THE UNIVERSITY OF NORTH CAROLINA AT GREENSBORO
BRYAN SCHOOL OF BUSINESS & ECONOMICS
Department of Marketing, Entrepreneurship, Hospitality and Tourism

MKT 326-01: Introduction to Retailing (Online)
This syllabus is subject to change as the semester/session progresses to accommodate instructional and/or student needs.

INSTRUCTOR: Dr. Jiyoung Hwang  
GA: Cole Patton (cwpatto2@uncg.edu)  
Office: Bryan 379 (Limited Access due to COVID-19)  
Email: j_hwang3@uncg.edu (Best Means of Contact)  
Course website: http://canvas.uncg.edu  
Office hours: Zoom Online Office Hours (10-11 AM Thursdays)

COURSE OBJECTIVES
This course is designed to familiarize students with the decisions involved in running a retail firm and the concepts and principles for making those decisions. While the course focuses on the retail industry including retailers of consumer services, the content of the course is useful 1) for students interested in working for companies that interface with retailers such as manufacturers of consumer products or 2) for students with a general management or entrepreneurial interest. Specific student learning outcomes are to develop an understanding of:

- The traditional bases for segmentation and how segmentation can inform retail strategy.
- How retailers differentiate their offering as an element in their corporate strategy.
- Factors affecting strategic decisions involving investments in locations, supply chain and information systems, and customer retention programs.
- How retailers communicate with their customers.
- How innovative technology such as AI, Machin Learning, computer vision has reshaped retail industry.
- Tactics (pricing, merchandise assortment, store management, visual merchandising, customer service) for extracting profit from a retail offering.

The course also provides a good foundation for those interested in owning or running a small retail business or those interested in pursuing a retail career as a merchandise buyer or store manager. To extend our understanding of retail industry, the course will consist of lectures, cases, and original research by students and case discussions, all of which are intended to provide students with the most engaging (and exciting) learning experience possible. Among those, lectures and cases will serve to organize important issues in retail industry and clarify the material. Assigned chapters, exercise, articles and cases should be read prior to class.

REQUIRED TEXT

** An earlier version is acceptable but students are responsible to be aware of some differences. If you prefer, e-textbook version from the publisher is a good option as well.**
TERM ASSIGNMENTS AND GRADES

<table>
<thead>
<tr>
<th></th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Class Participation (Individual)</strong></td>
<td></td>
</tr>
<tr>
<td>• Chapter quizzes (15 points x 3 = 45)</td>
<td></td>
</tr>
<tr>
<td>• Online Discussions (15 points x 3 = 45)</td>
<td>90</td>
</tr>
<tr>
<td><strong>Exams (Individual)</strong></td>
<td>150</td>
</tr>
<tr>
<td>• 3 exams (50 points each)</td>
<td></td>
</tr>
<tr>
<td><strong>Group Project</strong></td>
<td>160</td>
</tr>
<tr>
<td>• Draft (30)</td>
<td></td>
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<tr>
<td>• Strategic marketing plan development (70)</td>
<td></td>
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<td>• Presentation (30)</td>
<td></td>
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<tr>
<td>• Peer evaluation (30)</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>415+</td>
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</tbody>
</table>

** Total points can be 415+ if some extra point opportunities are provided. Grades are not curved and will not be rounded. The points you earned will determine the grade you deserve. Final grades can only be changed to correct calculation or input errors on my part. Any issues concerning grading need to be called to my attention in writing within 3 days of receipt of the grading. Grades assigned at the end of the semester are NOT negotiable.**

Grading Scale

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>93-100%</td>
</tr>
<tr>
<td>A-</td>
<td>90-92.99%</td>
</tr>
<tr>
<td>B</td>
<td>83-86.99%</td>
</tr>
<tr>
<td>B-</td>
<td>80-82.99%</td>
</tr>
<tr>
<td>C</td>
<td>73-76.99%</td>
</tr>
<tr>
<td>C-</td>
<td>70-72.99%</td>
</tr>
<tr>
<td>D</td>
<td>60-66.99%</td>
</tr>
<tr>
<td>D+</td>
<td>67-69.99%</td>
</tr>
<tr>
<td>F</td>
<td>Below 60%</td>
</tr>
</tbody>
</table>

The following criteria will apply to the grading of assignments.

