work, in scholarship or on a course assignment unless such assistance has been authorized specifically by the course instructor. In addition, students are not to submit their work without acknowledging any word-for-word use and/or paraphrasing of writing, ideas or other work that is not your own. These requirements apply to all students undergraduate, graduate, and professional.

To maintain a culture of integrity and respect, these generative AI tools should not be used in the completion of course assignments unless an instructor for a given course specifically authorizes their use. Some instructors may approve of using generative AI tools in the academic setting for specific goals. However, these tools should be used only with the explicit and clear permission of each individual instructor, and then only in the ways allowed by the instructor.

**University Policies,  
Services and Resources**  
([go.osu.edu/UPolicies](https://go.osu.edu/UPolicies))



Fisher Undergraduate  
Handbook and QuickLinks  
([www.bsbalinks.com](http://www.bsbalinks.com))



Fisher Navigator  
Resource Portal  
([www.nav-1.com](http://www.nav-1.com))



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**Course Format:** In-person (P)

### **Mode of Delivery:**

All content will be synchronous during the allocated class time so students are required to attend class. Students will also have Carmen assignments to be completed in between classes. Our meeting times will be heavily focused on class engagement and will include group discussions and activities. This class also includes some guest speakers who will cover specific topics and students are expected to be engaged participants in the discussion.

**Credit hours and work expectations:** This is a **3-credit-hour course**. Students should expect to spend additional time outside of the scheduled class each week for individual assignments and group project activities in order to receive a grade of (C) average.

**Attendance and participation requirements:** Class attendance will be tracked throughout the semester and is a graded component of the course. Participation during class discussion will also be tracked and graded (see below for grading details). Students are expected to engage in discussions and activities throughout the semester.

**Students who are unable to attend class regularly or are uncomfortable participating in live group discussions should not take this course. There are other marketing electives available.**

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### **GROUP GRADED COMPONENT DETAILS (45% of final grade):**

There will be two group project throughout the semester. Students will be pre-assigned groups in Carmen and will work with different groups for each project. This will provide experience in working with different people in different situations.

#### **BRAND AUDIT – 20% of final grade**

For this project, each team will select a brand and will perform a detailed audit based on the concepts discussed in the class. Brands cannot be duplicated across groups and will be assigned on a first-come basis. **This deliverable will be submitted in Carmen so it will not be presented.**

**Format:** Utilize PPT (or similar slides-based program) but **submit in PDF format** to ensure format consistency. While there is no limit on the number of slides, the deliverable should not feel like a “data dump” of information. Groups should work on communicating a lot of relevant information and meaning in a concise way.

#### *Brand Audit Outline & Grade Weighting:*

1. Brand Introduction – 15% of project grade
  - Introduce the brand and the business situation (as if the audience is not familiar with the brand); include relevant details about the products/services, competitive situation, and current state
2. Brand Positioning Snapshot – 25% of project grade
  - Communicate what you believe the core brand positioning is based on what is available to you. You will likely not find this information publically available so you are expected to hypothesize based on what is visible.
3. Brand Messaging – 15% of project grade
  - Describe how the positioning is communicated through the core messaging (consumer-facing / external); include any major relevant shifts over time
4. Brand Identity – 15% of project grade
  - Describe how the positioning is brought forward through its brand identity components (logo, colors, icons, sounds, fonts, etc); include any major relevant shifts over time
5. Branded Promotions – 20% of project grade
  - Show how the brand is delivered through various marketing tactics – this should be thorough and cover a breadth of areas that the brand uses to reach and influence the target audience.

6. Over-arching: Story Flow & Deliverable Professionalism – 10% of project grade
  - This deliverable is about telling a business story, not just putting information on slides; content should all tie together and be easy to understand
  - Groups **must use slide headlines** to communicate main take-aways rather than generic slide titles
  - The slide headlines should have a logical flow that tie together – i.e. avoids logic gaps or contradictions that cause confusion; a reader should not be left having questions about the information
  - Use combination of visuals + text together (on same slide) to communicate information throughout
  - Visual presentation should be clean and professional; spelling errors and formatting issues will lose points (i.e. inconsistent font sizing, spacing, placement of visuals, etc).
  - Slide format / design should be relatively consistent throughout (i.e. it shouldn't look & feel like completely different deliverable across different sections)

### **NEW BRAND DEVELOPMENT PRESENTATION – 25% of final grade**

Students will work with the same groups as the Brand Audit project to develop a new brand for a pre-assigned category (categories will be assigned during the semester). Each group will present their new brand development plan to the class (see course schedule for presentation dates). Presentations target time is **15 minutes** and groups are responsible for planning and managing their presentation time. Ending significantly early (i.e. less than 13 minutes) or running out of time (i.e. past 16 minutes) will negatively affect the presentation grade.

