



THE UNIVERSITY of NORTH CAROLINA
GREENSBORO

THE BRYAN SCHOOL OF BUSINESS AND ECONOMICS
Department of Consumer, Apparel and Retail Studies, CARS

Course Syllabus- Fall 2019

RCS 264: Fashion Retail Management

M, W, F 08:00-08:50am 212 Graham Bldg.

Instructor:

Carol P. Brathwaite

Email: cpbrathw@uncg.edu

Office: 361 Stone Bldg.

Office Hours: 10:30am-11:30 noon Wednesday, and by appointment.

Required reading:

Diamond, J., Diamond, E., & Litt, S.D. (2015). *Fashion retailing: A multi-channel approach*.

New York, NY: Bloomsbury Publishing.

Additional requirements: You will be expected to perform a group presentation that includes a poster (one per group) and the use of a few design tools such as scissors, tape, glue, and tacks. Consequently, please incorporate these tools into the 'textbook costs' required for this class.

Thank you.

Course description:

Development of retailing and fashion retailing, focusing on management aspects of on-site and off-site fashion retail environments. Principles of merchandising fashion products and management functions with special emphasis on trends in fashion retailing.

Student learning outcomes:

- Understand and define basic retail formats, concepts, principles and technologies.

- Understand the key principles of fashion merchandising and management as it relates to the business of retailing.
- Understand the modern retail world from the perspectives of consumer expectations and behavior.
- Develop a basic understanding of how technology, global trends and worldwide economic changes have restructured the fashion industry –and retailing.
- Understand how trending data and key market forces –such as a changing demographic, broad disruptions in technology, and changing marketing strategies (such as social media marketing, SMM) –impact retailing.

Student learning activities:

The primary learning activities used to assess students’ mastery of the course will include

1. Textbook readings as assigned by the professor;
2. Journal of Retailing, WWD, Vogue, Business Insider, Bloomberg, and other periodical readings as well as successful discussions and reports of current happenings in the retail industry;
3. Submission of two (2) mini group projects: a case study analysis and a storyboard;
4. Submission of homework, in-class video case studies, as well as discussion posts;
5. Submission of a semester group project (see page 5 and handout); and
6. Mid-Term and Final Exams.

Course Expectations, Preparation and Participation:

Homework and other assignments: A tentative schedule of weekly topics has been included; please note that it is subject to change –if necessary. Students are expected to read the assigned chapters and materials before coming to class. Questions relevant to each chapter will be given as a discussion post, written, in-class, online or video case study. **All written course work must be typed, double-spaced and stapled;** homework will be returned un-graded if it does not adhere to these standards.

Supplemental readings and activities can be assigned as an online module, a group or an individual report. In the case of group homework, you must do individual preparations first at

home and be ready to discuss your findings during any break-out group sessions in class. **A representative group member will present the discussion findings to the class.**

For group assignments, the class will be divided into groups of no larger than six. All “group work” assigned throughout the semester will be done with the same group members. This includes in-class or online assignments, and the semester group project. **At the end of the semester, each student will receive a peer evaluation from the group members. This evaluation will count as part (20%) of the “semester project” grade.**

All assignments are due on the scheduled date. Any assignment turned in after the due date will receive a 10% penalty of points per calendar day, including weekends. No assignment will be accepted more than three days after the scheduled date.

Class rules: Students are expected to conduct themselves in a manner conducive to a vibrant, energetic as well as a productive working environment. Please note that the success of a positive classroom culture depends on you. In order to facilitate this

- Please mute all cell phones, i-Phones, and i-Pods before entering the classroom. In case of an emergency, please quietly step outside to use your phone.
- Vigorous debate and discussions are strongly encouraged; however, **courtesy and respect must always be demonstrated.**

Attendance and punctuality: Attendance and punctuality are required. An attendance record is a factor in determining a student’s participation in this course. More than five absences will adversely impact that assessment.

Exams must be taken at the scheduled time unless documentation is provided for a personal serious illness, an emergency such as a death in the immediate family, accidental injury, or a religious holiday. In cases of illness, the instructor should be notified (whenever possible) prior to exam time. No make-up exam will be allowed unless this policy is followed.

