

**This section of the course is offered at the IBM Markham location.
Other sections may be offered on the Keele Campus.**

AP/ADMS 4285 3.00 Section X
Brand Management
Winter 2020 - Blended Course
Classroom Classes: Thursdays 1 to 4 pm

Preliminary Course Outline

There may be significant changes to this preliminary course outline.

(Note: Subject to change at the course director's discretion. Finalized course outline is available for students to review on the password-protected course website)

Please note that this course is offered at the IBM Markham location at 3600 Steeles Avenue East in Markham, Ontario. To enter the building and study on this location, an IBM security badge must be presented. Your name, student number and YU Card picture will be provided to IBM once you have enrolled in the course to facilitate the issuing of the security badge. You will be contacted by email just prior to the start of classes with additional details to obtain your security badge. By enrolling in this course section, you acknowledge acceptance of these requirements.

For more details on York University presence at IBM Markham location please check the following weblink: <https://laps.yorku.ca/ibm-markham/>

Important

- This course will held as a **blended course**, with about 6 classes in classroom (IBM Markham location) and 6 classes online.
- While not recommended, it will be possible to take this class mostly online. Every effort will be made to **record and/or stream the classroom classes**, for those who have difficulty reaching the IBM Markham location.
- Physical attendance in **Class 2 and at the exams** is mandatory.
- Other than that, you can get attendance points for the classroom classes by physical presence or through **Attendance-Replacement Assignments** (ARA, see below).
- Contributions to the **Online Forum** count as participation which is relevant in case you are very close to a higher letter grades.

I. REQUIREMENTS:

1) For students in an Honours program, 72 credits including

- AK/ADMS 2200 3.00 **and**
- AK/ADMS 3220 3.00

2) For other students, a grade of C+ or better in

- AK/ADMS 2200 3.00 **and**
- AK/ADMS 3220 3.00

Course credit exclusion: None.

Students are personally responsible for ensuring that they have completed the required prerequisites as stated in the course outline or in the course calendar. Failure to complete prerequisites will place students at risk of administrative withdrawal from the course. The department will not be respon

sible for refunds resulting from such withdrawals.

If you have completed ADMS 2200 or ADMS 3220 at an institution other than York, please hand in a copy of the **statement of credit transfer** from Admissions Office **in the second class**. If your application for credit transfer is pending, please provide me, in the second class, with a copy of the application, along with copies of the course outline of the course you consider equivalent and the official transcript from the other institution showing that you have completed the course (for Non-BAS/Honours students: with a C+ or better). If you are an **exchange student**, please hand in your transcripts from your home university showing courses equivalent to the prerequisites listed above.

To ensure fairness and efficiency of group work, **no late enrolment** will be allowed.

II. COURSE TEXT / READINGS:

Mandatory Reading for the final exam

CIPO, "A Guide to Trade-Marks", http://www.cipo.ic.gc.ca/eic/site/cipointernet-internetopic.nsf/eng/h_wr02360.html (to be read on your own; everything on this webpage, but not what is on other pages that this page links to).

Please download or print this page well ahead of the exam. In case that there are changes in the document throughout the term, any version posted on this webpage throughout the term is valid.

Reference Literature

Some classes of the course refer to:

Keller, Kevin Lane (2008/2013), Strategic Brand Management: Building, Measuring, and Managing Brand Equity, 3rd or 4th edition, Pearson Prentice Hall.

Note: This course presents you with the latest research findings and practical experiences in greater detail than the textbook and covers many topics not covered in Keller's textbook. Keller's book offers partial coverage of some of the course topics only. If you want to use the textbook as a supplementary source for these topics (they will be fully covered in class), the 3rd and the 4th edition are equally useful. The book will be neither sufficient nor necessary to pass the exams or solve the problems to be dealt with in the group projects.

To prepare for each class, I recommend that you **read the slides to be covered in this class in advance**. For other material to be prepared for each class, see under VI. "Organization of the Course".

