

Module Study Guide

Academic Year 2022–2023

TH70054E – Brand Reputation Management

Level: 7

Credits: 20

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The External Examiner responsible for this module is Dr Karl Russell, lecturer at The Hague Hotel School.

1 Module overview

1.1 Introduction

We have introduced UWLFlex – our new, online, flexible learning platform.

UWLFlex has been designed to complement face-to-face learning and build on our reputation for excellence in teaching, learning and student support. We will be able to deliver a University experience that is more collaborative, active, and relevant for an increasingly digital world thus enabling us to provide you with an improved student experience. UWLFlex will provide you with an enhanced range of online tools, to help facilitate your learning whether this takes place primarily on site or online.

1.2 Module summary content and aims

This module is designed to help students gain necessary knowledge and skills that are needed to manage a luxury hospitality brand and its reputation. Students will be able to apply social evaluation theory to a given case study and be able to detect early signals of emerging crisis of a luxury brand. Students will also be able to develop advanced level of understanding of the importance of luxury brand reputation management through appreciation of the anti-laws of marketing a luxury brand and how brand reputation is managed and communicated to different stakeholder groups. This module aims to:

- Provide students with critical insights and comprehensive level of understanding of how opinions and perceptions on luxury hospitality brands are developed and managed.
- Introduce contemporary and radical perspectives on managing the reputation of luxury brands and achieving brand resilience.
- Develop students as more intellectually questioning, enquiring managers and leaders in the luxury hospitality sector

1.3 Learning outcomes to be assessed

On completion of the module, the successful participants will be able to:

1. Manage luxury brand reputation by applying relevant academic concepts and models.
2. Incorporate a critical dimension to brand management by evaluating early warning signals of emerging threats and work proactively with brand stakeholders to explore and resolve these crisis.
3. Develop a critical response to existing taken-for-granted practices in the management of luxury hospitality brands and identify sources of incongruence between internal and external stakeholders' brand evaluations.
4. Synthesise information from relevant reputation monitoring sources in order to generate transformative solutions that will protect and enhance a luxury brand resilience.
5. Demonstrate advanced ability to make connections between known and unknown reputational threats and communicate complex or contentious information clearly and effectively.

1.4 Indicative Contact Hours

Teaching Contact Hours	42 hours
Independent Study Hours	158 hours
Total Learning Hours	200 hours

2 Assessment and feedback

2.1 Summative assessment grid

Type of Assessment	Word Count or equivalent	Threshold (if Professional Body-PSRB applies)	Weighting	Pass Mark	Indicative Submission week	Method of Submission & Date of Feedback (refer to BB)
Oral Assignment – Individual Poster Presentation	10 minutes	n/a	30%	50%	Slides to be submitted on Week 5, 13 th Mar 2023, Monday 11.59pm Individual Presentation on Week 5	Slides to be submitted on Turnitin, Blackboard In-class Presentations (pre-assigned time slot) Feedback within 15 working days
Written Assignment – Individual Boardroom Report	3000	n/a	70%	50%	Week 14	Assignment to be submitted on Turn-it-in Feedback within 15 working days

2.2 Assessment brief including criteria mapped to learning outcomes

Assessment 1: Oral Assignment

Assessment task: Individual Poster Presentation

Weighting: 30%

Date/time/method of submission: Poster Presentation: Week 5- 15th March 2023

(Slides to be submitted on Turnitin, Blackboard by Monday, 13th March 2023 before 23.59)

Word count or equivalent: 10-minute presentation

This oral assignment assesses learning outcomes 2, 4 & 5.

LO 2: Incorporate a critical dimension to brand management by evaluating early warning signals of emerging threats and work proactively with brand stakeholders to explore and resolve the crisis.

LO 4: Synthesise information from relevant reputation monitoring sources in order to generate transformative solutions that will protect and enhance a luxury brand resilience.

LO 5: Demonstrate advanced ability to make connections between known and unknown reputational threats and communicate complex or contentious information clearly and effectively.

