The University of North Carolina at Greensboro
The Bryan School of Business and Economics
Department of Consumer, Apparel, and Retail Studies

RCS 584: Advanced Retail Analysis (3 Credits)
Spring 2018

INSTRUCTOR

Dr. Jin Su
Email: j_su@uncg.edu
Office: 214 Stone Building
Office Phone: 336-256-0290
Office Hours: Monday & Friday: 12:00 – 1:00 pm
Or by appointment

PREREQUISITES

A grade of C (2.0) or better in RCS 464 or permission of the instructor.

COURSE DESCRIPTION

Investigation of retailing from a strategic perspective. Concepts are analyzed and integrated into applied problem-solving scenarios focused on consumer needs.

REQUIRED TEXT


▪ Retail Cases.
You need to choose and purchase one retail case from the list at the end of the syllabus. The retail cases listed at the end of the syllabus cannot be uploaded due to copyright issues. These can be purchased at below link at discounted rate ($4.25/case) from the website of HBS (Harvard Business School Publishing). For the purchase, you will need to create an account and the cases can be downloaded upon payment. http://cb.hbsp.harvard.edu/cbmp/access/57693914

▪ Additional required readings (academic/trade articles, consulting reports and case studies) will be distributed during class or available electronically on Canvas.

COURSE STUDENT LEARNING OUTCOMES

Upon completion of the course, both undergraduate and graduate students should be able to:

▪ Discuss the significance of retailing and its impact on national and global economy.
▪ Examine the major concepts of retail management from the global perspectives.
▪ Identify innovative strategies in each of major areas of retail management with success examples.
▪ Apply various retail strategies in analyzing successful cases.
▪ Identify growth strategies in retail management with leading examples.

In addition to the above, *graduate students* should be able to:
▪ Independently analyze problems in retail management integrating the knowledge learned in the class.
▪ Develop solutions for the identified problems in the industry/brand/company.

**TEACHING METHODS AND ASSIGNMENTS FOR ACHIEVING LEARNING OUTCOMES**

A variety of techniques, methodologies, strategies and/or procedures will be used for teaching and learning, including reading academic/trade articles/book chapters, discussions, assignments and projects. Each week consists of i) understanding the major concepts of retail management and ii) discussion of cases/readings.

**TECHNOLOGY APPLICATIONS**

There would be some coverage of technological advances relating to dress in the course.

**GLOBAL PERSPECTIVES**

There would be some coverage of global perspectives in this course.

**DEMOGRAPHIC DIVERSITY PERSPECTIVES**

There would be some coverage of the impact of demographic diversity in this course.

**POLITICAL, SOCIAL, LEGAL, ENVIRONMENTAL, REGULATORY AND ETHICAL PERSPECTIVES**

Political, social, legal, environmental, regulatory and ethical issues, to the extent applicable, will be covered in this course.

**E-MAIL POLICY**

Your UNCG email is the only email address that the professors will use to contact you. It is expected that all communications are prepared and presented professionally. To communicate professionally and respectfully with the professors, your email should include:
- Email subject including RCS 584
- A greeting
- Clearly written paragraph(s) indicating the question or concern you have
- End the message politely
- Be sure to include your name at the end

**ASSIGNMENT REQUIREMENTS**

▪ Late assignments WILL NOT BE ACCEPTED!
The only exception to this rule is if you have documentation for medical or family emergencies and other crises (i.e., doctor’s note).

- **Written Assignments**: All documents must satisfy the requirements as follows:
  - typed and printed on printer,
  - stapled,
  - double-spaced,
  - 10-12 font,
  - 1-inch margins on all sizes,
  - title of assignment centered on first page,
  - use of header containing student name at left side and due date on right side,
  - use of appropriate page number,
  - appropriate citation for all references and quotations (APA style in the Publication Manual of the American Psychological Association, 6th edition),
  - accurate spelling and grammar.

