

**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

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Office Hours: Monday & Friday: 12:00 – 1:00pm
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

- Levy, M., Weitz, B. A., & Grewal, D. (2014). *Retailing management* (9th ed.). Boston, MA: McGraw-Hill Irwin.
- 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 sides,
 - 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):

Grading Systems (Undergraduate Students)	Points
Two Exams	300
Six Assignments	300
Two Retail Case Analysis Papers	200
Retail Company Analysis Paper	100
Discussions	100
Total	1000

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

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

A+ = 100 – 97%	B+ = 89 – 87%	C+ = 79 – 77%	D+ = 69 – 67%	F = Below 60%
A = 96 – 93%	B = 86 – 83%	C = 76 – 73%	D = 66 – 63%	
A- = 92 – 90%	B- = 82 – 80%	C- = 72 – 70%	D- = 62 – 60%	

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

Grading Systems (Graduate Students)	Points
Two Exams	300
Six Assignments	300
Two Retail Case Analysis Papers	200
Problem-Solving Strategy Paper	100
Discussions	100
Total	1000

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

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

A = 100 – 93%	B+ = 89 – 87%	C+ = 79 – 77%	F = Below 70%
A- = 92 – 90%	B = 86 – 83%	C = 76 – 70%	
	B- = 82 – 80%		

- **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.

Week	Date	Topics and Assignments	Due
1	Jan 08-14	Course Overview Ch1 – Introduction to the World of Retailing Ch2 – Types of Retailers	Read Syllabus and Ch1 and Ch2
2	Jan 15-21	Ch3 – Multichannel Retailing Ch4 – Customer Buying Behavior <u>Discussion #1</u> <u>Assignment #1</u>	Assignment #1 Due on 01/21
3	Jan 22-28	Ch5 – Retail Market Strategy <u>Discussion #2</u> <u>Assignment #2</u>	Assignment #2 Due on 01/28
4	Jan 29 - Feb 04	Ch7 – Retail Location Ch8 – Retail Site Location Ch9 – Human Resource Management <u>Discussion #3</u>	
5	Feb 05-11	Ch10 – Information Systems and Supply Chain Management <u>Discussion #4</u> <u>Assignment #3</u>	
6	Feb 12-18	Ch11 – Customer Relationship Management <u>Discussion #5</u>	Assignment #3 Due on 02/18
7	Feb 19-25	Midterm Exam (Ch1-Ch5, and Ch7-Ch11)	
8	Feb 26 - Mar 04	Ch13 – Buying Merchandising Ch14 – Retail Pricing <u>Discussion #6</u> <u>Assignment #4</u>	Assignment #4 Due on 03/04
9	Mar 05-11	<i>(NO CLASS) Spring Break</i>	
10	Mar 12-18	Ch15 – Retail Communication Mix <u>Discussion #7</u> <u>Assignment #5</u>	Assignment #5 Due on 03/18

11	Mar 19-25	Ch16 – Managing the Store Ch17 – Store Layout, Design, and Visual Merchandising Ch18 – Customer Service <i>Discussion #8</i> <i>Assignment #6</i>	Assignment #6 Due 03/25
12	Mar 26 - Apr 01	Retail Case Analysis #1 <i>Discussion #9</i>	Retail Case Analysis #1 Paper Due 04/01
13	Apr 02-08	Retail Case Analysis #2 <i>Discussion #10</i>	Retail Case Analysis #2 Paper Due 04/08
14	Apr 09-15	Problem-Solving Paper/Retail Company Analysis	
15	Apr 16-22	Problem-Solving Paper/Retail Company Analysis	
16	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

Park, S. H., & Zhao, Z. (2016). *Alibaba Group: Fostering an E-commerce Ecosystem*. London, Ontario, Canada: Ivey Publishing. (HBSP Product #: W16858-PDF-ENG.)

2. Alibaba Group: Technology, Strategy, and Sustainability

Su, N., Bansal, P.; & Laughland, P. (2017). *Alibaba Group: Technology, Strategy, and Sustainability*. London, Ontario, Canada: Ivey Publishing. (HBSP Product #: W16817-PDF-ENG.)

3. Burberry's New Challenges

Cotte, J., & Jarosinski, M. (2017). *Burberry's New Challenges*. London, Ontario, Canada: Ivey Publishing. (HBSP Product #: W17177-PDF-ENG.)