- **A**: Work that demonstrates not only a clear understanding of the material under study, but also a superior ability to utilize that material in the assignment. All criteria are met. The student’s work goes beyond the task and contains additional, unexpected or outstanding features.
- **B**: Work that demonstrates a good understanding of the material under study, and utilizes the material well in the assignment. The student meets the assignment criteria, with few errors or omissions.
- **C**: Work that fails to demonstrate a basic or technical understanding of the material under study, and fails to use relevant material in the assignment. Work may not address one or more criteria or may not accomplish what was asked.
- **F**: Work that is incomplete, inappropriate and/or shows little or no comprehension of the material under study.
COURSE STRUCTURE
This course will be taught 100% online combining standard e-learning with supplemental zoom conference sessions when necessary, along with online office hours each week. The course utilizes a discussion-oriented inverted classroom model wherein students are responsible for reviewing course materials BEFORE attempting quizzes and/or participating in web-meetings. This way allows students’ critical thinking as well as in-depth discussions of the subject matter. When required, zoom sessions will involve discussions about the readings/assignments or cases etc., which is communicated beforehand. Lecture slides also will be posted online each week.

Laptop/Computer Policy
Considering the online learning nature, students need to ensure a laptop/working computer with a camera (Mandatory).

Canvas
This course will use UNCG Canvas as a course management tool.
- **Account Setting:** Go to your Account -> Notifications -> Announcement -> Select “Notify me right away”. This way you would not be missed for any important update about the course. Excuses such as “I didn’t know it” are NOT accepted.
- It is the student’s responsibility to check Canvas regularly for important announcements, class materials, emails, grades, etc. No excuses such as “I didn’t know” will be accepted for any missed deadlines.

Online Office Hours
In addition, I offer **online office hours every week (Thursdays at 10-11 am)** through zoom link provided to students. You are welcome to ask any course related questions. But please note that the online office hour is NOT a tutoring session and 15 minutes will be the maximum for one student considering the number of students. So, please review/study the contents and ask specific questions.

Online Discussions
This course will have three online discussion board threads. Students are expected to contribute to these discussion boards. The topic/article and the specific guideline is available under the module that requires online participation.
- **Two parts (15 points):** Your own positing (10 points) should be posted by Thursday 11:59 pm for the corresponding week. Replies to others (5 points) should be posted by Friday 11:59 pm for the week. For reflection of fellow students’ postings: make sure your reflection shows your reading of their posting(s).
- To provide meaningful contributions/responses, it is crucial for you to be prepared for class. Remember all online responses should be concise, but meaningful and substantive. The standard is a 3 to 4 paragraphs incorporating required contents, chapters, and outside sources to support your statements. Sources must be cited and referenced.
- Although grading for your reflection of readings and other postings can be subjective, some criteria include:
  - Presenting the discussion going beyond simple repetition of case/article or facts.
  - Articulating, explaining and supporting positions on your ideas.
  - Being a good listener and also interacting with other fellow students.
o Offering ideas or resources and inviting a critique of them.
o Asking challenging questions of your peers.
o Reflecting on and re-evaluating personal opinions.

**Communication Board: What’s Going on in Class and You?**

I’ve created a discussion board, *What’s Going on in Class*, separate from online discussion board. The purpose this discussion board is to facilitate communication among students enrolled in the class. Utilize this discussion board for any communication. This way, you can reach out to your classmates or communicate any helpful information or even events about you to your classmates. Of course, you will get some help from others.

This board is NOT for any collaboration for individual work (if happens, it will be strictly and seriously handled). Also, please note that I do not participate in this discussion board, but I will still randomly check for a guidance purpose.