Assignments:

Two (2) mini group projects (200 pts.): These two projects will be due at individually assigned times in the semester (see page 9) and are expected to integrate the concepts and theories learned

in the textbook and class discussions with what is currently happening in the fashion and retailing industries. **Each mini project (100 pts.) requires a five- to ten-minute presentation.**

1. ***Storyboard of retail strategies (100 pts.):*** In one of my most productive undergraduate fashion internships, my supervisor (the manager of marketing and product development) one day called me into her office and said: “I need you to develop a storyboard of our company’s direct competitors and their most recent product development activities. What are their newest products? What are their retailing strategies? Has it been successful?” The manager did not add: “Do you know how to create a storyboard?” She assumed that I, a fashion and retailing student, knew how to do this. Hence, a storyboard is strong tool used perennially in the field of consumer apparel and retail studies (CARS). **Each assigned group selects a retail store format and develops a retail strategy for success.** I will train you regarding how to create a storyboard and give you the time to construct one. Your presentation will include this board (which ideally should be the size of a typical poster presentation), in which your group breaks down the best retailing strategies for the type of store that your group has selected. Your presentation should address the following:

- **Brief** description of the retail store format. What is it? Is it a department store, discount store, online store, etc.?
- Who are the typical shoppers? Describe the target fashion consumer for this type of retail structure. Include a demographic and psychographic description.
- What are the typical fashion products that they purchase via this retail format?
- How do you propose to promote these goods in this format? Discuss marketing strategies- traditional and or modern. If possible, cite one or two examples of similar stores that have generated significantly high revenues from this type of store format.
- **Important: Your storyboard presentation poster must include visual elements that reflect what you discuss in your presentation!**
- The storyboard will be submitted for evaluation.

2. **Case study project (100 pts.):** Students will perform a case study analysis based on a special case (a retail business problem) that they are given. An effective case study report should accomplish the following
- Clearly identify the core problem(s)
 - Analyze the issues underlying the problem
 - Discuss and justify alternative solutions using theory / experience/ raw data
 - Present feasible recommendations
 - **Submit a two- to three-page report that concisely addresses the above. Each group will be given ten minutes to present their report; include any relevant product graphics.**
 - *Please note I will train you on the case study analysis format (as popularized by the Harvard Business School) and we will have a few practice sessions before you finally submit your report.*

Semester project (250 pts.) summary: “Develop a six-month retailing plan for a store”

The objective of this project is to reinforce what we will learn regarding the factors that impact the business of retailing. You will simulate the development of a six-month retailing plan for a store. Hence, it integrates the principles of retail merchandising and management with an exploration of consumer expectations and behavior.

The group members represent the retail merchandising and management team for a section (either men’s wear or women’s wear) within a store. In other words, your group will comprise *buyers, assistant buyers and store managers*. You will develop a merchandising plan & retail report of the type of goods you will carry in the upcoming merchandising cycle and how you intend to retail these goods (by selecting marketing strategies, retail channels, etc.). Your final report is intended for submission in a special meeting to two executives: the department merchandising manager, DMM, and a regional or divisional store manager. Your final report and presentation should range from 15 to 20 pages; please note that many of these pages will consist of graphs, charts and images of apparel and other retail products. **Details of the project requirements will be handed out by the middle of the second week of classes.**

Homework, in-class assignments and discussion posts (100 pts.): Each week an assignment that directly addresses the textbook readings will be released. For example, a discussion question might be posted on Canvas under the Modules related to the week’s lecture. Each student is required to respond to the question as well as post a response to one of their colleagues’ post. In your responses to another post, please provide substantive remarks that not only addresses the classmate’s statements but also refers to concepts that were discussed in the reading. Typically, you will have one week to upload your posts to Canvas; the deadline is the following Sunday at 11:59 pm. For example, a Discussion might open on Monday September 9th and close the following Sunday September 15th at 11:59 pm.

Exams (350 pts.): Two exams will be transmitted via Canvas. The midterm (150 pts.) will cover Chapters 1-9 and the Final (200 pts.) will cover Chapters 10-18. Exams will include multiple choice, true or false, and short answers.

Class participation (pts.): Students will be assessed on their adherence to the course expectations, preparation and participation, as described on pages 2-3.

Extra credit: Based on the demands of the coursework, extra credit work might be assigned. If this occurs, a written outline of the required assignment will be distributed at least two weeks beforehand.

