**Sem:** SU 2023    **Class Day/Time:** TBD                    **Room:** TBD

| | | | |
|---|---|---|---|
| **Instructor:** | Andrew Piletz | **E-mail:** | Piletz.3@osu.edu |
| **Office Hours:** | TBD | **Location:** | Fisher Hall 356B |

**Course Description:**
Have you ever purchased something that cost more but had less features than a comparable product? If you own an Apple product, then you have! Why did you make that purchase? It was because of the power of that brand. Building and effectively maintaining brand equity is among the top priorities of high performing companies. Effective brand-building and brand management drives superior financial results, consumer loyalty and competitive insulation. This course provides students with insights into how profitable brand strategies can be created and the implications for brand management professionals. The class blends marketing theory and practice to provide perspective on corporate marketing and the brand management function.

**Learning Goals and Outcomes:**

| Course Goals | Course Learning Outcomes |
|---|---|
| Students will appreciate that building and effectively maintaining brand equity is among the top priorities of high performing companies. | • Explain the key issues in building and maintaining brands<br>• Describe the difference between the field of brand management and the role of a brand manager<br>• Develop a differentiated positioning statement that can drive competitive insulation<br>• Incorporate brand management principles into current business practices |
| Students will understand the difference between the function of brand management and the role of a brand manager. | • Describe how the marketing mix elements can drive brand equity<br>• Apply key elements of brand management against new brand problems and questions.<br>• Explain what metrics can be used to measure brand equity<br>• Identify sources of research that can help determine brand positioning |
| Students will understand how to use a broad spectrum of brand management tools to drive organizational value. | • Leverage brand architecture to drive brand equity and new product strategy<br>• Understand how brand managers measure financial performance<br>• Communicate brand strategies effectively and persuasively<br>• Assess the health of a brand and develop strategies to strengthen brand equity |

**Pre-Requirements:**      MBA 6250
**Course Format:**          In-Person (A hybrid of between-class lectures and in-class discussion)
**Cancellation Policy:**    Should in-person classes be canceled, we will meet virtually via CarmenZoom during our regularly scheduled time. I will share any updates via e-mail.

**Required Texts/Materials:** (textbook available on CarmenBooks)
- Strategic Brand Management, 5th Edition (denoted as SBM hereafter), K. Keller, V. Swaminathan
  - Available via CarmenBooks, see "Textbook Access" on next page for details
- Harvard Business Publishing Course Pack: https://hbsp.harvard.edu/import/1007880

**University Policies, Services and Resources** (go.osu.edu/UPolicies)

Fisher Undergraduate Handbook and QuickLinks (www.bsbalinks.com)

Fisher Navigator Resource Portal (www.nav-1.com)

**Evaluation Criteria:**

| Graded Components | % of Total | Type |
|---|---|---|
| Brand Audit | 30% | C 👥 |
| Participation | 30% | N 👤 |
| Written Case Study Analyses | 15% | N 👤 |
| Reading & Lecture Quizzes | 15% | N 👤 |
| Peer Evaluation | 10% | N 👤 |

> **Requirements for each form of graded component.**
> **Failing to follow these will represent academic misconduct. See below.**
>
> **Independent Work [N 👤]:** Strictly non-collaborative, original individual work. You may discuss this assignment with your instructor only. Discussions with other individuals, either in person or electronically, are strictly prohibited.
>
> **Collaboration Required [C 👥]:** An explicit expectation for collaboration among students either in class or outside of class (i.e. group work).

*(See remaining pages for Details/Due dates)*

**Grading Scale**

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

Note: Above percentages are % of overall points earned *[or are % rankings of students, e.g. if scaled to curve*

---

**MBA Grading Policy**

This course adheres to the MBA Program Policy that requires no course to exceed a 3.6 grade point average. Note that grades below a B are not guaranteed or required for the course to meet the 3.6 average maximum. However, the final distribution of grades could include any grade throughout the A-E range depending upon student performance. No extra credit or makeup work will be offered.

**Ohio State's Academic Integrity Policy**

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 (studentconduct.osu.edu), 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.

