UNC GREENSBORO
Bryan School of Business and Economics

"Brand identity fuels recognition, amplifies differentiation, and makes big ideas and meaning accessible. Brands are messengers of trust." (Alina Wheeler)

Professor:	Dr. Merlyn Griffiths, Department Head & Associate Professor of Marketing
Office:	441Bryan
Telephone:	(336) 334-3763 *(please leave a message)*
E-mail:	Magriff3@uncg.edu (the most efficient means of contact)
Virtual Office Hours:	**Tuesday immediately following virtual class meeting and by appointment.**
Course Documents:	http://Canvas.uncg.edu

This syllabus is binding and will not change without notice sent to the entire class through the Canvas system

Required Materials:
"The intelligent man learns from his own experience; the wise man learns from the experience of others." (Origin unknown)

1. *Strategic Brand Management*, **5th** edition, Kevin Lane Keller & Vanitha Swaminathan, Prentice-Hall.
2. Additional readings and lecture notes are distributed through Canvas.
3. *AdWeek – https://www.adweek.com (recommended)*
4. A Computer
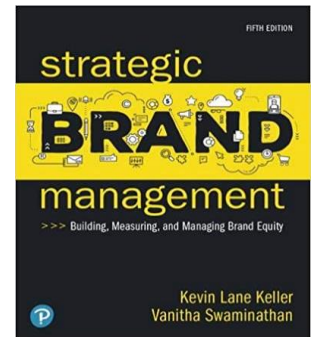
Catalog Course Description:
Examines brand management strategies, tools and decisions faced by organizations in planning, building and measuring brand equity for long term profitability.

Course Overview and Objectives

How do brands become an extended part of oneself? Why do brands cause people to evoke emotions? How do brands create experiences that cultivate loyal life-long followers? How is a brand success built and measured? Why are some brands strong, while others drift or fade away? Brands are among a company's most strategic and valuable assets. The importance of branding is undeniable.

Taking a customer-driven and experiential approach, and applying concepts learned in MBA 706 Marketing Management, the objectives of this course are: 1) to increase student understanding of the important issues in planning, implementing and evaluating brand strategies; 2) to provide relevant theories, models and tools for the making of brand decisions; and 3) to provide a forum for students to apply these principles in a strategic brand awareness plan for a company.

CANVAS: All course materials and content are in the Canvas learning platform. You are expected to be familiar with navigating Canvas. Watch the short videos in the "Getting Started" Module to learn how to navigate Canvas, setup your profile and complete the introductions. You are responsible for accessing and monitoring Canvas consistently.

All communications will be sent through the Canvas LMS. Communications being sent to all registered students will address: "Class." In your communications to me, you may address me as Dr. G; Professor G; Dr. Griffiths, Professor Griffiths; Prof. G. any of these will be fine.

Email communications: I will respond to emails in a timely manner – usually within 24 hours (weekdays but may be longer on the weekend). If I initiate an email to you, I will use your email address associated with your name in Canvas, so be sure to check that account often.

COURSE DESIGN

All sessions run on a Monday to Sunday schedule. New sessions begin on Monday at 5:00am and end on Sunday at 11:59pm. These are in the "Modules" tab on the course site.

All assignments (except weekly discussions) are due on Sunday at 11:59pm. Weekly Discussion posts are all due by Friday at 11:59pm - original post and response to 2 posts.

The course consists of lectures which are narrated, discussions, and team projects. Videos will be used to highlight key concepts and the relevance for any type of organization (public or private, large or small, etc.).

COURSE REQUIREMENTS AND EVALUATION

	Grading Scale	
A	94-100	
A-	90-93	
B+	86-89	
B	82-85	
B-	78-82	
C	70-77	
F	< 70	

1. Discussion & Participation   10%
2. Weekly Quizzes   15%
3. Individual Thought Assignment   25%
4. Brand Portfolio Analysis*   20%
   Report   10%
   Peer evaluation 10%

5. Brand Awareness Project*   30%
   Report   15%
   Peer evaluation 15%

Total   **100%**

* 50% of the individual's grade will be determined by your team member's evaluation of your performance and contribution toward the successful completion of the assignment.

