MBA M740

Corporate Reputation and Brand Management

Spring/Summer 2022 Course Outline

Information, Marketing, Operations Area

DeGroote School of Business

McMaster University

Course Objective

This course is designed to build on your understanding of the role a brand plays in driving shareholder value for an organization and how an organization can influence that brand and value. Particular attention will be paid to the organization as a brand with value itself.

Instructor and Contact Information

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| --- | --- |
|  **Mon 19:00 – 22:00** |  **(In-person) RJC 214** |
| **Vandana Deswal** |
| Instructor |
|  deswalv@mcmaster.ca |
| Office: RJC |
| Office Hours: on request |
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| TA: Dwitiya Sapresapred@mcmaster.ca |
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Course Elements

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Credit Value: | 3 | Leadership: | Yes | IT skills: | No | Global view: | Yes |
| Avenue: | Yes | Ethics: | Yes | Numeracy: | Yes | Written skills: | Yes |
| Participation: | Yes | Innovation: | Yes | Group work: | Yes | Oral skills: | Yes |
| Evidence-based: | No | Experiential: | Yes | Final Exam: | No | Guest speaker(s): | Yes |

Course Description

This course combines the view that corporate reputation is an important asset entrusted by the shareholders and board to the CEO and the management team with an examination of the art and science of Brand Management. This course is taught through a variety of methods: case studies, readings, lectures, group projects, and guest lectures. The goal is to understand the importance and elements that help achieve sustainable competitive advantage in the marketplace. The course will focus on the development of strong brands from the consumer perspective and how this will support a business’s own brand and result in increased shareholder value. Class time will be comprised primarily of lecture and discussion.

Learning Outcomes

Upon completion of this course, students will be able to complete the following key tasks:

* Understand and appreciate the importance of having a balanced approach to reputation management and branding with a focus on employees and key stakeholders, as well as on financial success;
* Understand the evolution of corporate reputation in the digital age
* Identify the important opportunities and challenges facing a business and setting out a course of action for dealing with them;
* Understand the process involved in building a brand and why it is an important and powerful part of the guiding philosophy for most organizations and an important element in a cohesive and sustainable business strategy
* To develop the knowledge and perspective necessary to facilitate the development of strong brands and businesses
* To become familiar the opportunities and boundaries presented by brand management tasks and decisions in a wide cross section of industries
* To develop an understanding of how to manage brands for continued growth and profitability

Required Course Materials and Readings

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| --- | --- |
| Avenue registration for course content, readings and case materials* <http://avenue.mcmaster.ca>
 | $ FREE |
| Byron Sharp (2011). *How brands grow,* Oxford Press* Purchase a copy at the bookstore
 | $ x.xx CAD |
| Sinek, Simon (2009), *Start with why*. Portfolio Penguin $ x.xx CAD* Purchase a copy at the bookstore
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Evaluation

Learning in this course results primarily from in-class discussion and participation of comprehensive business cases as well as out-of-class analysis. The balance of the learning results from the lectures on strategic concepts, from related readings, and from researching your presentations, cases, assignments, simulation decisions and projects. All work will be evaluated on an individual basis except in certain cases where group work is expected. In these cases, group members will share the same grade adjusted by peer evaluation. Your final grade will be calculated as follows:

**Components and Weights**

|  |  |  |
| --- | --- | --- |
| **Assignment 1 (week 5)** | Corporate Reputation (individual) | 25% |
| **Assignment 2 (week 7)** | Brand Plan Brief (group)  | 10% |
| **Assignment 3 (week 9)** | Brand Theory Worksheet (individual) | 25% |
| **Assignment 4 (week 12)**  | Final Brand Plan (group)  | 40%  |
| **Total** |  | **100%** |

NOTE: The use of a McMaster standard calculator is allowed during examinations in this course. See McMaster calculator policy at the following URL:

[www.mcmaster.ca/policy/Students-AcademicStudies/UndergraduateExaminationsPolicy.pdf](http://www.mcmaster.ca/policy/Students-AcademicStudies/UndergraduateExaminationsPolicy.pdf)

**Grade Conversion**

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme:

|  |  |  |
| --- | --- | --- |
| Letter Grade | Percent | Points |
| A+ | 90-100 | 12 |
| A | 85-89 | 11 |
| A- | 80-84 | 10 |
| B+ | 75-79 | 9 |
| B | 70-74 | 8 |
| B- | 60-69 | 7 |
| F | 00-59 | 0 |

## Assignment #1 – Corporate Reputation Assignment

This is an individual assignment. The digital age has brought about many changes in how companies must view the development and protection of their corporate reputation. Students will prepare a paper that contrasts the key issues in **Corporate Reputation** pre and post the advent of modern digital communication and media. Your paper should cover:

* What are the key differences?
* What effect has this had on corporate business strategies?
* What are the biggest issues facing companies today?
* What do companies need to do differently to address these issues?
* Provide an example of a company that didn’t adapt well to the change and what they should have done differently

**DUE: The full, six-eight page paper is due at the beginning of class on the day indicated on the outline**

## Assignment #3 – Brand Theory Worksheet

This is an individual assignment. Students are required to read ‘***Start with why’*** and ***‘How Brands Grow’*** and complete the exercises that will be provided in the first class.