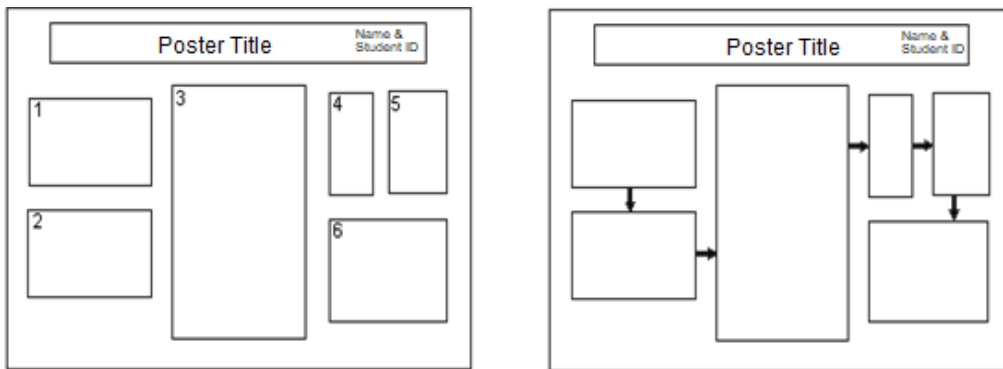
Assessment Instructions:

- Assume you are a marketing brand manager for a luxury hospitality organization (e.g., hotel or restaurant). The CEO of your company has entrusted you to investigate a real life situation in which the reputation of a luxury organization was seriously threatened (*the incident must not exceed 5 years*). Therefore, you'll need to first identify a real life negative situation which affected the reputation of a luxury hospitality organization. (LO2 & LO5)
- Demonstrate how the negative situation has resulted in reputational damage to the organization. You will need to rigorously identify and assess the impacts of the crisis on various stakeholder groups (e.g., customers, hotel owners, investors/shareholders, managers/employees, and local communities). (LO2 & LO5)
- Identify the management's reactive responses to handle the incident and protect the brand's reputation. (LO4)
- Develop a poster and deliver a 10-minute Poster presentation.

Poster Design Guidelines:

- The poster will be presented as ONE PowerPoint slide (do not print the poster).
- The poster is used as a means for generating active discussion of the case.
- A banner displaying the poster title, your name and student number should be positioned at top-centre of the poster.
- Make it obvious to the audiences (by numbering each individual panel or connecting them with arrows) to show how the incident was progressed. This poster should look professional and

organised.



- **Fonts:** All text should be word-processed (use bigger fonts for the title and headings).
- **Visuals:** Use "visuals" (graphs, photographs, schematics, maps, etc.) to tell your "story" rather than tables. Visuals should be simple and bold. Use colour to enhance comprehension, not to make the poster more colourful. Each poster should have a brief title (for example: Demonstrators outside X Hotel in London).
- **References:** To prepare for this assignment, you need to access a wide range of sources. These resources should include not only the information provided by the hotel itself, but also evaluations and opinions of other external/secondary sources (e.g., newspapers). Please be reminded that when using secondary data, you must consider its limitations and always question its source and trustworthiness. You must use at least five academic sources (e.g., books, journals articles, industry report, etc) to support your discussion. A list of references using Harvard referencing system should be included on a separate slide.

Individual Poster Presentation Marking Criteria:

1. Identification of a real negative incident in a luxury hospitality organization- 10%
2. Explanation on how the negative incident led to reputational damage - 20%
3. Evaluation of the type of negative impacts on various stakeholders- 20%
4. The management's reactive responses- 10%
5. Presentation Skills- 20%
6. Time Management- 5%
7. Layout and clarity of the poster- 10%
8. References (the relevancy of sources adopted and referencing using Harvard style)- 5%

Feedback within 15 working days.

For guidance on online submission of assignments, including how to submit and how to access online feedback, please refer to the UWL Blackboard student-help pages at: uwl.ac.uk/blackboardhelp

Assessment 2: Written Assignment

Assessment task: Individual Boardroom Report

Weighting: 70%

Date/time/method of submission: Week 14 – Friday, 26th May 2023 before 23.59, submission through Turn-it-in on Blackboard.