All assignments with the exception of the Brand Audit and Brand Awareness Projects, are to be completed individually. Grade calculation is based on this weighted rubric, NOT the assignment percentage grades in Canvas.

Grades are non-negotiable and final grades can only be changed to correct calculation or input errors on my part. If you have questions as to the validity of a grade this must be brought to my attention in writing within one (1) week of the day/date the grade is posted.

Grades <u>WILL NOT</u> be determined by a standard bell curve whereby the majority of the class receives a 'C' and the minority receives otherwise. Rather, grades will strictly depend on the number of points accumulated relative to the total number of points allotted in the course.

**Note: All submitted work will be checked for plagiarism. To avoid discrepancies, be sure to cite appropriately works of others that you are referencing. For details on what constitutes plagiarism, please visit http://academicintegrity.uncg.edu/ and see further details below.

COURSE STRUCTURE

Modules:

Each module will open at 5AM on Monday morning and close at 11:59pm on Sunday night. The content for each module is not available before the beginning of the week. Lecture content (e.g., videos, etc.) will remain available after the module has ended for later review as needed. Video cases are included as either MP4 or hyperlinks within the lecture slides.

Virtual Class Meeting: ZOOM – access from Course room on Canvas

Each week we will meet via Zoom in Canvas. Meetings are scheduled for 1-hour on Tuesday and will consist of short lecture discussion and answering your specific questions.

Exceptions: Week 9 we will meet on Wednesday October 11 at 6:30pm
Week 13 we will meet on Wednesday November 8 at 6:30pm

Virtual class meeting attendance, **though not mandatory is strongly encouraged**. **2 extra credit points per session are given for attending with camera on and participation, for a minimum 45 minutes of the session.** Meetings are recorded for later view, which is strongly recommended for those unable to attend the live virtual class meeting. All recordings are in Zoom, Cloud Recordings.

<u>DISCUSSION & PARTICIPATION 10%</u>

Contribution to the class discussion based on the posed issue or scenario adds much food for thought and motivates learning. Weekly discussion forums are offered on specific topics. Discussion stems may be in a number of formats including video, articles, ads, vignettes, etc.

You are expected to post your response to the issues or scenarios posed and respond to a minimum 2 posts made by your classmates by Friday at 11:59pm. You must make your full and complete original post first before you can see the posts of others. In other words, you will not see the posts of others until you have posted your original thoughts on the topic. Your original thought must be fully constructed. Submitting few words, sentences, incoherent content, noncontributory statements (e.g., I agree, good point, I like what you said, or blank space or any odd character etc..) that then allows you to see the responses of others to which you

then craft your argument, will result in ZERO. The objective is to enhance the conversation and bring further insight to the subject at hand. In responding to a post, try to synthesize the collected wisdom from the class in a way that makes sense to you. Contribute those ideas, and others will add their thoughts. The discussions are contained within each Module. **While the Module runs Monday 5:00AM – Sunday 11:59PM**, **original discussion and response to 2 member's post is due Friday by 11:59pm.**

QUIZZES (15%)

Weekly quizzes will focus on all or some the materials for the respective week, including readings, lectures and videos (ads & cases) within that module. The format may include true/false, multiple choice or short answer essay. Quizzes can be found within each session module and must be completed before 11:59pm on Sunday unless otherwise noted. <u>Once you open the quiz, your clock begins, and you must complete it in its entirety at that time. Once your allotted time has expired, the quiz will automatically submit</u>. Correct quiz answers are available **at 5am on Monday following the expiration of the deadline.**

> **Accessing the Quiz:** You will find the quizzes on Canvas. To access Quiz 1, go to "Modules" -> "Session 1"-> "Quiz 1." Follow a similar procedure for other quizzes.
>
> **Taking the Quiz:** You can take each quiz ONE time only. There will be no additional quiz-taking opportunities. If you miss a quiz, your score for that particular quiz will be 0. **If you know that you cannot take a quiz in the latter part of the week, study ahead and take it early in the respective week.**

Testing Procedures for Quiz: Do not log in and out of the test after you have started the test. If you do, the timer will keep running and the time will be counted towards your attempt, even if you were logged out of the assignment/out of Canvas.