**Quizzes (Individual)**

There will be three quizzes (15 points per quiz) about class contents – mainly textbook Chapters. The purpose is to promote and reinforce students’ comprehension of key concepts. The reading of chapters and the quiz must be completed BEFORE attempting the quiz. Unless otherwise noted, the quizzes are due at 11:59 pm on Sunday. Note that a big benefit of having these quizzes is that it helps better and effective preparation for the exam.

**Exams (Individual)**

We will have three exams (50 points each). All online exams must be taken within the scheduled dates and times. **We will use Lockdown Browser for the online exam (instruction will be provided on Canvas).**

- Students must complete the exams before the stated deadlines. Make sure to mark on your calendar and plan accordingly. **The Rule is NO re-takes for any missed exam.** An extremely rare case of make-up exam may be considered only when 1) there is extreme emergency and 2) a written notice is given to the instructor at least 3 days prior to the exam day.

- **[EXTREMELY IMPORTANT]:** Given the online setting for exam-taking, any students’ unusual activities DURING the exam taking detected either by the instructor or the technical party at school will be seriously handled, which will result in F in this class. Once the student’s attempt to take the exam starts, students should NOT leave the website of the exam window until the exam taking is done. CANVAS system can detect suspicious activities of students DURING exams.

**Group Project**

Students will form teams of 3-4 students. I will provide multiple themes for this project & detailed guideline on Canvas. For fruitful project work, we will go through the following steps, along with group project sessions:

- **Group leader:** Group leader needs to be elected in the 3rd week after the group formation. Any group work-related communication to me (preferred to be sent by the group leader) SHOULD INCLUDE all members in the email. This rule is essential for everyone to be on the same page.
a. **Outline:** Submit a proposal (2-3 pages) about the company, brief discussion of the project and plan by the due date on the schedule. Not included in the grade but required for the project approval.

b. **Draft (30 points):** A draft is required by the date in the syllabus. Working on the project earlier enough will be very helpful for you to improve the quality of the work based on my feedback on much content as possible, which will help you improve the quality of the final report. Although the grade will be given based on the quality and the direction of the work, quantity is also important at this stage. 8-9 pages would be appropriate.

c. **Final Report (70 points):** Grade is based on 1) logical arguments based on extensive research using credible sources (most important), 2) proper citation, and 3) other details (grammars and required format etc.). Failure to comply the rules for written assignments will 10% lower the grade (see the rules and the penalty on page 4 of the syllabus).

d. **Presentation (30 points):** Presentation should be professional (e.g., good PowerPoint, professional attire, professional attitude etc.). The online submission of the final work involves: 1) PPT, 2) report, and 3) pre-recorded video.

e. **Peer Evaluation (30 points):** No free rider is expected in this class. For that reason, peer evaluation (30 points) will be done for the contribution of each member throughout the semester. Although we don’t want that happening, if any serious issues in a team occurs, contact me asap instead of waiting until the last minute. No such excuses of non-participation of members to the project will be accepted for the missed/lower quality group project.

**When serious conflicts exist among group members prohibiting productive work, you need to contact me ASAP. Don’t wait until the last minute **

**Zoom Sessions**
This course will involve zoom sessions when necessary. In such cases, the announcement will be sent out beforehand. Students should endeavor to participate in all, although the sessions will be recorded to allow access to students who are unable to participate in the live sessions. Please note, though, the video recordings will NOT be available on Canvas until the day following each session. So the best way is to participate in the session when required.

**Bonus Points**
There may be one or two extra credit opportunities. Losing these opportunities does not affect your final grade in a negative manner. In addition, anyone who correctly address and provide good help others’ questions about course (under Course Question in Discussion Board), I will give an extra point.

