

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

**RCS 484: Advanced Retail Analysis (Undergraduate Students; 3 Credits)**

**RCS 584: Advanced Retail Analysis (Graduate Students; 3 Credits)**

**Spring 2020**

**INSTRUCTOR**

Dr. Jin Su

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Or by appointment

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**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. (2019). *Retailing management* (10th ed.). Boston, MA: McGraw-Hill Irwin.
- Harvard Business Retail Cases (for graduate students).  
You need to choose and purchase one Harvard business retail case. The Harvard business retail cases cannot be uploaded due to copyright issues. They can be purchased at discounted rate (\$4.25/case) from the website of HBS (Harvard Business School Publishing). Detail information will be provided.
- 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 484 or 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, 6<sup>th</sup> 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	240
Four Assignments	320
Retail Case Analysis Paper	90
Retail Company Analysis Project	110

Discussions (10 discussion sessions for 10 weeks)	240
<b>Total</b>	<b>1000</b>

For **undergraduate students**, your Final Grade (%) = Total points you have earned / 1000

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

A = 100 – 93%	B+ = 89 – 87%	C+ = 79 – 77%	D+ = 69 – 67%	F = Below 60%
A- = 92 – 90%	B = 86 – 83%	C = 76 – 73%	D = 66 – 63%	
	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	240
Four Assignments	320
Retail Case Analysis Paper	90
Harvard Business (Retail) Case Analysis and Problem-Solving Strategy Project	210
Discussions (10 discussion sessions for 10 weeks)	240
<b>Total</b>	<b>1100</b>

For **graduate students**, your Final Grade (%) = Total points you have earned / 1100

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.

▪ **Four Assignments**

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

▪ **Retail Case Analysis Paper (Both undergraduate and graduate students; individual work)**

Each student will choose one retail case and analyze the case according to the requirements. Detailed requirements will be provided.

▪ **Retail Company Analysis Project (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.

- Component 1: Company (brand) overview  
(History, target market, positioning, financial performance, etc.)
- Component 2: Description of success/failure and SWOT analysis
- Component 3: The trends that impact the company's future
- Component 4: Suggestion for growth directions.

All Components (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.

▪ **Harvard Business (Retail) Case Analysis and Problem-Solving Strategy Project (Graduate students only; individual project)**

This assignment will require an integrative analysis. Besides the discussion questions required for the assigned case, specific analysis on the following three issues should also be included in the paper.

- Identification of problem(s) encountered by the industry/ a company/ or a brand.
- Current approach and problems of current approach.
- Potential solutions and plans to achieve the solutions.

All Components (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** (for 10 weeks of the semester) will be provided throughout the semester. **Each discussion session consists of three discussion questions (DQs) provided by the instructor. For each question**, you must post your own response to each question (5pts x 3DQs questions= 15pts) plus at least one response to one of your classmate's posts (3pts x 3DQs = 9pts). Each week, you will receive 24pts for participating in 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.

In grading the above discussion participation, ***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.

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.

## **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.

## **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.

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**Course Topics and Tentative Course Schedule for Spring 2020**

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.
- The assignments, paper and project are due on Canvas by 11:59pm on the due date.

<b>Week</b>	<b>Date</b>	<b>Topics and Assignments</b>	<b>Due</b>
1	Jan 13-19	Course Overview Ch1 – Introduction to the World of Retailing Ch2 – Types of Retailers	Read Syllabus and Ch1 and Ch2
2	Jan 20-26	Ch3 – Multichannel and Omnichannel Retailing Ch4 – Customer Buying Behavior <u>Discussion #1</u> <u>Assignment #1 (Ch1-Ch4)</u>	<i>Discussion #1 Due on 01/26</i>
3	Jan 27 - Feb 02	Ch5 – Retail Market Strategy <u>Discussion #2</u> <u>Assignment #2 (Ch5, Ch7, Ch8, Ch9, and Ch10)</u>	<i>Discussion #2 Due on 02/02</i> Assignment #1 Due on 02/02
4	Feb 03-09	Ch7 – Retail Location Ch8 – Retail Site Location <u>Discussion #3</u>	<i>Discussion #3 Due on 02/09</i>
5	Feb 10-16	Ch9 – Information Systems and Supply Chain Management <u>Discussion #4</u>	<i>Discussion #4 Due on 02/16</i>
6	Feb 17-23	Ch10 – Customer Relationship Management <u>Discussion #5</u>	<i>Discussion #5 Due on 02/23</i> Assignment #2 Due on 02/23
7	Feb 24 - Mar 01	<b>Midterm Exam (Ch1-Ch5, and Ch7-Ch10)</b>	<b>Midterm Exam Due on 02/28</b>
8	Mar 02-08	<i><b>(NO CLASS) Spring Break</b></i>	

9	Mar 09-15	Ch12 – Buying Merchandising Ch13 – Retail Pricing <u>Discussion #6</u> <u>Assignment #3 (Ch12, Ch13, and Ch14)</u>	<i>Discussion #6 Due on 03/15</i>
10	Mar 16-22	Ch14 – Retail Communication Mix <u>Discussion #7</u>	<i>Discussion #7 Due on 03/22</i> Assignment #3 Due on 03/22
11	Mar 23-29	Ch15 – Human Resources and Managing the Store Ch16 – Store Layout, Design, and Visual Merchandising Ch17 – Customer Service <u>Discussion #8</u> <u>Assignment #4 (Ch15, Ch16, and Ch17)</u>	<i>Discussion #8 Due on 03/29</i>
12	Mar 30 - Apr 05	Retail Case Analysis <u>Discussion #9</u>	<i>Discussion #9 Due on 04/05</i> Assignment #4 Due on 04/05
13	Apr 06-12	Retail Case Analysis <u>Discussion #10</u>	<i>Discussion #10 Due on 04/12</i> Retail Case Analysis Paper Due 04/12
14	Apr 13-19	Harvard Business Retail Case and Problem-Solving Strategy (Graduate Students) Retail Company Analysis (Undergraduate Students)	
15	Apr 20-26	Harvard Business Retail Case and Problem-Solving Strategy (Graduate Students) Retail Company Analysis (Undergraduate Students)  Due by 11:59pm April 26, Sunday <ul style="list-style-type: none"> <li>• Project: Harvard Business Retail Case and Problem-solving (Graduate Students)</li> <li>• Project: Retail Company Analysis (Undergraduate Students)</li> </ul>	
16	Apr 27-30	Preparation for Final Exam	
	<b>May 01 ~ May 05</b>	<b>Final Examination (Ch13-Ch18)</b>  <b>Due on Tuesday, May 5 (before 11:59pm)</b>	

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.