**DUE: The full, three to five page paper is due at the beginning of class on the day indicated on the outline**

## Brand Management Assignment

This is a group (maximum of 5 per group) assignment. Working with your team, you will select an industry and current brand within that industry (please do NOT choose a brand that you are working on for another class). The most effective brands to choose are those that could value from a new brand plan (i.e. Blackberry is better than Apple).

## Assignment #2 – Brief

Following our brief workshop you will be required to submit a brief for your brand. This should be a written document of **no more than 5 pages** containing the information outlined in the workshop.

**DUE: The full, four - five page paper is due at the beginning of class on the day indicated on the outline**

## Assignment #4 – Final Project

Your group will be required to submit a final brand plan for the brand you have chosen and COULD include the following elements:

* Introduction/Background
* Competitive Situation
* Review of brand environment (SWOT)
* Long-term and short-term brand objectives
* Brand Architecture and Hierarchy
* Brand Target
* Brand Positioning
* Start with why exercise
* Product/Pricing/Place/Promotion strategies
* Recommended Marketing Mix
* Brand evaluation/measurement plan

**DUE: The full, Maximum 20 page paper is due at the beginning of class on the day indicated on the outline**

***Presentation:*** In one of the last two classes, you will present a 20-25- minute summary of your brand plan. The key to an effective presentation, with limited time, is to present the key elements of your plan.

Communication and Feedback

Students that are uncomfortable in directly approaching an instructor regarding a course concern may send a confidential and anonymous email to the respective Area Chair or Associate Dean:

<http://mbastudent.degroote.mcmaster.ca/contact/anonymous/>

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Administrative Assistant.

Instructors are encouraged to conduct an informal course review with students by Week #4 to allow time for modifications in curriculum delivery. Instructors should provide evaluation feedback for at least 10% of the final grade to students prior to Week #8 in the term.

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| --- | --- | --- | --- |
| Activity | Delivery | Description | Tool(s) |
| **Live Lectures** | In-person | 3 hr. live session; opportunity to elaborate on content, present challenges, engage discussion | Live |
| **Readings** | Asynch | Tied to weekly discussion prompts | Readings linked in Avenue, from course pack, or in assigned textbook, or as provided on Avenue  |
| **Guest Lectures** | In-person/Zoom | 1.5 hr. live session  | Live  |
| **Group Discussions** | In-person | Breakout rooms during lecture | Live |

Academic Dishonesty

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity.

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university.

It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at:

[www.mcmaster.ca/academicintegrity](http://www.mcmaster.ca/academicintegrity)

The following illustrates only three forms of academic dishonesty:

1. Plagiarism, e.g. the submission of work that is not one’s own or for which other credit has been obtained.
2. Improper collaboration in group work.
3. Copying or using unauthorized aids in tests and examinations

Authenticity/Plagiarism Detection

***Some courses may*** use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

**All submitted work is subject to normal verification that standards of academic integrity have been upheld** (e.g., on-line search, other software, etc.). For more details about McMaster’s use of Turnitin.com please go to [www.mcmaster.ca/academicintegrity.](http://www.mcmaster.ca/academicintegrity)

Courses with an On-Line Element

***Some courses may*** use on-line elements (e.g. e-mail, Avenue to Learn (A2L), LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course.

The available information is dependent on the technology used. Continuation in a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

On-Line Proctoring

**Some courses may** use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

Conduct Expectations

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [*Code of Student Rights & Responsibilities*](https://secretariat.mcmaster.ca/app/uploads/Code-of-Student-Rights-and-Responsibilities.pdf) (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students’ access to these platforms.

Missed Academic Work

***Missed Mid-Term Examinations / Tests / Class Participation***

Where students miss a regularly scheduled mid-term or class participation for legitimate reasons as determined by the Student Experience – Academic (MBA) office, the weight for that test/participation will be distributed across other evaluative components of the course at the discretion of the instructor.  Documentation explaining such an absence must be provided to the Student Experience – Academic (MBA) office within five (5) working days upon returning to school.

To document absences for health related reasons, please provide to Student Experience – Academic (MBA) office the [Petition for Relief for MBA Missed Term Work](http://www.degroote.mcmaster.ca/MBA/documents/relief.pdf) and the [McMaster University Student Health Certificate](http://www.degroote.mcmaster.ca/MBA/documents/McMasterUniversityDraftRevisedMedicalForm_April2009.pdf) which can be found on the DeGroote website at <http://mbastudent.degroote.mcmaster.ca/forms-and-applications/>. Please do not use the online McMaster Student Absence Form as this is for Undergraduate students only. University policy states that a student may submit a maximum of three (3) medical certificates per year after which the student must meet with the Director of the program.

To document absences for reasons other than health related, please provide Student Experience – Academic (MBA) office the [Petition for Relief for MBA Missed Term Work](http://www.degroote.mcmaster.ca/MBA/documents/relief.pdf) and documentation supporting the reason for the absence.