Canvas will force you to submit the test when the deadline is due, even if your test is not complete. Thus, if you want to have the full allotted time in the test, you should begin your attempt at least two hours prior to the end of the test availability period.

You can take the test only ONE time. <u>Once you open the test, you must complete it in its entirety</u>. <u>If you close your computer without finishing your time on the clock will continue to run and Canvas will submit automatically once the allotted time has been exhausted, even if you are not finished</u>. In other words, you cannot start and stop or open/close. Once opened, it must be completed at that time. No test will be reopened after the set time has expired for any reason. If computer glitches, a screen shot of your computer must be emailed to me immediately, and an assessment of the situation will be made at that time.

INDIVIDUAL THOUGHT ASSIGNMENT: (15%)

The individual thought assignment focuses on a specific concept to which each student will provide an analysis. This is intended to be a short, concisely articulated summary (max 5 pages) designed to demonstrate your

ability to integrate key concepts and apply them analytically. Assignment instruction details will be posted on Canvas.

TEAM-BASED ASSIGNMENTS

Team Members

Teams (*self-select) must be created by the end of the **second week** of class. Maximum number per team is 6, minimum of 3. Some teams may have a member added/dropped following the add/drop period for the class. It may become necessary to shift one or two individuals to balance out a team. Each team will be responsible for completing the team-based assignments. If there are questions regarding these assignments, be sure to alert me to the issue early. Don't wait until the last minute when it's too late to seek help.

Brand Portfolio Analysis (15%)

An essential ingredient of the course is the brand audit project. The idea behind the brand audit is for you to conduct an in-depth examination of a major brand of your choosing. Every team must focus on a different brand, and brands are assigned on a "first come, first serve" basis. The goal of the brand audit is to assess its sources of brand equity and suggest ways to improve and leverage that brand equity.

Brand Selection and Rationale:
Your brand selection and rationale (explanation) for selection must be submitted to me via UPLOAD INTO CANVAS on or before 11:59pm **September 5th. One document per team must be uploaded into Canvas. No duplication of companies. Approval is on a first-come-first-serve basis. One person from each team will submit the document. Response will be sent to the entire team.**

Instructions: Create a 1-page word document with the name of the brand, team members, and rationale (explanation of why) for selecting this brand. I will confirm via email to all team members if the brand is appropriate and whether or not the brand is available. Further details about this team project are posted on Canvas.

Brand Awareness Strategy (25%

The objective of this project is for you to develop an implementable brand awareness strategy and promotions campaign for a company with a unique marketplace offering. Details of the project, company of focus, and requirements will be discussed in class and posted on Canvas. The final document and presentation will be made to the CEO/Executive of the company of focus. Each individual must present and also complete an evaluation of each team member. Form is posted on Canvas. Grades for the project will include feedback from the CEO/Executive. Detailed instructions are posted on Canvas.

Confidentiality & NDAs

As this project is with actual clients/organizations, they deserve our professionalism in addition to our knowledge. As such they may ask you to sign a non-disclosure agreement (NDA) because of the confidential

nature of the information they will be sharing. They are not questioning your trustworthiness. NDAs are a standard business practice.

Contribution of Team Members

The business workplace is a social environment where you must work with others to achieve the goals and objectives of the entire organization. Therefore, 50% of an individual's project grade will be based on the work produced. In other words, 50% of YOUR project grade is in the hands of your peers (team members).

