BA in Management & MBA (full-time)
Spring 2022
MKTG 406 – MKTG 522 - Brand Management
(cross-listed course)

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Type	Time	Days	Where
Class	15:40 – 18:30 pm	M	SBS G013-014 / online (Zoom)

Course Objective:

Branding has become a very critical tool for achieving and maintaining success in marketing. This course is designed to focus on the strategic brand management process and will cover concepts/issues/approaches in building, measuring and managing brand equity. Hence, the objective will be to get an in-depth understanding of branding and strategic brand management and their applications in practice. The course develops the knowledge and skills necessary in the essential aspects of formulating and implementing branding strategies and decisions. The course provides you with a systematic framework for effective strategic brand management and planning process.

Our other objective will be to develop skills in analysis and reasoning, group interaction, oral and written presentation, theory application and decision-making.

Learning Outcomes:

Upon successful completion of the course, the student should be able to:

1. Assess branding issues and opportunities as part of the marketing strategy
2. Apply branding concepts and tools in a variety of contexts to analyze marketing and strategic problem situations and make recommendations
3. Use a systematic framework for developing branding strategy and implementation programs
4. Discuss alternative branding decisions in various marketing contexts.

Course Prerequisites:
- MKTG406 Students are **required** to have completed the Introduction to Marketing (MKTG 301) course
- MKTG522 Students are **required** to have completed the Marketing Management (MKTG 501) course

Course Materials:

TEXTBOOK: Kevin Lane Keller and Vanitha Swaminathan, *Strategic Brand Management: Building, Measuring and Managing Brand Equity*, 5th edition, Prentice Hall, 2020

Additional readings from academic or trade journals may be distributed in class or through SUCourse and assigned for specific sessions during the course.

List of Cases:

Case 1   Case   : Teknosa and Turkey's Retail Transformation (A)
                Type   : paper
                Subject: Retailing

Case 2   Case   : Teknosa and Turkey's Retail Transformation (B)
                Type   : paper
                Subject: Retailer-Brand Management

Case 3   Case   : Çilek: An Emerging Market Company Is Born Global
                Type   : paper
                Subject: Brand Management Beyond the Domestic Market

Course Web:
A web-based course delivery tool, called SUCourse will be used this semester. The purpose of this site is to provide a single access point to all the courses that the students are taking.

Lecture slides, assigned readings, optional material, and information on assignments will be available on your course's SUCourse site. You should check this website as well as your e-mail regularly for any updates.

The following components of SUCourse will be actively used:
- Resources
- Assignments
- E-mail
- Turnitin*

* "Sabanci University uses a very powerful web-based tool called Turnitin. Turnitin is the worldwide standard in online plagiarism prevention. It allows instructors to compare student papers against a database composed of millions of articles. Every paper you submit will be scanned by Turnitin, and results will be reflected in your grades."

Instructional Design:

The format of this course will mostly be in the form of interactive discussions which will be supplemented by in-class lectures as necessary, learning from practice sessions with guests from various industries, take-home assignments, and group projects on live cases.

Lectures will focus on basic concepts, theories and methods of brand management, while the case and article discussions will provide you an opportunity to apply the concepts and methods discussed and stress the real-world practice of brand management. **Involvement** in the form of attendance and class participation is crucial in this interactive course format to ensure successful learning for all. Your level of active involvement and engagement during the course sessions will also have a high impact on your course grade.

Guest lecturers from various industries will also be invited to class to share their experience in brand management. These sessions will be invaluable learning opportunities where students will learn about how real brands are managed in the marketplace.

The course objectives will be met by careful group analyses of cases/examples, class discussions, written assignments and group project work. Moreover, students will be encouraged to bring relevant articles from various international or national publications (offline or online) such as the Wall Street Journal, Business Week, Advertising Age, Brand Week, cpgmatters.com, retailweek.com, retailcustomerexperience.com, Fortune, Capital, Power, Marketing Türkiye, Campaign, MediaCat, Dünya, etc. into class for discussion.

Success in the field of marketing and brand management depends not only on your analytical skills, but also on your ability to communicate your ideas and decisions orally and in writing. Your performances on assignments, in-class discussions and other activities in this course will reflect your ability to demonstrate skills in both of these areas.

An extensive and comprehensive review of the textbook will not be done; however, chapters from the textbook will be assigned for reading for each week. Keller & Swaminathan **textbook** will be used as a reference reinforcing your learning about the topics discussed in class. Lectures will draw from the textbook, assigned outside readings and cited references.

