

The University of North Carolina at Greensboro
The Department of Consumer, Apparel, and Retail Studies

RCS 464 Global Retail Strategy
MWF 10:00 – 10:50 am @ Petty 303

FACULTY: Dr. B. Jin (212 Stone, b_jin@uncg.edu)
Office Hour: Wed. 11am to Noon or by appointment.

GRADUATE ASSISTANT: Ms. Chloe Shin (361 Stone, d_shin@uncg.edu)
Office Hours: Fri. 11am to Noon or by appointment.

COURSE DESCRIPTION: An analysis of world retail markets, their perspectives consumers and environments and the retail marketing management required to meet the demands of true world retail markets in a dynamic and ever-changing setting.

PREREQUISITE: RCS 261 and RCS 361

RECOMMENDED TEXT:

Cateora, P.R., Gilly, M. C., Graham, J. L., & Money, R. B. (2016). *International marketing* (17th ed.), New York, NY: McGraw-Hill Irwin.

Jin, B., & Cedrola, E. (2016) eds. Vol.1. *Fashion brand internationalization: Opportunities and challenges*, in Palgrave Series in Practice: Global Fashion Brand Management. New York, NY: Palgrave Macmillan. (Can download entire chapters from UNCG library)

Sternquist, B. (2007). *International Retailing* (2nd edition). New York: Fairchild Publications.

RECOMMENDED JOURNALS: *The Wall Street Journal, Fortune, Forbes, Stores, Advertising Age International, Business Week, Business Asia, Business China, Business America, Business Latin America, Business International, Business Europe, Trade and Culture*, and other periodicals with international content.

STUDENT LEARNING OUTCOMES

After completing this course, students will be able to:

1. Understand the nature and scope of global retailing and how it is influenced by the cultural, economic, and financial environment.
2. Gain knowledge of the foundation concepts, terms, functions, institutions, and trends in global retail business.
3. Conduct the library and field research on specific global retailing topics that are of useful concerns to the retail executives.
4. Develop problem solving and analytical skills and make recommendations on how retail industry can improve its practices in a global context.
5. Apply concepts, theories, and practices of global retailing in developing and analyzing global retail strategies.

CLASS COMPONENTS:

1. **Attendance (45points):** If you attend all classes, 45 points will be given. Each absent results in 1 point deduction. Roll will be taken at the very beginning of class. You are allowed three personal days in which you do NOT need to provide reasons for your absence. You should use your personal days to account for sick days and other days that will not allow you to come to class (e.g., job interview, university sponsored events, etc.). If you want to get an excused absence, you may choose to do it only after using these three personal days. Missing more than 15 times (including three personal days) automatically results in F grade. Two lates are counted as one absence. If you are late for class, you will need to let instructor know your attendance after class. Each day that an assignment is due, it must be submitted at the beginning of class. If you miss class, it is your responsibility to find out what you missed and to be prepared for the next class.

2. **Exams (85pts x 3 =255pts):** Exams are not cumulative and will consist of multiple choice and true/false type questions. They are based on class lectures, the text, and class reading articles. Students are expected to take the exam on the scheduled day. NO MAKE-UP EXAMS WILL BE GIVEN with the exception of an emergency. This emergency situation has to be verified through legal/official sources (letter from a doctor/ funeral home, etc.) within one week of the absence.

3. **Online Discussion on Case/Reading Article (80pts = 8pts x 10 reading articles).** We will discuss ten cases/ reading articles online on Mondays throughout the semester (Those ten days are highlighted in gray in the tentative class schedule). Ten reading cases/articles will be posted at Canvas. The instructor will post two discussion questions from the case/article to be discussed. For the questions, you will need to post your own response to each question (4pts) plus at least one response/question to one of your classmate's posts (4pts) between Mon 9am till Sun 11:59pm (so basically one week is given to you for discussion). For each reading article, you will receive 8pts for participating in case/article discussion.

In grading the above, both quantity and quality of participation will be evaluated. Just a simple response such as "I agree with you" "I like your idea" and "Very good point" will not count. Your responses should include your thinking paths (i.e., why you agree/disagree, etc.). The instructor will monitor and interject in discussions as needed.