Other sources of information on academic misconduct (integrity) to which you can refer include:

- Committee on Academic Misconduct (go.osu.edu/coam)
- Ten Suggestions for Preserving Academic Integrity (go.osu.edu/ten-suggestions)

## How This Course Works

**Mode of delivery:**
This course will meet in-person and will be conducted with a mix of recorded lectures and in-class engagement. Approximately 30% of the class will be conducted asynchronously (on your own time) and 70% will be conducted synchronously (live). The class sessions will be focused on application through discussion and engagement since lectures will be watched prior to class. Class length will vary week-to-week depending on guest lecturers and other assignments.

**Pace of activities:**
This course is divided into weekly modules that will be released one week ahead of time. The content in each week's module should be completed prior to class. For example module 1 activities should be completed before the first day of class. The "Modules" tab is where all the lectures, assignments, and content are located. Each weekly module is separated into an "Online Learning" and "In-Person Meeting" sections. The "Online Learning" section is broken into a Roadmap, Faculty Expertise and Key Readings, Practice and Application, and Dialogue and Reflection. Start with the Roadmap as that will tell you everything you need to do that week. The "In-Person Meeting" section gives you an outline of the activities in that week's class.

**Credit hours and work expectations:**
This is a 1.5-credit-hour course. According to Ohio State policy, students should expect around 3.5 hours per week of time spent on direct instruction (instructor content and Carmen activities, for example) in addition to 6 hours of homework (reading and assignment preparation, for example) to receive a grade of (C) average.

**Attendance and participation requirements:**
This is a highly interactive class, so you are expected to attend class and be an active participant. Please see the "Participation" section of the "Graded Component Details" for participation expectations.

**Textbook Access:**
The textbook and/or courseware for this course is being provided via CarmenBooks. Through CarmenBooks, students obtain publisher materials electronically through CarmenCanvas, saving them up to 80% per title. The fee for this material is included as part of tuition and is listed as CarmenBooks fee on your Statement of Account. In addition to cost-savings, materials provided through CarmenBooks are available immediately on or before the first day of class. There is no need to wait for financial aid or scholarship money to purchase your textbook.

Unless you choose to opt-out of the program, you do NOT need to purchase any materials for this course at the bookstore. For more information on the program or information on how to opt out, please visit the CarmenBooks website. Access this eBook through the CarmenBooks reader link in the course navigation.

---

## Graded Component Details

**Brand Audit (Group) – 30%**
The brand audit is the culmination of your theoretical learning applied to a real-world brand of your choice. It will be based entirely on information from public secondary sources, company websites, as well as your own professional experiences and insights. This is a shortened class, so I do not expect you to conduct any surveys or primary research. Specifically, you will assess: A) brand planning, B) brand resonance, and C) brand growth of your chosen brand and recommend plans to further strengthen the brand's position in consumers' minds. The final deliverable will be a 20-minute group presentation the last day of class.

**Participation (Individual) – 30%**
I'm a firm believer in the quote "None of us is as smart as all of us" by Ken Blanchard. As MBAs, you all have rich experiences that you can share with the class that can help us learn and grow. And the best type of learning comes from robust discussion and debate in a growth-driven environment. So, participation is a big component of this class and it will come in three forms:
1. *Class Discussion:* Each week we'll be discussing the last week's reading and the weekly assignment (i.e. case study or other assignment). Students are expected to be prepared to provide perspectives on the material and applications to real life. I will occasionally use cold calling to stimulate discussion and introduce diverse perspectives.

2. *What's New(s):* Branding is happening every day around us and you will have the opportunity at the beginning of each class to bring an example of brand management around the world and how the class concepts relate.
3. *Online Discussion Boards:* There will be weekly discussion boards where we can carry the conversation through the week as you have reflections on our discussions or additional points you would like to share.

To track participation, I will have a student serve in the role of "reporter" during each class. Any student who is the reporter will receive full participation credit for that day's class. Students who are interested in serving as a reporter can sign up on Carmen under the Discussions tab.

The below guidelines are provided to assist you in understanding how class participation will be graded. Note that class participation should not be confused with class attendance. Merely attending class will not lead to a strong class participation grade. To accomplish the latter, it will be necessary to be consistently and actively engaged in the class discussions.

Participation Grade = A:

A consistent leader in class discussions and discussion boards who regularly makes strong contributions by making insightful comments that reflect a thorough analysis of the articles and other enrichment material under consideration in this class – comments that advance our understanding of the topics under consideration.

