

**Marketing**  
**Course Number: 22:630:686**  
**Course Title: Brand Management EMBA**

## **COURSE BACKGROUND**

In order to effectively analyze market opportunities and formulate effective positioning strategies, an understanding of brand management is essential. With markets around the world opening up to global competition, embracing internet and social media, and rewarding corporate social responsibility and sustainable practices, it is the strategic analysis of brands that is central to developing a competitive advantage in contemporary markets.

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## **COURSE MATERIALS**

### Required Readings:

1. Jill Avery. "Brandless: Disrupting Consumer Packaged Goods," HBR, Nov 15, 2017
2. Jill Avery, Tonia Junker and Daniela Beyersdorfer. "Longchamp," HBR, Jun 14, 2016
3. Mohanbir Sawhney and Pallavi Goodman. "The Hunger Games: Catching Fire: Using Digital and Social Media for Brand Storytelling," HBR, Sep 8, 2016
4. Jill Avery and Sunil Gupta. "Marketing Reading: Brand Positioning," HBR, Apr 30, 2014
5. Rohit Deshpande and Anat Keinan. "Marketing Reading: Brands and Brand Equity," HBR, Jan 6, 2014

Note: Please note that instructor can share additional readings based on class discussion and interests.

### Other Suggested Readings:

1. Dawar, Niraj. "What Are Brands Good For?," Sloan Management Review, Fall 2004.
2. Keller, Kevin L.; Brian Sternthal; and Alice Tybout. "Three Questions You Need to Ask About Your Brand," Harvard Business Review, September 2002.
3. Dawar, Niraj; and Charan K. Bagga. "A Better Way to Map Brand Strategy," Harvard Business Review, June 2015.
4. Hoffman, L Donna; and Fodor, Marek. "Can You Measure the ROI of your Social Media Marketing?" Sloan Management Review, Fall 2010.
5. Netzer, Oded. "Generating Perceptual Maps from Social Media Data," Columbia CaseWorks, August 2014.
6. Gensler, Sonja; Franziska Volckner; Yuping Liu-Thompkins; and Caroline Wiertz. "Managing Brands in the Social Media Environment," Journal of Interactive Marketing, 2013.
7. Aaker, David A. "Leveraging The Corporate Brand," California Management Review, Spring 2004
8. Andrew J Rohm; Tao Gao; Fareena Sultan and Margherita Pagani. "Brand in the hand: A cross-market investigation of consumer acceptance of mobile marketing," Harvard Business Review, September 2012.
9. Berry, Leonard, L.; and Kent D. Seltman. "Building a strong services brand: Lessons from Mayo Clinic," Business Horizons, 2007.

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## LEARNING GOALS AND OBJECTIVES

- To develop the participant's conceptual abilities and substantive knowledge in brand management from a variety of perspectives which are cross-functional and of an applied nature.
- To develop an appreciation and understanding of how consumer behavior, marketing research, and marketing strategy influence management of brands.
- To understand how branding can impact individuals, products, organizations, ideas, etc.
- To foster thinking skills, communication skills, and self-development.

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## INSTRUCTOR'S TEACHING PHILOSOPHY

*I believe in the engaged learning paradigm at the executive education level, where knowledge is jointly constructed by participants and faculty; where participants are active learners, discovering and transforming facts and observations into knowledge.*

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## ACADEMIC INTEGRITY

*I do NOT tolerate cheating.* Students are responsible for understanding the RU Academic Integrity Policy (<http://academicintegrity.rutgers.edu/>)

I will strongly enforce this Policy and pursue *all* violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, "On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment." I will screen all written assignments through *SafeAssign* or *Turnitin*, plagiarism detection services that compare the work against a large database of past work. Don't let cheating destroy your hard-earned opportunity to learn. See [business.rutgers.edu/ai](http://business.rutgers.edu/ai) for more details.

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## EXPECTATIONS

The course will sufficiently challenge you and demand your time and creativity. I understand that it will also compete for time from other courses and involvements. It is important, therefore, for you to be organized. I see myself as a resource person, and a guide. Here are some of your responsibilities.

- Regular attendance is expected. Absences due to medical reasons, approved college activities, and/or emergencies are exceptions.
- Late arrival, cross-talking, and using cell-phone in class is not encouraged. Primarily these actions are unprofessional; they are also not taken lightly in business circles.

- Check your emails regularly for any course updates. You are expected to read case studies, and other assigned materials before coming to class. Active participation in class discussions is always encouraged.

It is required that all participants follow the Rutgers University Policy on Academic Integrity. This pertains to academic dishonesty including, but not limited to, cheating, plagiarizing, fabrication of information, etc. I intend to enforce the policy fully. Please refer to the following website for details: <http://academicintegrity.rutgers.edu/>

## GRADING POLICY

Group Case Analysis and Presentation – 3 x 50 (each group will be assessed for both analysis as well as constructive criticism of the other group’s presentation)

Final project - 100

A = 90% & above; B+= 85-89.99%; B = 80-84.99%; C+= 75 to 79.99%; C =70 to 74.99%; F = 69.99% & less