Citation Guides: APA Style on the webpage of UNCG Libraries (University Libraries—Research Guides—Citation Guides—APA Style):
http://uncg.libguides.com/citation/apa

The Writing Center at UNCG provides some information about APA Style:
https://writingcenter.uncg.edu/writing-assistance/grammar-and-usage/

**EVALUATIONS AND GRADING**

You are responsible for your own learning. Work with your own preferred style of learning to optimize your performance. We will make every effort to keep accurate records. However, it is also students’ responsibility to monitor grade reports and keep all materials related to the course.

Your grade will be determined entirely by your performance on the exams, assignments, course projects, class participation, etc. Therefore, we cannot adjust grades due to factors outside of the course (e.g., GPA trouble, work conflicts, personal problems, etc.). Please feel free to come and speak with the professor about your performance in the course at any time during the semester. However, do not tell the professor that you need a certain grade or ask for extra assignments for the purpose of raising a grade. We have to treat everyone fairly.

For **undergraduate students**, grades are based on the following point system (please refer to the tables below):

<table>
<thead>
<tr>
<th>Grading Systems (Undergraduate Students)</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two Exams</td>
<td>300</td>
</tr>
<tr>
<td>Six Assignments</td>
<td>300</td>
</tr>
<tr>
<td>Two Retail Case Analysis Papers</td>
<td>200</td>
</tr>
<tr>
<td>Retail Company Analysis Paper</td>
<td>100</td>
</tr>
<tr>
<td>Discussions</td>
<td>100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1000</strong></td>
</tr>
</tbody>
</table>
Your Final Grade (%) = Total points you have earned / 1000

The letter grade breakdown is shown below (for undergraduate students):

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>100 – 97%</td>
</tr>
<tr>
<td>A</td>
<td>96 – 93%</td>
</tr>
<tr>
<td>A−</td>
<td>92 – 90%</td>
</tr>
<tr>
<td>B+</td>
<td>89 – 87%</td>
</tr>
<tr>
<td>B</td>
<td>86 – 83%</td>
</tr>
<tr>
<td>B−</td>
<td>82 – 80%</td>
</tr>
<tr>
<td>C+</td>
<td>79 – 77%</td>
</tr>
<tr>
<td>C</td>
<td>76 – 73%</td>
</tr>
<tr>
<td>C−</td>
<td>72 – 70%</td>
</tr>
<tr>
<td>D+</td>
<td>69 – 67%</td>
</tr>
<tr>
<td>D</td>
<td>66 – 63%</td>
</tr>
<tr>
<td>D−</td>
<td>62 – 60%</td>
</tr>
<tr>
<td>F</td>
<td>Below 60%</td>
</tr>
</tbody>
</table>

For graduate students, grades are based on the following point system (please refer to the tables below):

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Two Exams</td>
<td>300</td>
</tr>
<tr>
<td>Six Assignments</td>
<td>300</td>
</tr>
<tr>
<td>Two Retail Case Analysis Papers</td>
<td>200</td>
</tr>
<tr>
<td>Problem-Solving Strategy Paper</td>
<td>100</td>
</tr>
<tr>
<td>Discussions</td>
<td>100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1000</strong></td>
</tr>
</tbody>
</table>

Your Final Grade (%) = Total points you have earned / 1000

The letter grade breakdown is shown below (for graduate students):

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<td>B−</td>
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</tr>
<tr>
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</tr>
<tr>
<td>C</td>
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</tr>
<tr>
<td>C−</td>
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</table>

- **Two Exams**
  There are two exams (midterm exam and final exam) to assess your knowledge of concepts. Each exam will cover assigned textbook readings and concepts presented from the textbook during lectures. Questions will be a combination of multiple choice, short answer and essay, with an additional essay component for graduate students. Detailed instruction for exam administration will be provided.

  No make-up exams will be given unless there is an emergency. However, emergencies must be verified through legal/official sources (letter from a doctor/funeral home, etc.) within one week of the exam.