❖ *Peer Evaluation:* Each member of the project teams will provide evaluative feedback on the performance of each individual team member. You will give yourself a rating and provide comments on the contributions each member (including yourself) made toward the successful completion of the project. The ratings provided by each team member will be taken into account in the final calculation of the individual's total project participation and contribution grade. The onus is on you to contribute 100% toward the success of the project and to work well with your team members.
The peer evaluation form is available via Canvas and must be completed and uploaded into Canvas by 11:59pm on the indicated date.

SUBMITTING YOUR WORK: CANVAS

All written assignments should be turned in by the respective due dates by uploading it into Canvas. All documents must be in Microsoft Word format only. Do not load pdf files, Google drive or shared links. Be sure to verify that you have correctly submitted your document.
Late submissions will incur a significantly lower grade.

Technical Difficulties

Technical problems are not acceptable reasons for missing a quiz, exam or completing an individual or team assignment. If you experience technical difficulties, contact 6-TECH Service Center at techsc@uncg.edu or call **336.256.TECH (8324).** Be sure to report it to me **immediately** with accompanying evidence (e.g. a screenshot). **Any technical problems reported after the expiration of the deadline will not be considered and are not valid excuses for not completing an assignment. However, situational circumstances like "verifiable computer glitches" which results in LATE SUBMISSION may be accepted with a grade penalty. Proof of technical challenge must be documented (e.g., screen shot, picture, etc.)**

Time Management
It is imperative that you manage your time to ensure that you complete the required assignment by the appointed due dates. It is unwise to wait until the last minute to begin an assignment. Starting ahead of time will allow you to manage any technical or personal issues that may arise in a timely manner and still meet the required deadlines. Any technical problems reported AFTER the deadline of an assignment due date will not be considered.

NOTE: As a student taking an online course, it is <u>your responsibility</u> to make sure that you have access to a reliable computer and a reliable internet connection during the entire duration of the course. Inability to access a computer or internet at any time during the course is <u>not</u> an acceptable excuse for not completing an assignment. UNCG has several computer labs available for students and public libraries offer internet access free of charge.

OTHER REQUIREMENTS

Academic Integrity Policy:

> Students are expected to adhere to the Academic Integrity Policy on all assignments and tests. The syllabus will provide a link to the complete description of the Academic Integrity Policy as found in the UNCG Graduate Bulletin. http://academicintegrity.uncg.edu/complete/

Expectations of Students

> Students in the Bryan School are also expected to adhere to the Student Code of Conduct. Further details may be found at http://academicintegrity.uncg.edu/complete/ and http://studentconduct.uncg.edu/policy/code/. The Bryan School has additional expectations and guidelines for students to follow which can be found at http://www.uncg.edu/bae/faculty_student_guidelines.pdf.

Expectations of Faculty

> The Bryan School expects its faculty to conform to all existing UNCG codes and policies. These are found at http://provost.uncg.edu/faculty/h_section4.asp. In addition, the Bryan School has expectations and guidelines for faculty to follow which can be found at http://www.uncg.edu/bae/faculty_student_guidelines.pdf.

Note that occasionally, changes in the schedule of the course may be necessary. These changes will be announced via Canvas email. Equally, materials may be added to increase your knowledge and efficiency in a particular subject area, as well as articles to read in preparation for the next module. It is your responsibility to connect with CANVAS to stay abreast of changes, additional material, etc.

Special Accommodations

Students registered with OARS (Office of Accessibility, Resources and Service) can receive accommodations. Please provide me with the accommodation documentation from OARS by Friday of the first week of class. (See: https://ods.uncg.edu/student-services/register/)

No other accommodations will be made. If you must travel or have other plans, the onus is on you to complete the required work before the deadline/due date. <u>Weekly sessions/modules, assignments, quizzes, or exam, will not open earlier than designated and will not reopen once closed.</u> No accommodations will be made for travel, work, or other such situations. Please plan your schedule accordingly.