Participation Grade = B:

Contributes fairly regularly to class discussion and discussion boards making insightful comments that reflect a careful reading of the articles under consideration in the class.

Participation Grade = C:

Contributes to class discussion and discussion boards with reasonable comments that follow from the prior discussion but does not contribute as frequently or consistently as others.

Participation Grade = D:

Infrequent comments or a tendency to make comments that do not appear to be based on readings.

Participation Grade = E:

Very few or no contributions to the class discussion.

**Written Case Study Analyses (Individual) – 15%**
Case studies are a key class component to help you understand how companies have applied brand management concepts to real-life business scenarios.  There will be two case studies and each one will have an individual writing assignment due in Carmen prior to class.  Use the case analysis template on Carmen and keep your analyses to two pages.  These assignments will be the springboard for our in-class case discussions.

**Reading & Lecture Quizzes (Individual) – 15%**
There will be three randomly assigned quizzes conducted over the course of the semester to check your comprehension of that week's reading and lecture. The goal is to check your general understanding of the concepts in the reading and lecture, not to ensure that you understand every detail. In fact, if you score 60% or above on each quiz you will receive full credit. Also, each week I will provide a handful of key discussion questions which will guide you to the key portions of the text where I want you to focus, and the quizzes will focus on these areas. If you miss a class with a quiz you can e-mail me a one-page single spaced summary of the week's reading assignment by the next class. It is your responsibility to check with me or a classmate to see if you missed a quiz.

**Peer Evaluation (Individual) – 10%**
Team collaboration and participation is an important element of any project and will affect the quality of final deliverables. Each team member will provide a performance evaluation of the other members (template is posted on Carmen). 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.  **Please note that if any student receives an average of 75% or below for their peer evaluation, they will only receive 75% of their group assignment grade.**

**Additional Policies**

**Discussion and communication guidelines:**
The following are my expectations for how we should communicate as a class. Above all, please remember to be respectful and thoughtful.
- Writing style: While there is no need to participate in class discussions as if you were writing a research paper, you should remember to write using good grammar, spelling, and punctuation. A more conversational tone is fine for non-academic topics.
- Tone and civility: Let's maintain a supportive learning community where everyone feels safe and where people can disagree amicably. Remember that sarcasm doesn't always come across online.
- Citing your sources: When we have academic discussions, please cite your sources to back up what you say. (For the textbook or other course materials, list at least the title and page numbers. For online sources, include a link.)

**Attendance / Participation Expectations:**
Any student who fails to attend the first-class session without giving prior notification to the instructor will be dis-enrolled after the third instructional day of the term, the first Friday of the term, or the second scheduled class meeting of the course, whichever occurs first.

**Course-specific Copyright Policy:**
The materials used in connection with this course may be subject to copyright protection and are only for the use of students officially enrolled in the course for the educational purposes associated with the course. Copyright law must be considered before copying, retaining, or disseminating materials outside of the course.

**Religious Accommodations:**
Our inclusive environment allows for religious expression. Students requesting accommodations based on faith, religious or a spiritual belief system in regard to examinations, other academic requirements or absences, are required to provide the instructor with written notice of specific dates for which the student requests alternative accommodations at the earliest possible date. For more information about religious accommodations at Ohio State, visit odi.osu.edu/religious-accommodations

**Course Schedule**

| Date | Topic(s) | Reading | Assignments |
|---|---|---|---|
| WK 1: TBD | Class Introduction / Brand Management Introduction: The Occupation vs. The Practice | Chapter 1 | - Refer to Roadmap |
| WK 2: TBD | Brand Positioning / Resonance | Chapters 2, 3 | - Refer to Roadmap |
| WK 3: TBD | Designing Marketing Programs and Integrated Communications | Chapters 5, 6 | - Refer to Roadmap<br>- Case Study #1 Due |
| WK 4: TBD | GUEST LECTURER Digital Branding and Measuring Brand Equity | Chapters 7, 10 | - Refer to Roadmap |
| WK 5: TBD | Brand Architecture, New Products, and P&L Ownership | Chapters 12, 13 | - Refer to Roadmap<br>- Case Study #2 Due |
| WK 6: TBD | Managing Brands Over Time & Brand Audit Presentations | Chapter 14 | - Refer to Roadmap |