To facilitate the discussion above, students will be assigned into a group of roughly ten students and the group members will be shuffled a couple of times throughout the semester to allow for more interaction.

Note: Please be aware that you cannot post your responses after 11:59pm on Sunday each week. This means no late posting is accepted and you will receive 0 points for late postings. Students are given one full week to post, so I encourage you to post ahead of time to account for possible technical issues or other conflicts. Also, please be aware that you are more likely to encounter technical issues if you try to upload your post on Sunday due to the high number of students trying to post during this time.

Note: If you use iPad, iPhone or Mac, you may not be able to see peers' postings. Please understand that not responding to peers' posts because you cannot see peer postings from iPad, iPhone or Mac does not serve as an excused reason for not posting.

4. Term Project (100pts): This is a group project. Choose a topic from below, analyze and provide suggestions/solutions/marketing strategies for the chosen brand/company applying all the concepts, theories we learned throughout the semester. Detailed rubrics will be given to you.

- Choose a US apparel brand/retailer and suggest the brand/retailer with global retail strategies including assessment of market environment (i.e., cultural, legal, and economic environment, market competition, etc.), decision on entry market choice, entry mode, and global marketing strategies, etc.
- Analysis of failure of an apparel brand/retailer in the global marketplace: The failure could be in an international market (e.g., Walmart exited from Germany) or in global retail strategies in general.

* Group formation: You will need to form a group of five with one member designated as the leader. Email information about group members and group leader to the GA of this class (Ms.Chloe Shin, d_shin@uncg.edu) by the end of Week 2 (Sunday, Aug 27 at 11:59pm). The group leaders will be responsible for coordinating group meetings, collaboration, communication, etc.; accordingly, they will receive 3 extra points, which is contingent upon group members' evaluation.

* Peer evaluation for group members: All group members are expected to contribute conscientiously to the group project. To facilitate group collaboration, each group member's participation will be evaluated through peer evaluation. These rubrics for evaluating your group members will be given to you. Each group member's points for this project will be adjusted based on peer evaluations.

* Non-participatory group members: Your group can kick non-participatory group members out of your group with instructor's approval. To get the instructor's approval, your group will need to communicate with the instructor/GA clearly about the member's non-participation with solid evidence. Group members who are kicked out will receive 0 point for this project. Please note that it is your responsibility to clearly communicate with your group members in advance if you have personal issues or emergency that prevent you from contributing to your group project.

* Format for term project: Your paper should be 15-20 pages long including everything using 12 Times New Roman font and 1.5 line space with 1 inch margin on all sides. Your paper should begin with a cover page (title of the project, name) and a table of contents, a list of tables and figures (each of the former items should have a separate page regardless of its length), and should end with a reference list (APA style). Please carefully review and proof read prior to submission. Papers will be expected to be error-free (spelling, grammar, punctuation, and content). You need to refer at least ten sources and these sources need to be listed in the reference list in APA style. Citing only web links will result in losing points. Please note that plagiarism will be checked with the function of tunitin available at Canvas. If your work is substantially identical from previous works, instructor has a right to give you "0" point for the assignment.

5. Term Project Presentation (20 pts): Each student will be required to present your term project to the class. An oral presentation evaluation rubric will be given prior to the

presentation. Discussion and critiques will be given during the presentation so that final written term paper can be revised upon the feedback.

EVALUATION

Attendance	45 points
3 Exams	255 points (85pts each)
Article discussion participation	80 points
Term project	100 points
<u>Term project presentation</u>	<u>20 points</u>
Total possible points	500 points

FINAL GRADES:

	435-449 = B ⁺	385-399 = C ⁺	335-349 = D ⁺	
465-500 = A	415-434 = B	365-384 = C	315-334 = D	
450-464 = A ⁻	400-414 = B ⁻	350-364 = C ⁻	300-314 = D ⁻	< 314 = F

PROFESSIONALISM: The quality of your future career depends on the degree of professionalism you exhibit. It is expected that students conduct themselves in a mature and professional manner in every class session. Professionalism includes respecting fellow students, paying attention to lectures/discussions, constructive participation during lectures/discussions, and no side-talking, eating, sleeping, knitting, texting, answering cell phone, browsing notebook computer, etc. If one of these behaviors is observed, you will get a warning from the instructor. Continuous violation of professionalism results in a letter grade downgrading from your final grade.