Suggested supplementary reading (not required, but helpful for those interested in pursuing brand management):

☐ *Journal of Brand Management (*accessible through UNCG library)

- *Journal of Product and Brand Management* (accessible through UNCG library)
- *Designing Brand Identity* by Alina Wheeler & Debbie Millman (Wiley & Sons, 2017)
- *Building a Story Brand: Clarify Your Message so Customers Will Listen* (Harper Collins, 2017)
- *Brand Portfolio Management* by David Aaker (Free Press, 2004)
- *Uncommon Practice*, edited by Andy Milligan and Shaun Smith (FT Prentice Hall, 2002)
- *Brand Asset Management* by Scott Davis (Jossey-Bass, 2000)
- *Building Strong Brands* by David Aaker (Free Press, 1996)

Suggested web sites worth reviewing:

1. Brand Keys https://brandkeys.com/
2. Interbrand www.interbrand.com
3. Hubspot www.hubspot.com
4. Brand Republic www.brandrepublic.com
5. Mobile Marketer www.mobilemarketer.com
6. Brand Channel www.brandchannel.com
7. Prophet (Aaker's Blogsite) www.prophet.com
8. American Marketing Association www.marketingpower.com
9. Social Media Examiner www.socialmediaexaminer.com

Sessions: **All sessions run on a Monday to Sunday schedule. New sessions begin on Monday at 5:00am and end on Sunday at 11:59pm. The following highlights the sessions, dates and, coverage content. No changes will be made to this schedule. However, in the event a change is necessary, written notice will be sent to the class via email.**

Weekly Schedule

Getting Started
1. **View Canvas Orientation and Course Overview**
2. **Post your Personal Introduction**
3. **Post your course content questions – ongoing throughout the semester.**

Module 1: Aug 15-Aug 20	Understanding Brand Fundamentals
Virtual Class Meeting	**When:** Tuesday **8/15** **Time:** 6:30-7:30pm **Location:** Zoom
Readings	1) Ch 1: Brands and Brand Management 2) Blackett, Tom (2004), "What is a Brand?" *in Brands and Branding An Economist Book* [www.interbrand.com] 3) Keller, Kevin Lane (2000), "The Brand Report Card" *Harvard Business Review* (Jan-Feb).
Video Case:	**Watch: Life Is Good**
Assignments:	**Discussion # 1** Original post and 2 response posts due **Friday 11:59pm**
	Quiz #1 20 Questions in 45 Minutes
	Complete your profile including picture in Canvas

Module 2:	Aug 21–Aug 27	Developing a Brand Strategy
Virtual Meeting	**When:** Tuesday **8/22** **Time:** 6:30-7:30pm **Location:** Zoom	
Readings	1) Chapter 2: Customer-Based Brand Equity and Brand Positioning 2) Vredenburg, J., Kapitan, S., Spry, A., & Kemper, J. A. (2020). Brands taking a stand: authentic brand activism or woke washing?. *Journal of public policy & marketing*, *39*(4), 444-460. 3) Keller, Kevin Lane (1999), "Brand Mantras: Rationale, Criteria and Examples" *Journal of Marketing Management*, 15(1), 43-51.	
Video Case:	**Watch: Kevin Lane Keller 'Brand Planning'**	
Assignments: **Due:**	**Discussion #2** Original post and 2 response posts due **Friday 11:59pm**	
	Quiz #2 20 Questions in 45 Minutes	
	Self-Select to a Team, by Sunday 11:59pm.Min 3, Max 6 -per team	

Module 3:	Aug 28 – Sep 3	Developing a Brand Strategy
Virtual Meeting	**When:** Tuesday **8/29** **Time:** 6:30-7:30pm **Location:** Zoom **Guest Speaker:** TBD – Live or Video	
Readings	1) Chapter 3: Brand Resonance and the Brand Value Chain 2) Huang, R., Lee, S. H., Kim, H., & Evans, L. (2015). The impact of brand experiences on brand resonance in multi-channel fashion retailing. *Journal of Research in Interactive Marketing*. 9(2), 129-147 **3)** Holt, Douglas B. "Brands and Branding" Harvard Business Review - *Cultural Strategy Group #503-045*	
Video Case:		
Assignments:	**Discussion #3** Original post and 2 response posts due **Friday 11:59pm**	
	Quiz #3 20 Questions in 45 Minutes	