Students unable to write a mid-term at the posted exam time due to the following reasons: religious; work-related (for part-time students only); representing university at an academic or varsity athletic event; conflicts between two overlapping scheduled mid-term exams; or other extenuating circumstances, have the option of applying for special exam arrangements. Such requests must be made to the Student Experience – Academic (MBA) office at least ten (10) working days before the scheduled exam along with acceptable documentation.  Instructors cannot themselves allow students to unofficially write make-up exams/tests.  Adjudication of the request must be handled by Student Experience – Academic (MBA).

If a mid-term exam is missed without a valid reason, students will receive a grade of zero (0) for that component.

Academic Accommodation of students with disabilities

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for course work at the outset of term. Students must forward a copy of such SAS accommodation to the instructor normally, within the first three (3) weeks of classes by setting up an appointment with the instructor. If a student with a disability chooses NOT to take advantage of an SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. The SAS website is:

<http://sas.mcmaster.ca>

Religious, Indigenous or Spiritual Observances (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](https://secretariat.mcmaster.ca/app/uploads/2019/02/Academic-Accommodation-for-Religious-Indigenous-and-Spiritual-Observances-Policy-on.pdf) policy. Students should submit their request to their Faculty Office ***normally within 10 working days*** of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

Copyright and Recording

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

Potential Modification to the Course

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

Research Using Human Subjects

***ONLY IF APPLICABLE***

Research involving human participants is premised on a fundamental moral commitment to advancing human welfare, knowledge, and understanding. As a research intensive institution, McMaster University shares this commitment in its promotion of responsible research. The fundamental imperative of research involving human participation is respect for human dignity and well-being. To this end, the University endorses the ethical principles cited in the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans:

<http://www.pre.ethics.gc.ca>

McMaster University has mandated its Research Ethics Boards to ensure that all research investigations involving human participants are in compliance with the Tri-Council Policy Statement. The University is committed, through its Research Ethics Boards, to assisting the research community in identifying and addressing ethical issues inherent in research, recognizing that all members of the University share a commitment to maintaining the highest possible standards in research involving humans.

If you are conducting original research, it is vital that you behave in an ethical manner. For example, everyone you speak to must be made aware of your reasons for eliciting their responses and consent to providing information. Furthermore, you must ensure everyone understands that participation is entirely voluntary. Please refer to the following website for more information about McMaster University’s research ethics guidelines:

<http://reo.mcmaster.ca/>

Organizations that you are working with are likely to prefer that some information be treated as confidential. Ensure that you clarify the status of all information that you receive from your client. You **MUST** respect this request and cannot present this information in class or communicate it in any form, nor can you discuss it outside your group. Furthermore, you must continue to respect this confidentiality even after the course is over.

Acknowledgement of Course Policies

Your registration and continuous participation (e.g. on A2L, in the classroom, etc.) to the various learning activities of MBA M740 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

REQUIRED CASES

1. HBR ‘What does your Corporate Brand Stand For’ R1901E
2. The Long and the short of it (provided on Avenue)

Course Schedule

MBA M740

Corporate Reputation and Brand Management

Spring/Summer2022 Course Schedule

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| --- | --- | --- |
| **Week** | **Date** | **Assignment** |
| 1 |  May 2 | Lecture: Introduction to Brand ManagementDiscuss: Class Outline, Schedule, Participation, CoursewareDiscuss: AssignmentsDiscuss: Selecting team members |
| 2 | May 9 | Lecture: Corporate ReputationDiscuss: Corporate Reputation AssignmentDiscuss: Brand theory AssignmentDUE: Group members and brand |
| 3 | May16 | Lecture: Understanding your BrandRead: HBR ‘What does your Corporate Brand Stand For’ Read: Sharp Chapters 7,8Topic: Brief WritingGuest Speaker: Dean Foerter |
| 4 | May 30 | Topic: Balancing long and short-term marketing strategiesGuest Speaker: Paul TedescoRead: Les Binet article – The long and the short of it |
| 5 | June 6 | Lecture: Creating a Brand IdentityDUE: Assignment 1 – Corporate ReputationRead: Sharp chapters 9 |
| 6 | June 13 | Lecture: Positioning your BrandGuest Speaker: TBDDiscuss: Brand planning assignmentRead: Sinek, Simon (2009), *Start with why*Read: Sharp chapters 1,3,6 |
| 7 | June 20 | Lecture: Understanding our customersLecture: Segmentation, Targeting, PositioningDue: Assignment 2 - Brand Plan BriefRead: Sharp chapters 10,11,12 |
| 8 | June 27 | Lecture: How do we measure successGuest speaker: TBDRead: Sharp chapters 13 |
| 9 | July 4 | Lecture: Extending our Brand across stakeholdersDUE: Assignment 3 - Brand Theory Worksheet |
| 10 |  July 11 | Lecture: Communicating our BrandBrand Plan Workshop |
| 11 | July 18 | Final Presentations |
| 12 | July 25 | Final PresentationsDUE: Assignment 4 - Final Brand Plan |

Class Notes:

The course weekly schedule is fluid and may move as per the class requirements.