III. WEIGHTING OF COURSE:

Assignment Type	% of Grade	Due Date
Group Report	25%	TBA
Group Presentation	20%	last class (can on request of a group also be held in the second last class)
Midterm Test	25%	TBA (possibly on the weekend of Feb 29/March 1 st 2020)
Final Exam	25%	in exam period
Attendance	5%	ongoing

Students who miss the midterm for valid reasons will have to write a **make-up midterm**. If you miss the midterm for medical reasons you have to hand in an attending physician's statement covering the day of the midterm and issued, except for extraordinary circumstances, until one day after the midterm. Please inform me that you will not be able to write an exam for religious observance reasons at least one week before the exam. Students who miss the midterm for other valid reasons (e.g., family emergency) have to hand in supporting evidence (you can blacken any private information like medical information not necessary for the adjudication of the cause of absence) within one week of the midterm.

Students who miss the midterm without a valid reason, will receive a grade of 0 on the midterm. Please note that leisure trips, even if planned long in advance, do not constitute a valid reason for missing an exam.

Documented illness and religious observance are, other than under exceptional circumstances, **no valid reasons for late-handing in of group work**. As in real life, you will have to plan ahead your group work in a way that allows for individual members to be ill or unavailable close to submission date, and include sufficient time in reserve for such cases.

There is a limitation of one calendar week for queries on grading following the return of an assignment or examination. When a request for re-grading is received, the entire assignment or examination will be re-marked. The new grade may be higher, the same, or lower.

For **students missing the final**, please see under "**Deferred Standing Agreements**" at the end of this course outline.

IV. COURSE INSTRUCTOR / CONTACT:

Dr. Andreas Strebinger

strebing@yorku.ca

Office: ATK 257

Meetings with groups or individuals: Anytime after prior appointment by e-mail only. I also offer online meetings for individual students and groups (e.g., through Skype, skype name: andreas.strebinger). Please ensure that you have a stable and sufficiently powerful internet connection to support a conference call with several group members or screen-sharing and that there is no background noise. Using WIFI in a coffee shop is usually not adequate.

Please send me your **request for an appointment** at least 2 business days before the day for which you want to make an appointment. **The breaks during classes as well as the 15 minutes immediately before and after class are suitable exclusively for short administrative questions** of individual students on a first-come-first-serve basis. These times are not suitable for feedback to your group work. For questions regarding your group work, please schedule a separate face to face or skype appointment with me by email. Please reserve at least 20 minutes for any appointment regarding your group project. For the most popular time slots (1.5 hours to 30 minutes before the class and the time 15 minutes after class) please book well ahead of time. For more complex administrative questions, please send me an email with the question, your official name (as in the university computer system) and your student number.

For efficient communication, I ask every student to regularly check his/her official YorkU email address. Please make sure that you properly receive all emails sent to this address. Contact helpdesk@yorku.ca should you incur technical issues with your YorkU email address or not receive general broadcasts I send to the class.

I normally reply to e-mails within 2 business days. Due to the very large number of emails I receive during terms, I unfortunately cannot reply to

- **e-mails which do not include basic info about yourself**, that is, the course number, your full official name (plus any alias you use), in case of group questions your group name and number, in case of administrative questions your student number.
- e-mails asking substantive or administrative **questions which have been answered** by the course outline and other material posted on the course website, previous email broadcasts or in classroom or online classes. Please check these sources and, if you missed a class, ask your peers for their notes.
- **last-minute e-mails** sent to me the night or on the weekend before the due date of an assignment. Please plan your assignment work in a way that you know for what questions you need my support well ahead of time and send me your questions at least 2 business days before the time you need the answer.
- **e-mails asking me to change the grade component weights for you, increase a grade on an assignment without an appropriate academic rationale or give you a make-up assignment. Under no circumstances will I ever increase an exam or assignment grade for non-academic reasons or give a make-up assignment.** Non-academic reasons include, for example, that you would need a certain grade to stay in the program, for a job application, as well as life problems like a separation, strict parents etc. "Academic reasons" means that you have to provide academic evidence (textbooks, scholarly journals etc.) that your exam answer or assignment work was correct and incorrectly graded as wrong by the instructor.

If your email does not fall in one of the above categories and I did not reply to you after 2 business days, please resend the e-mail, including the header of the first time you sent it such that I can see when you sent it and give it priority ranking.

Marker: Melissa Abraham (m.abraham295@gmail.com)

Note: The marker does not grade your group work. Any questions regarding your group work should therefore be directed towards the course director.

V. EXPANDED COURSE DESCRIPTION:

1. Exams

The **exams** normally consist of a **mix of multiple-choice questions and short-answer or essay questions**. As everything discussed in class is relevant for the exams, please get yourself high-quality notes for missed classes for 100% coverage of the course material relevant for the exams. The exams are **closed-book closed-notes exams**.