- **Six Assignments**
  There are eight assignments from the assigned textbook concepts, readings, discussion questions and problems.

- **Two Retail Case Analysis Papers**
Each student will choose two retail cases and analyze the cases according to the requirements. Detailed requirements will be provided.

- **Retail Company Analysis Paper (Undergraduate students only; group project; 3-4 persons in a group)**
  There are numerous successful/failure cases in retail industry. Choose a company (brand) that has not been discussed in the class and analyze reasons for the success/failure. There are three components of the final project with due dates throughout the semester.
  - Component 1: Company (brand) overview (History, target market, positioning, financial performance, etc.)
  - Component 2: Description of success/failure and SWOT analysis
  - Component 3: Suggestion for growth directions.
  All Components (final retail company analysis paper with abstract, introduction, reference, etc.) need to be put together clearly and professionally. Detailed requirements for the project will be provided.

- **Problem-Solving Strategy Paper (Graduate students only; individual project)**
  This will be the final product of this class. As such, this assignment will require an integrative analysis. There are three components of the final project with due dates throughout the semester.
  - Component 1: Identification of problem(s) encountered by the industry/ a company/ or a brand.
  - Component 2: Current approach and problems of current approach.
  - Component 3: Potential solutions and plans to achieve the solutions.
  All Components (final problem-solving strategy paper with abstract, introduction, reference, etc.) need to be put together clearly and professionally. Detailed requirements for the project will be provided.

- **Discussion Participation**
  Discussion is an essential part of learning so students are strongly encouraged to actively participate in the discussion. For this, it is absolutely imperative that you understand the Powerpoint lecture notes and read the readings prior to online discussion. Ten discussion sessions will be provided throughout the semester (for 10 weeks of the semester). Each week consists of two discussion questions (DQs) provided by the instructor. For each question, you must post your own response to each question (2pts x 3DQs questions = 6pts) plus at least one response to two of your classmate’s posts (2pts x 2 DQs = 4pts). Each week, you will receive 10pts for participating in case/article discussion.

  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 point 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.**

**Incomplete (for entire course)**
Grades of incomplete will only be given to those students who have participated fully in the majority of the class and are under extenuating circumstances of which the instructor must be notified and provided adequate documentation of the excuse. An option to receive an incomplete will be at the discretion of the instructor. In addition, the reason for the incomplete must be verified and there must be a written agreement with the student that specifies the work to be performed and an according timetable for completion must be submitted.

**ACADEMIC INTEGRITY**

Students will be expected to do his/her own original work for exams and assignments. Students are responsible for familiarizing themselves with the UNCG policy on issues such as cheating, plagiarism, misuse of academic resources, falsification and facilitation of dishonest conduct. Procedures and penalties related to these and other violations of the Academic Honor Policy are found in the undergraduate bulletin as well as via the following web site: http://academicintegrity.uncg.edu/. Any violation of the Honor Policy may result in failure of the assignment and subsequently the entire course. Therefore, DO NOT JEOPARDIZE YOUR ACADEMIC FUTURE by participating in, or facilitating, any act of academic dishonesty.

**SPECIAL NEEDS AND ACCOMMODATIONS**

Please speak with us as soon as possible regarding any special needs or special accommodations that you require.

Accommodations: UNC-Greensboro 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 Elliot University Center (EUC) or call 334-5440, or visit its website at http://ods.dept.uncg.edu, ods@uncg.edu. Please discuss your needs with us so that reasonable accommodations can be made.
RCS 584: Advanced Retail Analysis (3 credits)
Course Topics and Tentative Course Schedule for Spring 2018

Please note:
- This is an online course. It is important that you check the course website Canvas regularly for any new course information.
- You are responsible for any information posted on Canvas.
- Canvas discussions are due by 11:59pm Sunday.
- All the six assignments and the two retail case analysis papers are due on Canvas by 11:59pm Sunday.