SUBMISSION/LATE POLICY: All assignments must be turned in on the assigned due dates even though you are absent. Excuses such as printer failure will not be accepted; so plan ahead of time. If work is handed in late, 20 percent of the given points will be deducted for each day the assignment is past due.

SPECIAL NEEDS: UNCG seeks to comply fully with the Americans with Disabilities Act (ADA). Students requesting accommodations based on a disability must be registered with the Office of Disability Services in 215 Elliott University Center, 334-5440, <http://ods.dept.uncg.edu/>, ods@uncg.edu.

CARS STATEMENT ON ACADEMIC DISHONESTY: The UNC-Greensboro Academic Integrity Policy states, "If knowledge is to be gained and properly evaluated, it must be pursued under conditions free from dishonesty. Deceit and misrepresentations are incompatible with the fundamental activity of this academic institution and shall not be tolerated." By choosing to enroll in this course and by completing the assignments, project, quizzes, examinations, etc., you are by default held to the standards of the Academic integrity Policy, and you are subjected to sanctions should you violate the policy in any manner.

UNIVERSITY COPYRIGHT POLICY AND STUDENT CODE OF CONDUCT: Selling class notes for commercial gain or purchasing such class notes in this or any other course at UNCG is a violation of the University's Copyright Policy and of the Student Code of Conduct.

Sharing notes for studying purposes, or borrowing notes to make up for absences, without commercial gain, are not violations.

Tentative Class Schedule

Week/Date		Class Topic	Text
1	Aug 16 (Wed)	Course overview	
	Aug 18 (Fri)	Part I: An Overview • The Scope and Challenge of Int'l Marketing	Cateora et al (2015). Ch.1
2	Aug 21 (Mon)	• Internationalization of Retailing: Basics	Jin & Cedrola (2016) Ch 1
	Aug 23 (Wed)	• Internationalization of Retailing: Theories	Jin & Cedrola (2016) Ch 1
	Aug 25 (Fri)	• Internationalization of Retailing: Trends	Jin & Cedrola (2016) Ch 1
3	Aug 28 (Mon)	Article #1 discussion	Wigley & Moore (2007)
	Aug 30 (Wed)	Part II: Global Marketing Environment • Int'l Culture and Human Behavior	Sternquist Ch. 4
	Sep 1 (Fri)	Cont'd	
4	Sep 4 (Mon)	No Class (Labor Day)	
	Sep 6 (Wed)	• Int'l Legal and Regulatory Environment	Cateora et al (2015). Ch. 7
	Sep 8 (Fri)	• Int'l Economic Environment	Cateora et al (2015). Ch.9
5	Sep 11 (Mon)	Article #2 discussion	Jin & Cedrola (2016) Ch 5
	Sep 13 (Wed)	• Int'l Economic Environment: Cont'd	
	Sep 15 (Fri)	Exam 1	
6	Sep 18 (Mon)	Article #3 discussion	Colurcio & Melia (2017).
	Sep 20 (Wed)	Part III: Assessing Global Market Opportunities Economic Development & Retailing in Developing Countries	Sternquist Ch.5
	Sep 22 (Fri)	Cont'd	
7	Sep 25 (Mon)	Article #4 discussion	Bianchi & Ostale (2006)
	Sep 27 (Wed)	Part IV: Developing Global Marketing Strategies • Global Marketing management: Planning & Organization	Cateora et al (2015). Ch. 12
	Sep 29 (Fri)	Cont'd	Cont'd
8	Oct 2 (Mon)	Article #5 discussion	Toba (2014)
	Oct 4 (Wed)	• Negotiating with Int'l Customers and Partners	Cateora et al (2015). Ch. 19
	Oct 6 (Fri)	Retail 2022 by Marshall Cohen (9am to noon at EUC auditorium)	
9	Oct 9 (Mon)	No Class (Fall Break)	
	Oct 11 (Wed)	Discussion on Term Paper	
	Oct 13 (Fri)	Exam 2	
10	Oct 16 (Mon)	Article #6 discussion	Metcalf, L. E. et al. (2006).
	Oct 18 (Wed)	• Products and Services	Cateora et al (2015). Ch. 13
	Oct 20 (Fri)	Cont'd	Cont'd
11	Oct 23 (Mon)	Article #7 discussion	Atwal & Bryson (2017)
	Oct 25 (Wed)	• Int'l Marketing Channels	Cateora et al (2015). Ch. 15
	Oct 27 (Fri)	Cont'd	Cont'd
12	Oct 30 (Mon)	Article #8 discussion	Nguyen-Chyung & Faulk (2014)
	Nov 1 (Wed)	• Integrated Marketing Communications and Int'l Advertising	Cateora et al (2015). Ch. 16
	Nov 3 (Fri)	Cont'd	Cont'd