For the exams, you need to know

- all slides and explanations presented by me in class and
- all case studies presented and discussed in class.
- Presentations of guest speakers, if any, and the discussions of such presentations, are also relevant for the exams covering the class of the guest speech
- any literature to be studied on your own (see under II. and VI.)

You will have to take **comprehensive notes during both online and classroom classes**. If you do not do so, you will very likely do poorly on the exams. Every student who misses a classroom class is expected to get him/herself the slides from the course website and comprehensive high-quality notes from a classmate.

There will be a Q&A forum on the course website where you can post questions on the material relevant for the exams. Questions have to be posted two business days before an exam to receive an answer before the exam.

The **final exam covers only the material not covered by the midterm**. That is, in the final you will not be asked any specific questions regarding the material which was relevant for the midterm. You will, however, have to be familiar with the terms and concepts you learned for the midterm to the extent they form the basis for concepts covered after the midterm.

Exams will always be scheduled for an official duration of **3 hours**. Depending on the number of chapters to be covered and the character of the questions, effective available exam time may be shorter (between 2 hours and 2:45 minutes). I still ask you to reserve the full three hours scheduled, as there may always be issues (e.g., classroom locked, no lights on) which require us to use up the full three hours.

2. Group project: Group Report and Presentation

Groups should comprise **5 to 7 members**. The recommended group size is 6. All evaluations of group work will take the size of the group into account. **Group formation** takes place in the **second class of the course**. **It is therefore mandatory to be present in the second class**. If you cannot make it to the second class for justified reasons, please notify me at least 3

business days in advance, so that I can assign you to a group in the second class. Students not present in the second class and not notifying me of their absence run the risk of not getting a spot in a group and therefore receiving a grade of zero on the group-work components of the course grade.

Each group will do a **brand audit for a brand** selected by the group whose brand strategy is determined by a company or not-for-profit organization **in Canada**. This excludes in many cases subsidiaries of companies or organizations from outside of Canada. Please fill in the Group Project Proposal (GPP) Form available on the course website and submit for approval by the time and date specified in the course schedule (see "organization of the course").

In the **group presentation**, each group gives an overview of their group report and offers new analyses and their future strategy for the brand.

Report and presentation guidelines will be available online in time on the course website.

Group reports have to be handed in

- electronically on Moodle and
- as a hard copy at ATK 282 or, if the due date falls on a day with a classroom class or exam, in class.

Late handing-in of reports will lower the grade for a report by 20% of the grade component percentage for the report per day commenced. This means that you don't get any points for a group report part handed in more than 4 days after due date and time.

Peer Evaluation

To ensure that each group performs effectively and can draw on the full effort and skill of all team members, each student will submit a confidential peer evaluation to me (strebing@yorku.ca) AND the marker's email address (see above) pertaining to the contribution of each group member to the group work. The peer evaluation is due within 1 day after the presentation. For students who do not submit their peer evaluation in time, a rating of equal contribution of all group members will be assumed. Please do not submit your peer evaluation early (that is, before the group presentation). Peer evaluations, once submitted, cannot be changed or revoked by the student.

Peer Evaluation: 0% contribution = 0% grade on all group-work components

I will adjust an individual student's grades for group assignments to reflect a lack of contribution, on the basis of these evaluations. As the practical application through the group project is a crucial part of this 4000-level course and is given a correspondingly high weight in the grade breakdown, these adjustments can be severe (up to 45% of the total course grade). **In case that a group member did not, according to the rest of his/her group, contribute to the group work at all, this will very likely lead to a failure to pass the course.**

Very high peer evaluations will not lead to an increase of your individual mark on the group work. It will be taken into account should you be close to a higher mark on your overall course grade (together with other factors).

3. Attendance and Classroom Etiquette

Attendance will be taken at a randomly chose point in time of each classroom class. For each class you are present, you will **receive 1 attendance points**, up to a maximum of 5 points (=5% of the course grade). That means **you can miss one classroom class** (for any reason) and still receive the full 5%.

If I call your name in class at any time during class and you do not respond, you will lose the attendance point for this class, even if you were presented at the time attendance was taken. If you have to leave early or come late, please notify me in advance (by email, if you come late, or in person at the beginning of the class, if you have to leave early). I will then assign you the proportional amount of attendance points for this class.