Module 4:	Sep 4 – Sep 10	Designing and Implementing Brand Marketing Programs
Virtual Meeting	**When:** Tuesday **9/5** **Time:** 6:30-7:30pm **Location:** Zoom **Guest Speaker:** Company Senior Executive (TBD)	
Readings	1) Chapter 4: Choosing Brand Elements to Build Brand Equity 2) Yohn, Denise L. (2013) 'Taglines Disrupted," *Adweek*, (Sep 9), p. 17. 4) Greyser, Stephen A., & Urde, Mats (2019), "What does Your Corporate Brand Stand For?" *Harvard Business Review*, Jan-Feb, 81-88	
Video Case:	**Watch: How To Create A Great Brand Name**	
Assignments: **Due: September 5th**	**Discussion #4** Original post and 2 response posts due **Friday 11:59pm**	
	Quiz #4 20 Questions in 45 Minutes	
	Team Selection: Brand for Portfolio Analysis & Rationale -1-page	

Module 5:	Sep 11 – Sep 17 Designing and Implementing Brand Marketing Programs
Virtual Meeting	**When:** Tuesday **9/12** **Time:** 6:30-7:30pm **Location:** Zoom
Readings	1) Chapter 5: Designing Marketing Programs to Build Brand Equity
	2) Rocha, Mike (2014), "Making the Business Case for Brand Change: Connecting Brand Strategy to Business Results" *Interbrand.com*
Video Case	**Watch: How Apple and Nike have branded your brain**
Assignments:	**Discussion #5** Original post and 2 response posts due **Friday 11:59pm**
	Quiz #5 20 Questions in 45 Minutes

Module 6:	Sep 18 – Sep 24 Designing and Implementing Brand Marketing Programs
Virtual Meeting	**When:** Tuesday **9/19** **Time:** 6:30-7:30pm **Location:** Zoom
Readings	1) Chapter 6: Integrating Marketing Communications to Build Brand Equity
	2) Chapter 7: Branding in the Digital Era
Video Case:	**Watch: How to defend brand equity in the age of social media**
	Watch: Example of Product Placement
Assignments:	**Discussion #6** Original post and 2 response posts due **Friday 11:59pm**
	Quiz #6 20 Questions in 45 Minutes
Due:	**Individual Thought Assignment Upload by Sunday 11:59pm**

Module 7:	Sep 25 – Oct 1 Designing and Implementing Brand Marketing Programs
Virtual Meeting	**When:** Tuesday **9/26** **Time:** 6:30-7:30pm **Location:** Zoom
Readings	**Chapter 12:** **Designing and Implementing Branding Architecture Strategies**
Video Case:	**Watch: Art Peck, CEO of Gap - Brand Portfolio and Online Business**
Assignments:	**Discussion #7** Original post and 2 response posts due **Friday 11:59pm**
	Quiz #7 20 Questions in 45 Minutes

Module 8:	Oct 2 – Oct 8 Designing and Implementing Brand Marketing Programs
Virtual Meeting	**When:** Tuesday **10/3** **Time:** 6:30-7:30pm **Location:** Zoom
Readings	**Chapter 13:** Introducing and Naming New Products and Brand Extensions
Video Case:	**Watch: Apple One**
Assignments:	**Discussion #8** Original post and 2 response posts due **Friday 11:59pm**
	Quiz #8 20 Questions in 45 Minutes