Articles will be carefully selected in order to emphasize the basic concepts covered in lectures as well as sharing some current discussions and issues on brand management. **Live cases** to be prepared as project work will allow the opportunity to apply the methodologies and frameworks covered in class for analyzing some brands currently available in the market.

All assignments, lecture slides, readings or instructions concerning any of these will be uploaded on SUCourse and it is the student's responsibility to follow SUCourse closely.

Grading:

There are **six** components to the final grade. The first five components are individual and make up 70% of your grade. The last two components are teamwork and make up the remaining 30%.

You are responsible for forming a 2-3 (two or three) person team and send me the names of the team members by the end of our third class session on March 14th.

Please make sure that you put together a team that will work together well in terms of schedules, complementary skills, etc. You may be asked to do peer evaluations at the end of the semester in which case the instructor will take these evaluations into account as he assesses your performance on team projects.

The following components will make up the final course grade for each student:

Attendance (individual)	: 10%
Involvement (active in-class participation-individual)	: 20%
Pop Quizzes (individual)	: 10%
Written assignment 1 (individual)	: 15%
Written assignment 2 (individual)	: 15%
Group project presentation (group)	: 10%
Group project written report (group)	: 20%
TOTAL	**: 100%**

Peer Evaluation in Teamwork

Peer Evaluation **may be asked** in team projects and if that will be the case, students will be asked to provide an evaluation of the members of their team in case report to be prepared. If this process is followed, each student will divide 100 points between the members of his/her team, including himself/herself. This division should reflect that person's judgment of the contribution of the members of his/her team. The scores should not be merely functions of time spent by each member, but they should be measures of the "contribution;" their relative contribution to the idea generation, research, analysis, writing, oral presentation, report writing, etc. If the team was highly functional, and each member did what they committed themselves to, then the student can assign the same mark to each member of the team. If, on the other hand, some members of the team did not fulfill their commitments and did not contribute as much as the others, then points can be distributed unevenly.

The points submitted by all members of the team will be aggregated by the instructor. Every student will be given his/her aggregate peer evaluation, without disclosing the individual peer evaluations to the students.

In case there is no consensus among the team, for example, if two students divide the marks evenly and the third one divides them unevenly, then the instructor will use his/her judgment to assign peer evaluation marks--possibly after meeting with the members of the team.

In cases where there are conflicting marks, it is most likely that the instructor will meet with the team members and provide a mark based on an interview. For example, in a team of four, if Students A and B believe they did most of the work, and Students C and D believe otherwise, the team may be called in for an interview in order to be fair to everyone.

Past experience indicates that in most groups points will be distributed evenly. There will be a few groups where peer evaluations will play a role in the marks. The primary goal of this exercise is to avoid giving undeserved credit to individuals who did not help their teams. However, it is possible to have upwards adjustments of marks in case of students who have done more than what the group expected of them.

When carried out, the peer evaluation will have a direct impact on your group project grade. To give a simple example, if the group mark is 25 out of 30, and if your peer evaluation indicates that your contribution was less than what was expected, then your case report grade mark will be less than 25 out of 30. There are no simple rules for adjustment.

Requirements:

Your **active participation in class discussions** will constitute the grade for **involvement.** *Students who miss 4 weeks of class in the semester will be assigned an I-Incomplete grade and will fail the course.*

Effective participation in class discussions includes asking questions about concepts you agree or disagree with, sharing your point of view and experiences with the class, building on points raised by others, relating topics discussed to previous class discussions. Participation in **case and article discussions** requires your reading and analyzing the assigned materials before the class session. Hence, **students are expected to read the assigned materials before class and be prepared for in-class discussion**.

Students **may be given mini assignments** to report on during the class sessions which will be part of their participation grade.

Note that the quality of your participation is what counts, not the amount you participate in each class. As class participation leads to significant cross-fertilization of ideas, regular attendance is required and **class attendance will be taken at each session which will constitute one tenth of your grade**.

Oral communication skills will be evaluated primarily through your participation in daily class discussions in terms of both quality and quantity. Please do not remain silent during the class-not only will your grade suffer, but you will also miss an excellent opportunity to practice what you will be doing once you are out there working and doing this without putting your job on the line. Hence, this course will be an excellent learning experience for you if YOU can make use of it through your active participation.