Word count or equivalent: 3,000 words

This written assignment assesses learning outcomes 1, 2, 3, 4 & 5.

LO 1: Manage luxury brand reputation by applying relevant academic concepts and models.

LO 2: Incorporate a critical dimension to brand management by evaluating early warning signals of emerging threats and work proactively with brand stakeholders to explore and resolve the crisis.

LO 3: Develop a critical response to existing taken-for-granted practices in the management of luxury hospitality brands and identify sources of incongruence between internal and external stakeholders' brand evaluations.

LO 4: Synthesise information from relevant reputation monitoring sources in order to generate transformative solutions that will protect and enhance a luxury brand resilience.

LO 5: Demonstrate advanced ability to make connections between known and unknown reputational threats and communicate complex or contentious information clearly and effectively.

Situation:

After the poster presentation, the CEO is impressed with the case study you have presented. The CEO would like you to investigate the case further and requires you to produce a boardroom report for the company's Board of Directors. To achieve this, you will need to undertake the following:

- 1) Briefly introduce the case study- the luxury hospitality organization and the occurrence of reputational crisis.
- 2) Using the RepTrak model, identify the underperformed reputation drivers that led to the reputational crisis. You should select dimensions that are only relevant to the case study only. Also, briefly discuss the impacts (what impacts and who impacted) of the crisis. *(LO 1, 2, & 4)*
- 3) Evaluate the effectiveness of management's reactive responses to this reputational crisis by identifying the strengths and weaknesses of their crisis management and communication during the crisis. Use academic theories and perspectives to justify your discussion. *(LO 1, 2 & 4)*
- 4) Put forward recommendations to change the taken-for-granted practices or reactive responses (e.g., crisis management and communication) and how to recover from a reputational crisis and rebuild the brand's reputation. You should apply the various models and frameworks that have been covered in the module. *(LO 1, 3 & 5)*

Requirements:

1. You are required to produce and submit a 3000 word (\pm 10%) 'boardroom' report for your chosen luxury hospitality organization.
2. Your document must be formatted using standard report conventions. It should include numbered headings and may choose to add additional levels of headings to the ones outlined below. It should be written in a clear, concise and professional style. You should use an Arial font that is size 11 or 12.
3. Paragraphs should be left- or fully justified and use 1.5 or double spacing.
4. Use appendices if appropriate.
5. You must use academic sources to support your discussion (e.g., books, journals articles, industry report, etc). Provide a list of references using Harvard referencing system.
6. You must indicate the word counts on the title page.
7. You should adopt the following structure for your document:
 - Title Page with report title, student number, module name and code, date and total word counts*
 - Executive Summary*
 - Table of Contents*
 - Introduction- a brief introduction to the contents of the report*
 - Introduction the case study- company details and the reputational crisis
 - The underperformed reputation drivers and impacts
 - The effectiveness of management's reactive responses to the crisis
 - Conclusion and Recommendations
 - References*
 - Appendices *

*These do not contribute towards the word count

Individual Boardroom Report Marking Criteria:

1. Introduction the case study- company details and the reputational crisis- 10%
2. Critical review of the underperformed reputation drivers and impacts- 20%
3. The effectiveness of management's reactive responses to the crisis- 20%
4. Conclusion and Recommendations - 30%
5. Writing (coherence) and Presentation- 10%
6. Research and References- 10%

Feedback within 15 working days.

For guidance on online submission of assignments, including how to submit and how to access online feedback, please refer to the UWL Blackboard student-help pages at: uwl.ac.uk/blackboardhelp