#### *New Brand Development Presentation Outline & Grade Weighting:*

- 1) Category Landscape Overview – 10% of project grade
  - Provide relevant context for the category and key competitors
  - Include positioning map with current brands
- 2) New Brand Positioning Snapshot – 25% of project grade
  - Communicate the new brand's core positioning
- 3) New Brand Messaging – 15% of project grade
  - Describe how the positioning will be communicated through the core messaging (consumer-facing / external)
- 4) New Brand Identity – 15% of project grade
  - Show how the brand will be brought to life through various brand identity components
- 5) New Brand Promotions – 20% of project grade
  - Show examples of how the brand would be brought to life through marketing promotions
  - Include at least one digital and one non-digital example; this should be thorough in order to reach consumers across multiple touch-points
- 6) Group Presentation Ability – 10% of project grade
  - Group effectively engaged audience and communicated information clearly and persuasively
  - Addressed audience more than looking at screen / notes
  - Presenters were energetic, animated and spoke with appropriate volume
  - Presenters appeared prepared and were in synch with the presentation slides throughout (i.e. no miscues or confusion)
  - Managed time effectively (between 14 – 16 minutes)
- 7) Deliverable Appearance – 5% of project grade
  - Design was clean and professional; slide format / design should be relatively consistent throughout (i.e. it shouldn't look & feel like completely different deliverable across different sections)

- Used combination of visuals + text together (on same slide) to communicate information
- Information was well organized visually and easy to follow / understand
- Had consistent formatting (font sizing, spacing) and was free of grammar or spelling errors

## **INDIVIDUAL GRADED COMPONENT DETAILS (55% of final grade):**

### **CARMENT ASSIGNMENTS – 15% of final grade**

Assignments will be posted in Carmen and must be completed before class begins. These questions will be related to in-class discussions and will help students be prepared to participate during class. Each post will be graded based on their quality using the following criteria:

- 5 points: Extremely thorough answer with strong level of support and detailed explanations; provides additional references beyond just your own opinion or experiences.
- 4 points: Answers the question(s) with decent level of support but lacking level of detail compared to others; still has some additional references or explanation of answer; could be lacking detail in one of multiple questions asked.
- 3 points: Answers the question(s) with some support or lacking depth on one/some of the question(s).
- 2 points: Answers the question(s) a high level with minimal explanation or support.
- 1 point: Provides the answer(s) to the question(s) with no rationale.
- 0 points: Nothing submitted or generic answer barely related to question.

### **CLASS ATTENDANCE & PARTICIPATION – 20% of final grade**

#### **Attendance (8% of Final Grade)**

I will be taking attendance every class since being present and participating in discussions are important parts of the learning process. Students who are unable to attend class regularly should not take this course. If a student arrives after the start of class then they receive partial credit for that day. Student's will be allowed two "free pass" absences for credit **only if the professor is notified by email prior to missing the class.** If the absence is caused by an unexpected circumstance, you must email the professor within 24 hours of the missed class. Any additional absences (over two) or failure to notify the professor will result in lost points.

#### **Participation (12% of Final Grade)**

If you are intimidated by the "obligation" of speaking up in class, your anxiety will be reduced only through practice! In a real-world job setting, you will be expected to participate in meetings and add value to group discussion. You should approach this class and our discussions as a "test run" before starting a job in business.

To track participation, I will have a student serve in the role of "reporter" during class. The reporter will help track the contribution of each student during the class discussions. Any student who is the reporter will receive full participation credit for that day's class.

Participation grading will be based on the below criteria:

Participation Grade = A: A **consistent leader** in class discussions who regularly (i.e. 75% - 100% of classes) contributes with comments and/or questions.

Participation Grade = B: Contributes **fairly regularly** to class discussion (i.e. 50% – 75% of classes) making insightful comments and/or questions.

Participation Grade = C: **Occasionally contributes** to class discussion with reasonable comments and/or questions, but does not contribute as frequently or consistently as others (i.e. 30% – 50% of classes).

Participation Grade D: **Infrequent** comments and/or questions (i.e. less than 30% of classes).

Participation Grade = E: **Rarely** comments and/or questions (i.e. less than 10% of classes).

## PEER EVALUATIONS – 15% of final grade

Team collaboration and participation is an important element of this class and will affect the quality of final deliverables. Each student will provide a performance evaluation of the other team members for both projects. This final score is the average of the two project peer evaluations. Lack of effort and contribution to the project by a team member will be reflected in the individual peer evaluations and will negatively affect that individual's overall grade for the course.

It is important that Peer Evaluation scores are determined based on objective criteria rather than personal opinion. It is normal for group members to have different approaches, personalities, and opinions so your group will need a clear framework for how you will work together and the expectations of performance. One of the first tasks your groups will have will be to develop and submit a **Team Charter**. The performance expectations laid out in this charter will be the basis for your Peer Evaluation scores.