PROJECT	POINTS	% OF FINAL GRADE
2 Mini Projects:		21%
Mini project 1	100	
Mini project 2	100	
	200	
Semester Project	250	27%
2 Exams:		
Midterm	150	16%
Final	200	21%
	350	
Homework	100	11%
Participation	35	4%
Total Points	935	100%

Grade Breakdown:

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

Health and Wellness: Your health impacts your learning. Throughout your time in college, you may experience a range of health issues that can cause barriers to your learning. These might include physical ailments, illnesses, strained relationships, anxiety, high levels of stress, alcohol/drug problems, feeling down, or loss of motivation. Student Health Services and The Counseling Center can help with these or other issues you may be experiencing. You can learn about the free, confidential mental health services available on campus by calling 336-334-5874, visiting the website at <https://shs.uncg.edu/> or visiting the Anna M. Gove Student Health Center at 107 Gray Drive. Help is always available.

Academic Accommodations: The University of North Carolina at Greensboro respects and welcomes students of all backgrounds and abilities. If you feel you will encounter any barriers to full participation in this course due to the impact of a disability, please contact the Office of Accessibility Resources and Services (OARS). The OARS staff can meet with you to discuss the barriers you are experiencing and explain the eligibility process for establishing academic accommodations. You can learn more about OARS by visiting their website at <https://ods.uncg.edu/> or by calling 336-334-544 or visiting them in Suite 215, EUC.

CARS Department Statement on Student Conduct and Complaint Behavior:

The Department of Consumer, Apparel, and Retail Studies (CARS) expects that all students enrolled in the CARS major will behave professionally and in a manner that reflects positively on the department, the school, and the university. This expectation applies to conduct within CARS courses, when working at internship sites, and attending events where students are acting as representatives of the CARS program.

Complaints pertaining to a specific course must first be brought up with the instructor. Per the UNCG University Catalog, if a student wishes to appeal an assigned grade, the student should first discuss the concerns with the instructor. If desired, the student may further appeal to the

department head, the dean of the school or college, and the provost, in that order. See the University Catalog for further details on Grade Appeals.

DATE: Week Ending	CLASS TOPIC	READINGS	ASSIGNMENTS/ NOTES
23-Aug-19	Chapter 1: The Nature of the Fashion Retailing Industry	Chapter 1	Introduction: Syllabus & course overview
30-Aug-19	Chapter 2: The Global Impact of Fashion Retailing	Chapter 2	Group selections due. Discussion Post due Sept. 01
6-Sep-19	Chapter 3: Organizational Structures; Case study Lecture I	Chapter 3	Discussion Post due Sept. 08
13-Sep-19	Chapter 4: The Fashion Consumer; Storyboard Lecture	Chapter 4	Discussion Post due Sept. 15
20-Sep-19	Chapter 5 & 6: Retail Research Directions; and Ethical Practices	Chapters 5 & 6	Work on Storyboard
27-Sep-19	Chapters 7 & 8: On-Site_ Off-Site Locations; Designing Brick-and-Mortar Premises	Chapters 7 & 8	Storyboard poster project due
4-Oct-19	Chapter 9: The Importance of Visual Merchandising to Stores	Chapter 9	Mid-term via Canvas, Oct. 05- 07
Oct-11 to 16	Fall Break Week	Break	Classes resume Wed. Oct. 16
18-Sep-19	Chapters 10 & 11: Human Resources; and Merchandise Distribution. Case study Lecture II	Chapters 10 & 11	Discussion post due Oct. 20
25-Sep-19	Chapters 12 & 13: Planning- Executing the Purchase; Purchasing in Global Marketplace	Chapters 12 & 13	Work on Case Study project
1-Nov-19	Chapter 14: Private Label Importance to Merchandise Mix	Chapter 14	Case Study analysis report week
8-Nov-19	Chapter 15: Inventory Pricing	Chapter 15	Discussion post due Nov. 10
15-Nov-19	Chapters 16 & 17: Advertising & Promotion; Communicating via Electronic Media	Chapters 16 & 17	Discussion post due Nov. 17
22-Nov-19	Chapter 18: Servicing the Fashion Shopper; Careers in Fashion Retailing	Chapter 18: Careers in Fashion Retailing	Prepare for Semester Project Presentations
29-Nov-19	Review for Final; Semester Project Presentations		Semester project presentations
6-Dec-19	Last week of classes		Semester project presentations. Wed. Dec. 04- Last day of classes
Dec. 06 to 12	Final exam week	Final exam via Canvas	Final exam via Canvas