Using the cell phone or laptop during the lectures for purposes unrelated to the course, working on unrelated things in any other way, reading books, wearing ear plugs/phones or falling asleep during class, even when only temporary, will lead to a full loss of the attendance point for this class without special notification given by the instructor.

If you cannot attend a class due to illness or religious observance, please hand in a doctor's note in the next class or inform me in advance about the religious observance by email, respectively. As a "justified absence", this class will then count just as if you had attended it (that is, you can still miss one other class and get your full 5% attendance towards the overall grade).

Please do not bring any strong-smelling food to class or food which requires noisy munching. Please turn your cell phones, laptops and other devices to silent during class time.

Attendance-Replacement Assignments (ARA)

Students who are unable to attend a class can opt for an alternative path to attendance points by means of attendance-replacement assignments (ARA).

An ARA consists of a two-page summary of the content of a classroom class. The ARA must be typewritten in Arial 12pt, 1.5 line spacing, consistent and informative. At least one paragraph of the ARA has to summarize content which is not written on the slides for this class (that is, was orally discussed by the instructor or students). ARAs have to be handed in electronically to strebing@yorku.ca by the day of the final exam. If there are no recordings for a particular classroom class, please base the ARA on comprehensive notes taken by one of your peers.

For each classroom class (with exception of classes with exams or with student presentations only) for which you hand in an ARA, you will be credited 1% towards your overall course grade, up to a maximum of 5%.

Participation

While there is no formal bonus for participation (be it in class or online), participation is taken into account, among other things, in the decision whether or not to round up your grade, in case you are close to a higher overall course grade. If you contribute questions or statements in class or to the discussion forum on Moodle, this is counted as a participation.

VI. ORGANIZATION OF THE COURSE:

	Topics	To be prepared (in addition to the slides covered)
1 ONLINE CLASS (posted by January 9, 2020)	Overview of the course Introduction What is a brand and what can be branded? Why to brand: benefits of brands to customers and companies; new challenges in brand management; the concept of brand equity	Course Outline
2 Jan 16, 1 pm to 4 pm, Classroom 1 (CR1) (Markham) <u>(Mandatory Attendance)</u>	Building Customer-Based Brand Equity (CBBE) (1) Brand awareness and brand image as sources of CBBE; types and benefits of brand awareness; building associations in the customers' minds Group Formation	Group Work Guidelines: Sections A and B
Monday, Jan 20, 1 pm	Send group project proposal form to strebing@yorku.ca Send the group form to strebing@yorku.ca and to the <u>marker's email</u> address (see under "instructor/contact")	
3 ONLINE CLASS (posted by Jan 23)	Building Customer-Based Brand Equity (CBBE) (2): the CBBE pyramid	Group Work Guidelines, Section D, Guidelines for Interviews Template Consumer Interviews, Informed Consent Form and Student Researcher Confirmation Form
4 ONLINE CLASS (posted by Jan 30)	Branding (1): Brand elements and integrated branding; Criteria for designing brand elements	Group Work Guidelines Section C (Presentation)
5 ONLINE CLASS	Branding (2): Criteria for designing brand elements (contd.); Special challenges in designing brand names and brand iconography; Selecting a brand name and frequent mistakes in branding;	Group Work Guidelines: Section E

(posted by Feb 6)		
Tuesday, February 11	If you want feedback to your consumer questionnaire which you adapted to your brand and product category based on the questionnaire template available on website: send consumer questionnaire draft to strebing@yorku.ca by Tuesday Feb 11 (recommended time to stay on track with your group work). You should start with your interviews no later than Friday, February 14 , to allow enough time to do them, analyse them and include them into your report and presentation.	
6 Thurs, Feb 13, 1 to 4 pm, CR1 (Markham)	Practice Opportunities Advanced Brand Positioning (1) Social Media and trends in brand management & positioning; Means-End Analysis; Outlook on Midterm	Hand-in Hard Copy of Group Form and Group Project Proposal (in class)
Feb 15 to Feb 21	Reading Week	
TBA Probably on the weekend of Feb 29/Mar 1st	Midterm: Relevant: Classes 1 to 6	
7 ONLINE CLASS (posted by February 27)	Advanced Brand Positioning (2) Designing the future CBBE pyramid with brand core values; brand mantra; brand ecosystems Brand Extensions 7 ways to extend a brand; advantages and disadvantages of brand extensions: when and how to use them, when not to use them; Types of customer benefits and brand extensions	
TBA	Handing in of Group Report electronically on Moodle <u>and</u> in hard copy at ATK 282	
8 ONLINE CLASS (posted by March 5)	Brand Controlling: Measuring brand performance and tracking Customer-Based Brand Equity; Social Media Monitoring; Measuring and Reporting Company-Based Brand Equity;	
9 Thursday, March 12, 1	Building relationships between the brand and the customer: The Psychological Side (1): Types of	