## COURSE SCHEDULE

Topics	In class material	Assignments
Theory of Jobs to be done  Revisit the basics of Marketing - STP	Know jobs to be done  What Airbnb understands about customers’ “jobs to be done”  Market segmentation, target market selection, and positioning  Powerpoint notes	Break into groups  Introduction and start of discussion for the final project
Ways to collect data beyond traditional Marketing Research  Consumer infatuation  Diffusion of innovation  S curves	Note on Innovation Diffusion: Roger’s five factors  Powerpoint notes	Creating demand landscape  Brandless: Disrupting consumer packaged goods
Discussion on Demand Landscape	Powerpoint notes	Work on the first five sections of the final project

<p>Discussion on Brandless</p> <p>Introduction to schemas</p> <p>Groups present their initial ideas for the final project</p>		
<p>Social Media Matrix</p> <p>Inducing the right behavior</p> <p>Authenticity (influencer vs. UGC)</p> <p>Resistance and Propagation</p>	Powerpoint notes	<p>Apple Case Study</p> <p>Start with data collection for Schema</p>
<p>Presentation on Apple case study</p> <p>Brand loyalty and positioning</p>		
<p>Each group will present an update on the project</p> <p>Brand positioning</p> <p>Discussion on common data metrics</p>		Kodak case study
<p>Presentation on Kodak case</p> <p>Marketing Strategy</p>		
<p>Marketing Strategy</p> <p>Value Creation and its elements</p>		Assignment on company case
<p>Final discussions on the project presentation</p> <p>Some interesting anecdotes</p>		
Presentation		

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## SUPPORT SERVICES

If you need accommodation for a *disability*, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. More information can be found at [ods.rutgers.edu](http://ods.rutgers.edu).

[Rutgers University-New Brunswick ODS phone (848)445-6800 or email [dsoffice@echo.rutgers.edu](mailto:dsoffice@echo.rutgers.edu)]

[Rutgers University-Newark ODS phone (973)353-5375 or email [ods@newark.rutgers.edu](mailto:ods@newark.rutgers.edu)]

If you are *pregnant*, the Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy.

[Rutgers University-New Brunswick Title IX Coordinator phone (848)932-8200 or email [jackie.moran@rutgers.edu](mailto:jackie.moran@rutgers.edu)]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email [TitleIX@newark.rutgers.edu](mailto:TitleIX@newark.rutgers.edu)]

If you seek *religious accommodations*, the Office of the Dean of Students is available to verify absences for religious observance, as needed.

[Rutgers University-New Brunswick Dean of Students phone (848)932-2300 or email [deanofstudents@echo.rutgers.edu](mailto:deanofstudents@echo.rutgers.edu)]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email [DeanofStudents@newark.rutgers.edu](mailto:DeanofStudents@newark.rutgers.edu)]

If you have experienced any form of *gender or sex-based discrimination or harassment*, including sexual assault, sexual harassment, relationship violence, or stalking, the Office for Violence Prevention and Victim Assistance provides help and support. More information can be found at <http://vpva.rutgers.edu/>.

[Rutgers University-New Brunswick incident report link: <http://studentconduct.rutgers.edu/concern/>. You may contact the Office for Violence Prevention and Victim Assistance at (848)932-1181]

[Rutgers University-Newark incident report link: [https://cm.maxient.com/reportingform.php?RutgersUniv&layout\\_id=7](https://cm.maxient.com/reportingform.php?RutgersUniv&layout_id=7). You may also contact the Office

of Title IX and ADA Compliance at (973)353-1906 or email at [TitleIX@newark.rutgers.edu](mailto:TitleIX@newark.rutgers.edu). If you wish to speak with a staff member who is confidential and does **not** have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or email [run.vpva@rutgers.edu](mailto:run.vpva@rutgers.edu)]

If students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate, you should submit a request via <https://temporaryconditions.rutgers.edu>.

If you are a military **veteran** or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. <http://veterans.rutgers.edu/>

If you are in need of **mental health** services, please use our readily available services.

[Rutgers University-Newark Counseling Center: <http://counseling.newark.rutgers.edu/>]

[Rutgers Counseling and Psychological Services–New Brunswick: <http://rhscaps.rutgers.edu/>]

If you are in need of **physical health** services, please use our readily available services.

[Rutgers Health Services – Newark: <http://health.newark.rutgers.edu/>]

[Rutgers Health Services – New Brunswick: <http://health.rutgers.edu/>]

If you are in need of **legal** services, please use our readily available services: <http://rusls.rutgers.edu/>

Students experiencing difficulty in courses due to **English as a second language (ESL)** should contact the Program in American Language Studies for supports.

[Rutgers–Newark: [PALS@newark.rutgers.edu](mailto:PALS@newark.rutgers.edu)]

[Rutgers–New Brunswick: [eslpals@english.rutgers.edu](mailto:eslpals@english.rutgers.edu)]

If you are in need of additional **academic assistance**, please use our readily available services.

[Rutgers University-Newark Learning Center: <http://www.ncas.rutgers.edu/rlc>

[Rutgers University-Newark Writing Center: <http://www.ncas.rutgers.edu/writingcenter>]

[Rutgers University-New Brunswick Learning Center: <https://rlc.rutgers.edu/>]

[Optional items that many faculty include:

- Students must sign, date, and return a statement declaring that they understand the RU Academic Integrity Policy.

- Students must sign, date, and return a statement declaring that they understand this syllabus.]