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### Course Technology:

For IT help contact the Ohio State IT Service Desk [ocio.osu.edu/help](http://ocio.osu.edu/help) [servicedesk@osu.edu](mailto:servicedesk@osu.edu)

1. Baseline technical skills for online courses.
  - Basic computer and web-browsing skills
  - Navigating Carmen: for questions about specific functionality, see the [Canvas Student Guide](#).
2. Required Equipment
  - Computer: current Mac (OS X) or PC (Windows 7+) with high-speed internet connection
  - Webcam: built-in or external webcam, fully installed and tested
  - Microphone: built-in laptop or tablet mic or external microphone
  - Mobile device (smartphone or tablet) or landline to use for [BuckeyePass](#) multi-factor authentication. It is recommended that you [register multiple devices](#) in case something happens to your primary device.
3. Required Software. [Microsoft Office 365](#): All Ohio State students are now eligible for free Microsoft Office 365 ProPlus through Microsoft's Student Advantage program.
4. Carmen Access. You will need to use BuckeyePass multi-factor authentication to access your courses in Carmen. To ensure that you are able to connect to Carmen at all times, it is recommended that you take the following steps:
  - Register multiple devices in case something happens to your primary device. Visit the [Duo Mobile application](#) help article for step-by-step instructions.
  - Request passcodes to keep as a backup authentication option. When you see the Duo login screen on your computer, click Enter a Passcode and then click the Text me new codes button that appears. This will text you ten passcodes good for 365 days that can each be used once.
  - Download the [Duo Mobile application](#) to all of your registered devices for the ability to generate one-time codes in the event that you lose cell, data, or Wi-Fi service.

If none of these options meet the needs of your situation, contact the IT Service Desk at 614-688-4357 (HELP) and IT support staff will work out a solution with you.

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**Course-specific Copyright Policy:** Material provided by the instructor may not be re-posted anywhere without the explicit permission of instructors. See University Copyright Policy.

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**Class Schedule** (Subject to change throughout the semester) - Keep note of **group project deliverables**.

Date	Topic	Activities or Deliverables
1/9/24 (Tu)	Introduction & Course Overview	
1/11/24 (Th)	History of Branding	<ul style="list-style-type: none"> <li>• Carmen assignment due before class</li> </ul>
1/16/24 (Tu)	Brand Equity	<ul style="list-style-type: none"> <li>• <b>Projects formed in Carmen &amp; Team Charter &amp; Project 1 brand choice due in Carmen</b></li> <li>• Carmen assignments due before class</li> </ul>
1/18/24 (Th)		
1/23/24 (Tu)	Brand Positioning	<ul style="list-style-type: none"> <li>• Carmen assignments due before class</li> </ul>
1/25/24 (Th)		
1/30/24 (Tu)		
2/1/24 (Th)	Case Study: Headspace vs. Calm	<ul style="list-style-type: none"> <li>• Carmen assignment due before class</li> </ul>
2/6/24 (Tu)	Brand Messaging	<ul style="list-style-type: none"> <li>• Carmen assignments due before class</li> </ul>
2/8/24 (Th)		
2/15/24 (Tu)	Brand Identity	<ul style="list-style-type: none"> <li>• Carmen assignments due before class</li> </ul>
2/15/24 (Th)		
2/20/24 (Tu)	Bringing Brand to Life in Promotions	<ul style="list-style-type: none"> <li>• Carmen assignment due before class</li> </ul>
2/22/24 (Th)	Creative Development Exercise	<ul style="list-style-type: none"> <li>• Carmen assignment due before class</li> </ul>
2/27/24 (Tu)		<ul style="list-style-type: none"> <li>• Carmen assignment due before class</li> </ul>
2/29/24 (Th)	Brand Architecture	<ul style="list-style-type: none"> <li>• Carmen assignment due before class</li> <li>• <b>Brand Audit due by EOD</b></li> </ul>
3/5/24 (Tu)	Managing Brands Over Time	<ul style="list-style-type: none"> <li>• Project 1 Peer Evaluation due</li> <li>• Project 2 Assignments in class</li> <li>• Carmen assignment due before class</li> </ul>
3/7/24 (Th)	Co-branding	<ul style="list-style-type: none"> <li>• Carmen assignment due before class</li> </ul>
3/12/24 (Tu)	<b><i>NO CLASS: Have a Great Spring Break!</i></b>	
3/14/24 (Th)		
3/19/24 (Tu)	<b>Guest Speaker:</b> Trademarks & Copyrights	<ul style="list-style-type: none"> <li>• Carmen assignment due before class</li> </ul>
3/21/24 (Th)	Finance for Marketers	<ul style="list-style-type: none"> <li>• Carmen assignment due before class</li> </ul>
3/26/24 (Tu)	Supply Chain for Marketers	<ul style="list-style-type: none"> <li>• Carmen assignment due before class</li> </ul>

3/28/24 (Th)	<b>Guest Speakers:</b> Brand Managers	• Carmen assignment due before class
<b>4/2/24 (Tu)</b>	<b>Group Project Presentations – Groups 1 - 4</b>	
<b>4/4/24 (Th)</b>	<b>Group Project Presentations – Groups 5 - 8</b>	
4/9/24 (Tu)	In-class Activity	• Project 2 Peer Evaluations due
4/11/24 (Tu)	<b>Guest Speaker:</b> Brand Leadership	• Carmen assignment due before class
4/16/24 (Tu)	Personal Branding	• Carmen assignment due before class
4/18/24 (Th)	Class Wrap-up & Debrief	• <b>Personal Reflection Paper due before class</b>