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

Khair, M., & Herman, K. (2016). *Coco Chanel: Creating Fashion for the Modern Woman (A)*. Boston, MA: Harvard Business School Publishing. (HBSP Product #: 812001-PDF-ENG.)

5. Ed Williams Mens Wear

Ricker, L., & Boivin, M. (2016). *Ed Williams Mens Wear*. London, Ontario, Canada: Ivey Publishing. (HBSP Product #: W16310-PDF-ENG.)

6. Fashion2Go: Just Another Fashion E-Tailer?

Banerjee, A. K., & Pillania, R. (2016). *Fashion2Go: Just Another Fashion E-Tailer?* London, Ontario, Canada: Ivey Publishing. (HBSP Product #: W15647-PDF-ENG.)

7. Longchamp

Avery, J., Junker, T., & Beyersdorfer, D. (2017). *Longchamp*. Boston, MA: Harvard Business School Publishing. (HBSP Product #: 316086-PDF-ENG.)

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

Godart, F., Dubois, D., & Henry, B. (2017). *Managing Creativity in Luxury Fashion Houses: Raf Simons at Dior*. The INSEAD. (HBSP Product #: IN1234-PDF-ENG.)

9. Markdown Optimization for an Indian Apparel Retailer

George, D., Kuram K., Subramanian R., Singh S., Unnikrishnan, D. K. (2016). *Markdown Optimization for an Indian Apparel Retailer*. Bangalore, Indian: Indian Institute of Management. (HBSP Product #: IMB561-PDF-ENG.)

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

Tietz, M., & Urbina, S. C. (2015). *Mi Tiendecita de Moda: Selling Fashion Through Facebook in Peru*. London, Ontario, Canada: Ivey Publishing. (HBSP Product #: W15311-PDF-ENG.)

11. Moda Operandi: A New Style of Fashion Retail

Khairi, M. (2014). *Moda Operandi: A New Style of Fashion Retail*. Boston, MA: Harvard Business School Publishing. (HBSP Product #: 812040-PDF-ENG.)

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

Robinson, D. O. (2016). *Target Corporation: The Grocery Business in the Bull's Eye*. London, Ontario, Canada: Ivey Publishing. (HBSP Product #: W16633-PDF-ENG.)

13. Uniqlo: A Supply Chain Going Global

Yen, B., & Lentini, D. (2016). *Uniqlo: A Supply Chain Going Global*. Hong Kong: University of Hong Kong. (HBSP Product #: HK1085-PDF-ENG.)

14. Vineyard Vines and The Brotherhood of the Traveling Pants

Murray, M., Loftus, M., & Dunklin, I.S. (2016). *Vineyard Vines and The Brotherhood of the Traveling Pants*. Charlottesville, VA: Darden School of Business, University of Virginia. (HBSP Product #: UV7177-PDF-ENG.)

15. A Series of Cases about Zara: Fast Fashion

- **Case Flash Forward: Zara: Fast Fashion**

Baker Library (2017). *Case Flash Forward: Zara: Fast Fashion*. Boston, MA: Harvard Business School Publishing. (HBSP Product #: 8553-PDF-ENG.)

- **What Business Is Zara In?**

Doiron, D. (2015). *What Business Is Zara In?* London, Ontario, Canada: Ivey Publishing. (HBSP Product #: W15431-PDF-ENG.)

- **Zara: Managing Stores for Fast Fashion**

Ton, Z., Corsi, E., & Dessain, V. (2010). *Zara: Managing Stores for Fast Fashion*. Boston, MA: Harvard Business School Publishing. (HBSP Product #: 610042-PDF-ENG.)

- **ZARA: Fast Fashion**

Ghemawat, P., & Iniesta, J. L. N. (2006). *ZARA: Fast Fashion*. Boston, MA: Harvard Business School Publishing. (HBSP Product #: 703497-PDF-ENG.)

16. EILEEN FISHER: Repositioning the Brand

Keinan, A., Avery, J., Wilson, F., & Norton, M. I. (2012). *EILEEN FISHER: Repositioning the Brand*. Boston, MA: Harvard Business School Publishing. (HBSP Product #: 512085-PDF-ENG.)