Generic Grade Descriptors – Postgraduate	
%	Descriptor
86 - 100	The standard achieved is exceptional and the work provides clear evidence that the knowledge, understanding and skills are at a level appropriate to the level of study. There is evidence showing that all the learning outcomes appropriate to that level are achieved with many at an exceptional standard.
76 - 85	The standard achieved is outstanding and the work provides clear evidence that the knowledge, understanding and skills are at a level appropriate to the level of study. There is evidence showing that all the learning outcomes appropriate to that level are achieved with many at an outstanding standard.
70 - 75	The standard achieved is excellent and the work provides clear evidence that the knowledge, understanding and skills are at a level appropriate to the level of study. There is evidence showing that all the learning outcomes appropriate to that level are achieved with many at an excellent standard.
65 - 69	The standard achieved is very good and the work provides clear evidence that the knowledge, understanding and skills are at a level appropriate to the level of study. There is evidence showing that all the learning outcomes appropriate to that level are achieved with many at a very good standard
60 - 64	The standard achieved is good and the work provides evidence that the knowledge, understanding and skills are at a level appropriate to the level of study. There is evidence showing that all the learning outcomes appropriate to that level are achieved with many at a good standard
55 - 59	The standard achieved is acceptable and the work provides evidence that the knowledge, understanding and skills are at a level appropriate to the level of study. There is evidence showing that all the learning outcomes appropriate to that level are achieved with many at an acceptable standard
50 - 54 Marginal pass	The standard achieved is acceptable and the work provides evidence that the knowledge, understanding and skills are at a level appropriate to the level of study. There is evidence showing that all the learning outcomes appropriate to that level are achieved though a few at only a very basic level
45 - 49 Marginal fail	The standard achieved is weak and the work provides evidence of insufficient knowledge, understanding and/or skills at a level appropriate to the level of study. There is evidence showing that a majority but not all of the learning outcomes appropriate to that level are achieved
40 - 44	The standard achieved is weak and the work provides evidence of insufficient knowledge, understanding and/or skills are at a level appropriate to the level of study. There is evidence showing that several of the learning outcomes appropriate to that level are achieved
35 - 39	The standard achieved is very weak and the work provides evidence of insufficient knowledge, understanding and/or skills appropriate to the level of study, although some of the learning outcomes appropriate to that level are achieved
30 - 34	The standard achieved is very weak and the work provides evidence of insufficient knowledge, understanding and/or skills appropriate to the level of study. The evidence shows that some of the learning outcomes appropriate to that level are achieved OR that none is achieved but there is evidence that many of the learning outcomes may be almost achieved.
25 - 29	The standard achieved is unacceptable and the work provides little evidence of the knowledge, understanding and/or skills appropriate to the level of study. The evidence shows that few, if any, of the learning outcomes appropriate to that level are achieved.
15 - 24	The standard achieved is unacceptable and the work provides very little evidence of the knowledge, understanding and/or skills appropriate to the level of study. The evidence shows that very few, if any, of the learning outcomes appropriate to that level are achieved.
0 - 14	The standard achieved is unacceptable and the work provides negligible or no evidence of the knowledge, understanding and/or skills appropriate to the level of study. The evidence fails to show that any of the learning outcomes appropriate to that level are achieved.

2.3 Learning materials

The reading list for this module is available on Blackboard in the module area and online by searching uwl.rl.talis.com. This shows real-time availability of books in the library and provides direct links to online resources, recommended by your lecturer.

Remember to log into Blackboard daily to receive all the latest news and support available at your module sites!

Subject guides ([subject-guides-libguides](#)) are also available to help you find relevant information for assignments, with contact details of the Academic Support Librarian for your School.

You are reminded that the University applies penalties to students who commit an academic offence, in which case the [Academic Offences Regulations](#) will be used to deal with any cases of academic misconduct including examination offences, plagiarism, use of ghost writing services and other means of cheating to obtain an advantage.

3 Things you need to know

3.1 Engagement

Teaching at UWL during the academic year 2021-22 will be conducted using the UWL Flex model and may involve a range of on site and online teaching and learning activities. Whether you are engaging with teaching and learning activities on site or via the UWL Virtual Learning Environment (VLE), we expect the same level of commitment and engagement from you. If you are unable to attend scheduled on site or online activities or complete activities in the time frames set out, you should let your tutors know. You should aim to stick to assessment deadlines; if you are concerned that you will not be able to complete your assessments on time, you should talk to your tutors. Your engagement, whether online or on site, will be tracked and if we see that you are not engaging, we will get in contact with you. However, we encourage you to let us know if you are having problems so we can work with you to find solutions and get you back on track as soon as possible. Give yourself the best possible chance to succeed by engaging with the full range of learning and teaching activities available to you.