**COURSE POLICIES**

**DO NOT EMAIL Assignments to me & Late submission WILL NOT BE ACCEPTED.**
Please note the instructor does NOT grant extensions or provide makeup quizzes/assignments/group project. Students who fail to submit each assignment will earn a score of zero for that missed work. In the event of a technical problem that prevent the student from submitted an assignment by the due date, the instructor may grant an opportunity for the student
to complete it, **ONLY WHEN and strictly on the condition** that the student provides **CLEAR evidence of the technical problem.** Such evidence may be a screenshot of the error message that clearly shows the date and time the error occurred. Therefore, students are advised to ensure that they have a reliable computer and internet access ready before attempting each assignment – more importantly start the work with **ENOUGH** time to meet the deadline.

**Rules for ALL WRITTEN WORK**

a. Must be typed with **Times New Roman 12 font, 1.5-spaced,** and 1-inch margins all sides.

b. For individual work:
   o File name of assignment for upload: **MKT 326 - Last Name-Title of Assignment**
   o On the top left corner of the first page, provide your full name, course name, and name of assignment.

c. For group project:
   o File name of assignment for upload: **MKT 326 - Group Number - Title of assignment**
   **  (e.g., MKT 326 - Group 4 – Walmart - Draft)
   o On cover page, provide the title of project and all student names.

d. Use headings and paragraphs to organize your writing.

e. Check spelling, grammar, punctuations, and consistent formatting.

f. All references and quotations using American Psychological Association (Examples: http://owl.english.purdue.edu/owl/resource/560/01/). Jackson library also has a short summary of APA style guideline.

g. **No Wikipedia as a source** – anyone can add to or alter these entries and thus there are questions about the credibility of the information. Use library databases to search for articles and reports published in newspapers, trade magazines, and academic and business journals.

h. Late assignments will NOT be accepted. If accepted, the grade will be lowered on letter grade for every day late, including weekend days.

*****No compliance to these rules will lead to the following penalties. *****

   o Any incompliance of the rules described above – 10 points
   o Unnecessary wordiness - 10 points

**E-mail communication:**

When sending e-mails, be sure to put **the course name in the subject line** (e.g., **MKT 326 – Retailing**). **Address me properly** (e.g., Dr. Hwang, Professor Hwang) & **you:** **Show appropriate courtesy in the email.** You will get replied usually within 24 - 48 hours with very few exceptional cases (e.g., my conference attendance etc.). In such cases, I will notify you beforehand.

**Modification of class:**

Note that occasionally, changes in the schedule of the course, or in the assignments, are announced on Canvas. Materials may be added to increase your knowledge or efficiency in a particular subject area. It is your **responsibility** to connect with Canvas to stay abreast of changes, additional materials etc.
***** The instructor reserves the right to modify the syllabus, grading system, or calendar to better suit the course. *****

Professionalism & Courtesy in Class:
We subscribe to the UNCG professional standards. Students are required to be on time and turning off cell phones during class. Students should NOT work on unrelated tasks. The use of laptop, smartphone, and any recording device is prohibited in this class.

***** Any disrespectful or disruptive behavior may result in sanctions including point deduction in final grade, course failure or request to leave the class etc. *****

The examples of desirable and disruptive behaviors include:

<table>
<thead>
<tr>
<th>Desirable behavior</th>
<th>Disrespectful/Disruptive behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reading chapters before working on assignments</td>
<td>Unreasonable compliant about grade (e.g., arguing about grade when the work does not align with the guideline)</td>
</tr>
<tr>
<td>Asking questions related to the class</td>
<td>Claims for grade for what it was NOT done (e.g., asking for grade for the exam by claiming that it was taken but it was actually NOT)</td>
</tr>
<tr>
<td>Sharing own experiences that are relevant to the class</td>
<td>Any unprofessional behavior that interferes the learning environment of the class</td>
</tr>
<tr>
<td>Following the guideline in the syllabus and in the project guideline</td>
<td>Disrespectful communication to anyone</td>
</tr>
<tr>
<td>Contributing to group project as a responsible group member</td>
<td>Any type of recording of any communication</td>
</tr>
<tr>
<td></td>
<td>Any type of cheating for assignment, exams and quizzes</td>
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</tbody>
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Refer to the following for more details on school policies and procedures: [http://bae.uncg.edu/assets/faculty_student_guidelines.pdf](http://bae.uncg.edu/assets/faculty_student_guidelines.pdf)

The use of course materials
Course materials should be used only for this class: sharing any class material with others or posting any of class materials online is prohibited and will be strictly handled.