Oct 6 @ 6pm -Oct 11 @ 8am	FALL BREAK

Module 9:	Oct 11 – Oct 15 Designing and Implementing Brand Marketing Programs
Virtual Meeting	***When: Wednesday 10/11 Time: 6:30-7:30pm Location: Zoom***
Readings	1) Chapter 8: Leveraging Secondary Brand Associations to Build Brand Equity 2) Leetaru, Lars (2019) When Scandal Engulfs a Celebrity Endorser," *Harvard Business Review*, (May-June) 21-25.
Video Case:	**Watch Seth Godin: The Brilliance of Nike's Brand Strategy**
Assignments:	
	Quiz #9 20 Questions in 45 Minutes ***EXTRA CREDIT***
	Discussion: No discussion assignment for this module
Due:	**Brand Portfolio Analysis- Upload by Sunday 11:59pm**

Module 10:	Oct 16 – Oct 22	Measuring and Interpreting Brand Performance
Virtual Meeting	**When:** Tuesday **10/17** **Time:** 6:30-7:30pm **Location:** Zoom	
Readings	1) Chapter 9: Developing a Brand Equity Measurement & Management System 2) Rocha, Mike (2014), "Brand Valuation: A Versatile Strategic tool for Business" *Interbrand.com* 3) Aaker, David A., (1995) "Measuring Brand Equity Across Products and Markets" *California Management Review,* 38(3) 102-120.	
Video Case:		
Assignments:	**Discussion #10** Original post and 2 response posts due **Friday 11:59pm**	
	Quiz #10 20 Questions in 45 Minutes	

Module 11:	Oct 23 – Oct 29	Measuring and Interpreting Brand Performance
Virtual Meeting	**When:** Tuesday **10/24** **Time:** 6:30-7:30pm **Location:** Zoom	
Readings	**1)** Chapter 10: Measuring Sources of Brand Equity: Capturing Customer Mindset	
Video Case:	**BAV Consulting: Brand Asset Valuator**	
Assignments:	**Discussion #11** Original post and 2 response posts due **Friday 11:59pm**	
	Quiz #11 20 Questions in 45 Minutes	

Module 12:	Oct 30-– Nov 5	Growing and Sustaining Brand Equity
Virtual Meeting	**When:** Tuesday **10/31** **Time:** 6:30-7:30pm **Location:** Zoom	
Readings	1) Chapter 11: Measuring Outcomes of Brand Equity: Capturing Market Performance 2) Rocha, Mike (2014), "Financial Applications for Brand Valuation: Delivering Value Beyond the Number" *Interbrand.com*	
Video Case:		
Assignments:	**Discussion #12** Original post and 2 response posts due **Friday 11:59pm**	
	Quiz #11 20 Questions in 45 Minutes	

Module 13:	Nov 6 – Nov 12	Growing and Sustaining Brand Equity
Virtual Meeting	****When: Wednesday 11/8 Time:** 6:30-7:30pm **Location:** Zoom*****	
Readings	1) Chapter 14: Managing Brands Over Time 2) Chapter 15: Managing Brands Over Geographical Boundaries and Market Segments	
Video Case:		
Assignments:	**Discussion #13** Original post and 2 response posts due **Friday 11:59pm**	
	Quiz #13 20 Questions in 45 Minutes (covers both Chapters 13 &14)	

Module 14:	Nov 13– Nov 19	Branding Project Team Presentations
Virtual Meeting	**When:** Tuesday **11/14** **Time: 6:00-8:30pm*** ** **Location:** Zoom	
Focal Company	**Brand Strategy Team Presentations**	
Visiting Executives	**TBD**	
Assignments:	Each team will have 30 minutes to present including Q&A	
	Paper and PPT slides must be **uploaded in Canvas by 5:00pm**	

Nov 20 – Nov 26 @ 8:00am	Thanksgiving Break
Module 15: Nov 27 – Nov 29	
Virtual Meeting	**No Class Meeting** – Individual one-on-one by appointment only (unrecorded) as needed
Assignments	Brand Strategy Presentation – Follow Up from Executives