*As always, **you will get out of the course what you put into it**. Active participation in reasoning and decision making is as important in this course as writing articulately. Active listening and critical thinking are essential skills you should develop in your education. Discussing cases/articles, completing the assignments and preparing the team case project are valuable learning experiences outside of class. Understanding, challenging, and defending points of view leads to better understanding of others'*

ideas, the factors considered by them, and their interpretations. This type of constructive criticism often leads to a clearer understanding of the problem, the merits of alternative courses of action, and most importantly, to the synthesis of ideas that are being considered. In light of these, the instructor will be evaluating your contribution to class discussion based on whether your ideas are reasonable, defensible, and supported by theory or fact; whether your contribution is adding value to the current discussion; and whether your solution alternatives are action-oriented contributions.

Pop Quizzes: There will be unannounced quizzes administered during the semester. You are expected to be ready for that day's materials. Please make sure that you do the assigned readings *before* coming to class. There will not be any make ups for the missed pop quizzes under any circumstances.

Combination of in-class physical quiz sheet, TopHat[1] application or the polling function in Zoom platform may be used to administer the quizzes.

Each student will be given **two written assignments**. These will be prepared by each student individually and will be due on the dates specified in the course schedule. Each assignment will be typed, will not exceed 4 double spaced pages (excluding any appendices that may be added) and will be submitted by uploading on SUCourse.

A **live case group project** will be assigned on which you will be expected to work as a team. Each team will prepare and submit a written live case brand analysis report on the scheduled date and make an oral in-class presentation on the same date. Every member of the team should be physically present in class and take part in the team presentation. The only excuse will be to submit a health report from the Sabancı University Medical Center (if you get a report from a hospital, that needs to be verified by the Medical Center; reports taken from individual physicians will not be accepted). Unexcused students who are not present for the presentation will lose part of their involvement grade. The presentation should reflect a professional approach in delivery.

There will be two deliverables to be submitted by each group:
1. The project report written in MS Word which should be at most ten double spaced pages using 12-point font, excluding any exhibits or appendices that may be added if necessary.
2. The project group presentation prepared in MS Powerpoint which will be presented in a 10-minute time slot. The oral presentations will be done on the last class session (June 6th) where the order of the presentations will be announced by the instructor. **It is important to note that all students are expected to be present in class on the presentation days.**

The presentation file should be uploaded on SUCourse before class on June 6th and the written report file should be uploaded on SUCourse by June 12th. Additional information regarding the case report and presentation will be uploaded on SUCourse after the semester starts.

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[1] You need to download the TopHat application on your smart phone/tablet/laptop and bring your device to class each week. **The code to sign in to TopHat with your SU e-mail is 377054.**

The due dates for the written assignments and final team project presentation are specified in the course schedule. 10% of your grade on each assignment/report will be deducted for each late day of submisson beyond the deadline. Any assignment that is late for more than one week will not be accepted. There will be no extension on the project team report submission date.

Missing a class will also deduce your class participation grade. Moreover, you are responsible to learn about the lectures and announcements made during the classes you miss.

The instructor's evaluation of your performance on written assignments and the team project will be based on the following criteria: extent of inclusion and thoroughness of the discussion of key points covered in class and key lessons learned from the live case, accuracy of statements and calculations, clarity of discussion (including such things as grammar, spelling, etc) and presentation style.

Academic Honesty:

Learning is enhanced through cooperation and as such you are encouraged to work in groups, ask for and give help freely in all appropriate settings. At the same time, as a matter of personal integrity, you should only represent your own work as yours. Any work that is submitted to be evaluated in this class should be an original piece of writing, presenting your ideas in your own words. Everything you borrow from books, articles, or web sites (including those in the syllabus) should be properly cited/referenced.

Although you are encouraged to discuss your ideas with others (including your friends in the class), it is important that you do not share your writing (slides, MS Excel files, reports, etc.) with anyone. Using ideas, text and other intellectual property developed by someone else while claiming it is your original work is *plagiarism*. Copying from others or providing answers or information, written or oral, to others is *cheating*. Unauthorized help from another person or having someone else write one's paper or assignment is *collusion*. Cheating, plagiarism and collusion are serious offenses that could result in an F grade and disciplinary action. Please pay utmost attention to avoid such accusations.