to 4 pm, CR1 (Markham)	customer-brand relations; Brand Personality: Measurement and Effects;	
10 Thursday, March 19, 1 to 4 pm, CR1 (Markham)	Building relationships between the brand and the customer: The Psychological Side (2): De- and Re-Personalization of Brands in the digital era; Brands and Self-Congruence; Consumer self and Social Media Building relationships between the brand and the customer: The Technological Side (1): Brand Management and Disruptive Technologies (AI, Blockchain, 5G, AR/VR, 5G); Customer Centricity along the Customer Journey	
11 Thursday, March 26, 1 to 4 pm, CR1 (Markham)	Building relationships between the brand and the customer: The Technological Side (2): Brand Touchpoints and the Four V's of Big Data; How Artificial Intelligence may change Brand Management; Brand Management and Influencer Marketing On special request of a group: Group presentation	
12 Thursday, April 2 nd , 1 to 4 pm, CR1 (Markham)	Group Presentations Final: Q&A and Practice Course Evaluation	Submission of peer evaluation per email to the marker (see above) and strebing@yorku.ca within 1 day after group presentation
TBA (in exam period April 7 to 25)	Final Exam relevant: Classes 7 to 12 (except group presentations of other groups) and CIPO's "A Guide to Trade-Marks" (to be read on your own)	

Online classes will be pre-recorded and available by the day indicated above. For each online class, there may be **multiple partial recordings**. Oftentimes there will be one recording for the substantive matters to be covered in an online class (and relevant for the exams) and one recording for current administrative issues or briefs for the group project.

If our classroom is equipped with Lecture Capture/Camtasia or other recording software, I will attempt to also record all classroom classes and post them on the course website. Possibly, there will also be the opportunity to stream the classes. However, due to multiple technical issues in the past, I can unfortunately not guarantee that the recording will work or yield sufficient audio and video quality. So please do not rely on the existence of recordings for the classroom classes.

All recordings are confidential, copyrighted, and not supposed to be passed on to anybody not enrolled in the courses, posted anywhere else, or used for other purposes than for studying for the class. Failure to comply with these restrictions may be prosecuted to the full extent of the law.

VII. COURSE LEARNING OBJECTIVES:

In this course, students learn to successfully position, brand and manage one individual product or product line of a company. Course topics include, e.g.,

- objects and trends in brand management,
- advanced brand positioning and how the rules of brand positioning have changed in the era of Social Media, Big Data, and AI;
- using brand elements (brand name and logo, typography etc.) to convey this positioning,
- managing customer experience and their psychological relationship with the brand,
- when and how to use brand extensions, and
- brand controlling, that is, monitoring the success of the brand in psychological and monetary terms, including Social Media Analytics and methods of measuring Brand Equity.

What this course is not	What it is ...
... another advertising/communication class	... a course on the theory and practice of branding, brand strategy development, and brand controlling
... mainly about fun or fancy brands	... about (types of) brands which many of you will actually have to deal with in your professional career
... mainly about consumer psychology	... about how to make an in-depth understanding of consumer psychology useful in strategy develop
... all about artistic creativity	... mostly about strategic creativity
... an "I can study everything from the textbook" course	... a course where you have to listen carefully to classes (online and classroom) and take comprehensive notes on what we discuss with the slides
... all about personal opinion and intuition	... based on facts and findings of latest high-quality research
...a "do everything last minute at the end of the term" course	... a course requiring continuous learning and work on the group project
... an easy class	... a highly demanding (time, effort) and intellectually challenging class
... an "I can do every marketing class without the prerequisites" course	... a course where you will really need to know the fundamentals of STP, PESTLE, SWOT and have had some practice in it. The prerequisites will be checked in the course of the term.

VIII. ADDITIONAL INFORMATION / NOTES:

**For Relevant University, Faculty and School regulations please check:
<http://sas.laps.yorku.ca/students/>**