13	Nov 6 (Mon)	Article #9 discussion	Al-Hemaidi et al. (2012)
	Nov 8 (Wed)	• Pricing for Int'l Markets	Cateora et al (2015). Ch. 18
	Nov 10 (Fri)	Cont'd	Cont'd
14	Nov 13 (Mon)	Article #10 discussion	Schiavenza (2013)
	Nov 15 (Wed)	Term Paper Presentation	
	Nov 17 (Fri)	Term Paper Presentation	
15	Nov 20 (Mon)	Term Paper Presentation	
	Nov 22 (Wed)	No Class (Thanksgiving)	
	Nov 24 (Fri)	No Class (Thanksgiving)	
16	Nov 27 (Mon)	Exam 3	
	Nov 29 (Wed)	Term Paper Presentation	
	Dec 6 (Wed)	Term Paper Due	

A list of ten reading articles
All reading articles are posted under modules at Canvas

Article #1:

Wigley, S., & Moore, C. M. (2007). The operationalization of international fashion retailer success. *Journal of Fashion Marketing and Management*, 11(2), 281-296.

Article #2:

Jin , B., & Chung, J.-E. (2016). Beacure merchandising Co., Ltd.: A successfully internationalizing Korean apparel company (Chap 5). In B. Jin & E. Cedrola (Eds), *Fashion brand internationalization: Opportunities and challenges* (pp. 115-138). New York, NY: Palgrave Macmillan.

Article #3:

Colurcio, M., & Melia, M. (2017). Harmont & Blaine: A successful dachshund to build the values and brand identity (Chap 2). In B. Jin & E. Cedrola (Eds), *Fashion branding and communication: Core strategies of European luxury and premium brands* (pp.41-72). New York, NY: Palgrave Macmillan.

Article #4:

Bianchi, C. C., & Ostale, E. (2006). Lessons learned from unsuccessful internationalization attempts: Examples of multinational retailers in Chile. *Journal of Business Research*, 59(1), 140-147.

Article #5 :

Toba, T. (2014). Muji: The evolution of a local private label to a global retailer (Chap 8). In J. Dawson & M. Mukoyama (Eds), *Global strategies in retailing: Asian and European experiences* (pp. 152-176). London and New York: Routledge.

Article #6

Metcalf, L. E. et al. (2006). Cultural tendencies in negotiation: A comparison of Finland, India, Mexico, Turkey and the United States. *Journal of World Business*, 41, 382-394.

Article # 7:

Chap 9. Learning from mistakes, 207-231 in Atwal, G., & Bryson, D. (2017). *Luxury brands in China and India*. London : Palgrave Macmillan.

Article # 8:

Nguyen-Chyung, A., & Faulk, E. (2014). Amazon in emerging markets. Michigan Ross School of Business.

Article #9

Al-Hemaidi, S., Belachew, Y., Bhattacharya, P., Houki, N., Fanqiu, A. H., Kar, A., Liu, J., Narayanaswamy, S., Cullivan, M., Vijay N., & Omokwale, O. O. (2012). Understanding IMC in Emerging Markets: A study of the resources and marketing landscape of ten emerging markets. *Northwestern Medill School of Journalism*. Retrieved from http://jimc.medill.northwestern.edu/wp-content/uploads/sites/9/2014/02/archives/2012/EMERGINGMARKETS_FINAL.pdf

Article #10:

Schiavenza, M. (2013). Why is Starbucks so expensive in China?. *The Atlantinc*. Retrieved from <https://www.theatlantic.com/china/archive/2013/09/why-is-starbucks-so-expensive-in-china/279394/>