Classroom policies and conduct:

Sabancı University BA in Management and full-time MBA Programs value participatory learning. Establishing the necessary social order for a participatory learning environment requires that we all:

- **Come prepared** to make helpful comments and ask questions that facilitate your own understanding and that of your classmates. This requires that you complete the assigned readings for each session before class starts.
- **Listen** to the person who has the floor.
- Come to class **on time**. Classes should be viewed as professional commitments and your "involvement" grade will be reduced if you do not respect this.
- **Do not do any non-class activities during class time and you may be asked to leave** the classroom if you persist doing such activities.
- When and if you use your **laptop/smart phone/tablet or any such electronic device** during class, it is **only to be used for class activities** such as following the lecture, taking notes or doing an in-class course activity.
- When the classes are held online via Zoom, you should open your camera on the laptop/smart device during the class time.
- When the classes are held in the physical classroom with physical presence of the students, **any electronic device usage may be forbidden if it is abused or if it distracts the professor or other students**.

Additional points of conduct are:

- All written assignments must be typewritten, double-spaced using a font size no smaller than 12 characters per inch.
- You are highly encouraged to consult with your instructor as soon as possible during the semester if you have any questions or are concerned about your grade, your expectations from the course or any other course related matter.
- IF YOU ARE ABSENT FROM CLASS, it is YOUR responsibility to find out what was announced during class.
- The instructor reserves the right to make changes to the syllabus at any time during the semester. If any change is deemed to be necessary or appropriate by the instructor, it will be announced in class with sufficient notice given.
- Presence of the guest lecturers will be based on availability of the targeted guests, hence, number and dates of the guest lecturers may be subject to change.
- If any class session is cancelled due to an unprecedented reason, a make-up session may be set during the semester.

Course Schedule:

Session 1:	**Feb 28**	**15:40-18:30**
Topic:		**Introduction**
Requirements:		
Session 2:	**Mar 07**	**15:40-18:30**
Topic:		**Brand & Brand Management**
Requirements:		Keller & Swaminathan Chapter: 1
Session 3:	**Mar 14**	**15:40-18:30**
Topic:		**Customer-Based Brand Equity & Brand Positioning**
Requirements:		Keller & Swaminathan Chapter: 2
Session 4:	**Mar 21**	**15:40-18:30**
Topic:		**Brand Resonance & The Brand Value Chain**
Requirements:		Keller & Swaminathan Chapter: 3
Session 5:	**Mar 28**	**15:40-18:30**
Topic:		**Choosing Brand Elements to Build Brand Equity**
Requirements:		Keller & Swaminathan Chapter: 4
Session 6:	**Apr 04**	**15:40-18:30**
Topic:		**Leveraging Secondary Brand Associations**
Requirements:		Keller & Swaminathan Chapter: 8
Session 7:	**Apr 11**	**15:40-18:30**
Topic:		**Designing Marketing Programs to Building Brand Equity** **Integrating Marketing Communications to Build Brand Equity**
Requirements:		Keller & Swaminathan Chapter: 5 & 6
Session 8:	**Apr 18**	**15:40-18:30**
Topic:		**Branding in the Digital Era**
Requirements:		Keller & Swaminathan Chapter: 7 **Written assignment 1 due**

Session 9:	**Apr 25**	**15:40-18:30**
Topic:		**Developing a Brand Equity Measurement and Management System & Measuring Sources & Outcomes of Brand Equity**
Requirements:		Keller & Swaminathan Chapters: 9, 10 &11

	May 02	**NATIONAL HOLIDAY – NO CLASS**

Session 10:	**May 09**	**15:40-18:30**
Topic:		**Designing and Implementing Brand Architecture Strategies**
Requirements:		Keller & Swaminathan Chapter: 12

Session 11:	**May 16**	**15:40-18:30**
Topic:		**Introducing and Naming New Products and Brand Extensions**
Requirements:		Keller & Swaminathan Chapter: 13

Session 12:	**May 23**	**15:40-18:30**
Topic:		**Managing Brands Over Time**
Requirements:		Keller & Swaminathan Chapter: 14
		Written assignment 2 due

Session 13:	**May 30**	**15:40-18:30**
Topic:		**Managing Brands Across Geographic Boundaries and Market Segments & Closing Perspectives**
Requirements:		Keller & Swaminathan Chapter: 15-16

Session 14:	**Jun 06**	**15:40-18:30**
Topic:		**Wrap up**
		Group project presentations
Requirements:		**CASE: Brands assigned to the group teams**
		ALL GROUPS ARE REQUIRED TO SUBMIT THEIR PRESENTATION FILES

DEADLINE TO SUBMIT THE WRITTEN LIVE CASE REPORT: June 12, 2022

Note: The instructor reserves the right to make changes in the course schedule noted above and all such changes will be announced through e-mail and/or verbally in class.