All students should refer to the [Attendance and Engagement Monitoring Policy](#) particularly if your course is accredited by a professional body, or if you are an International student on a Tier-4 visa, or a student on an Apprenticeship course which have additional requirements.

3.2 Need help, just ask

The University recognises that there are times when you may encounter difficulties during your course of study and provisions are made to help you. If you think you will be unable to meet deadlines please talk to us, whether it's your course/module leader, personal tutor or any member of staff, so they can get you the support you need to succeed. You can extend your deadline if you have a good reason why you are not able to submit a piece of coursework on time, [apply online for an extension](#) before your deadline. If an extension is not sufficient and circumstances beyond your control are preventing you from completing your assessment, then you can, [apply online for mitigation](#).

Please remember late submission without extension or mitigation may result in penalties depending on how late it is, see University [Academic Regulations](#).

You are encouraged to seek advice from the Students' Union Advice Service; [UWLSU](#) support you with all aspects of your academic experience by providing advice and guidance to ensure you are fully informed of the academic regulations set out by the University as well as being an advocate for student views.

You are expected to behave in line with UWL expectations, irrespective of whether your interactions with staff and other students are in person or online. As you will be engaging with others online and with a range of online materials, it is important to consider how to stay safe online and ensure your communications are secure and appropriate. If you have any questions about how to manage your online UWL activities, please contact your module leader.

If you have an issue about the module, you should speak to your Module Leader or Course Leader informally in the first instance. Your Course Representative can also raise your concerns at Course Committees, which take place each semester. If you are unable to resolve it informally, you should refer to the Complaints Procedure which is outlined in the [student handbook](#) and consult the Students' Union about it. The University aims to ensure that issues are resolved informally as quickly as possible to have minimum impact on your studies.

3.3 Getting support for your studies

Throughout your course of study, you will have access to a wide variety of sources of support depending on your individual circumstances and needs. Your first point of call for getting general academic support is your Personal Tutor. As well as approaching your Module Leader with any questions specifically related to your module and your Course Leader with questions on your Course, do contact your Personal Tutor or Apprenticeship Support Link Tutor for academic advice in relation to your studies and your academic development.

Apart from the University-wide support framework, which encompasses the Module Leaders, Course Leader, the Subject Librarian, and your Course Administrator, you will also have at your disposal the UWL Engagement Team. The Engagement Team offers One-to-One Academic Support opportunities helping you to develop skills relevant to your degree. Academic Skills Workshops throughout the year include the following:

- Essay Planning and Writing
- Critical Thinking
- Reflective Writing
- Group Work and Presentation Skills.

Maths Support and English Language Support opportunities are available too. For more information or to register for weekly updates email Academic.Support@uwl.ac.uk or you can visit the website to find out more about the support offered by the Engagement Team, such as Peer Mentoring or online academic skills resources at: uwl.ac.uk/current-students/support-current-students/academic-support

3.4 Student support

In addition to the support listed in the previous section, there is also more help offered by UWL Student Support Services. The Student Hub is located in The Street at St Mary's Road, Ealing campus, but offer drop-in sessions at all UWL sites. They offer a wide range of support and advice services consisting of Student Advice, and Funding & Immigration advice; Careers; Counselling; Disability/Mental Health; Inter-faith Advisor; Placement & Employment; Volunteering; Student Welfare; and Scholarships and Bursaries. You can book your 1-2-1 appointment at <https://studenthub.uwl.ac.uk/>

Contact Student Services (general) for more information at studentservices@uwl.ac.uk or call 020 8231 2345.

3.5 Module evaluation – have your say!

Towards the end of the module you will be invited to provide some anonymous feedback to the Module Leader through an online survey. This is your opportunity to give some direct feedback about the module through a series of questions and free text. Your constructive feedback will help the Module Leader and teaching team to understand the module experience from your perspective and helps inform the development of the module. At the end of the survey period, a response to the survey will be available so that you can see exactly how your voice has been heard.