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topics and Assignments</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Jan 08-14</td>
<td>Course Overview&lt;br&gt;Ch1 – Introduction to the World of Retailing&lt;br&gt;Ch2 – Types of Retailers</td>
<td>Read Syllabus and Ch1 and Ch2</td>
</tr>
<tr>
<td>2</td>
<td>Jan 15-21</td>
<td>Ch3 – Multichannel Retailing&lt;br&gt;Ch4 – Customer Buying Behavior&lt;br&gt;&lt;i&gt;Discussion #1&lt;/i&gt;&lt;br&gt;&lt;i&gt;Assignment #1&lt;/i&gt;</td>
<td>Assignment #1 Due on 01/21</td>
</tr>
<tr>
<td>3</td>
<td>Jan 22-28</td>
<td>Ch5 – Retail Market Strategy&lt;br&gt;&lt;i&gt;Discussion #2&lt;/i&gt;&lt;br&gt;&lt;i&gt;Assignment #2&lt;/i&gt;</td>
<td>Assignment #2 Due on 01/28</td>
</tr>
<tr>
<td>4</td>
<td>Jan 29 - Feb 04</td>
<td>Ch7 – Retail Location&lt;br&gt;Ch8 – Retail Site Location&lt;br&gt;Ch9 – Human Resource Management</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Description</td>
<td>Assignment Due</td>
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</tbody>
</table>
| Mar 19-25  | Ch16 – Managing the Store  
Ch17 – Store Layout, Design, and Visual Merchandising  
Ch18 – Customer Service  
**Discussion #8**  
**Assignment #6** | 03/25                   |
| Mar 26 - Apr 01 | Retail Case Analysis #1  
**Discussion #9** | 04/01                   |
| Apr 02-08  | Retail Case Analysis #2  
**Discussion #10** | 04/08                   |
| Apr 09-15  | Problem-Solving Paper/Retail Company Analysis |                         |
| Apr 16-22  | Problem-Solving Paper/Retail Company Analysis |                         |
| Apr 23-25  | Review for Final Exam  
All components of problem-solving paper/retail company analysis Due by 11:59pm Apr 25, Wednesday (the last day of class) |                         |
| Apr 27 ~ May 02 | **Final Examination (Ch13-Ch18) Due Wednesday, May 2nd (before Midnight)** |                         |

The schedule and procedures in this course, as outlined in this syllabus, are subject to change in the event of extenuating circumstances and/or as deemed appropriate by the professor.
List of the Retail Cases

- You are required to complete two retail case analysis papers in the RCS 584 course. One case is from the textbook, and the other case is chosen from the following list.
- The following cases can be purchased at below link at discounted rate ($4.25/case) from the website of HBSP (Harvard Business School Publishing). For the purchase, you will need to create an account and the cases can be downloaded upon payment.
  http://cb.hbsp.harvard.edu/cbmp/access/57693914

1. Alibaba Group: Fostering an E-commerce Ecosystem


3. Burberry's New Challenges

4. Coco Chanel: Creating Fashion for the Modern Woman (A)

5. Ed Williams Mens Wear

6. Fashion2Go: Just Another Fashion E-Tailer?

7. Longchamp

8. Managing Creativity in Luxury Fashion Houses: Raf Simons at Dior

9. Markdown Optimization for an Indian Apparel Retailer


10. Mi Tiendecita de Moda: Selling Fashion Through Facebook in Peru


11. Moda Operandi: A New Style of Fashion Retail


12. Target Corporation: The Grocery Business in the Bull's Eye


13. Uniqlo: A Supply Chain Going Global


14. Vineyard Vines and The Brotherhood of the Traveling Pants


15. A Series of Cases about Zara: Fast Fashion

- Case Flash Forward: Zara: Fast Fashion

- What Business Is Zara In?

- Zara: Managing Stores for Fast Fashion

- **ZARA: Fast Fashion**


16. **EILEEN FISHER: Repositioning the Brand**