Academic honesty
As the university requires all members to be honest, I take academic misconduct very seriously. My responsibility is to promote honest behavior based on highest standards of honesty and integrity for the students. You, as a student, have a responsibility to report any condition facilitating dishonesty relevant to academic performance in any respect.

Any form of academic dishonesty including plagiarism or cheating will not be tolerated. Plagiarism may occur on any paper, report, or other work that is submitted to fulfill course requirements. This includes submitting work done by others such as others’ work on websites. Failing to cite reference properly will result in from re-doing the paper to zero point for an extreme case. Any copy of work done by other students in class or by previous students will result in from grade F on the assignment to request for expulsion from the class. Proof of academic dishonesty will result in a fail in this class. Violations of the Academic Honesty Guidelines will result in judicial action. Violation of the Guidelines includes cheating, plagiarism, bribery, misrepresentation, conspiracy and fabrication. ***
Personal digital assistant devices, cellular phones, and other electronic devices not allowed cannot be used during exams. Using any of these during an exam will be reported as a suspected case of Academic Misconduct and handled in accordance with University policy. Check the details: http://sa.uncg.edu/handbook/academic-integrity-policy/

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.

COVID-19 Health and Wellness
As UNCG returns to face-to-face course offerings in fall 2020, the campus community must recognize and address concerns about physical and emotional safety. As such, all students, faculty, and staff are required to uphold UNCG’s culture of care by actively engaging in behaviors that limit the spread of COVID-19. Such actions include, but are not limited to, the following:

- Wearing a face covering that covers both nose and mouth
- Observing social distance in the classroom
- Engaging in proper hand washing hygiene when possible
- Self-monitoring for symptoms of COVID-19
- Staying home if you are ill
- Complying with directions from health care providers or public health officials to quarantine or isolate if ill or exposed to someone who is ill.

Instructors will have seating charts for their classes. These are important for maintaining appropriate social distance during class and facilitating contact tracing should there be a confirmed case of COVID-19. Students must sit in their assigned seat at every class meeting and must not move furniture. Students should not eat or drink during class time. A limited number of disposable masks will be available in classrooms for students who have forgotten theirs. Face coverings will also be available for purchase in the UNCG Campus Bookstore. Students who do not follow masking and social distancing requirements will be asked to put on a face covering or leave the classroom to retrieve one and only return when they follow these basic requirements to uphold standards of safety and care for the UNCG community. Once students have a face covering, they are permitted to re-enter a class already in progress. Repeated issues may result in conduct action. The course policies regarding attendance and academics remain in effect for partial or full absence from class due to lack of adherence with face covering and social distancing requirements.
For instances where the Office of Accessibility Resources and Services (OARS) has granted accommodations regarding wearing face coverings, students should contact their instructors to develop appropriate alternatives to class participation and/or activities as needed. Instructors or the student may also contact OARS (336.334.5440) who, in consultation with Student Health Services, will review requests for accommodations.

**COVID-19 Spartan Shield Video**
UNCG Chancellor Frank Gilliam has challenged us to create a Culture of Care at UNCG where we all wear face coverings and social distance, less to protect ourselves but rather more to protect everyone around us. It shows that you care about the well-being of everyone around you. We have created this video featuring your student body presidents to better explain how and why this is so important. Please watch this video before the first day of classes. https://youtu.be/Mb58551qxEk

**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.
## TENTATIVE COURSE SCHEDULE  
(subject to change*)

<table>
<thead>
<tr>
<th>Day</th>
<th>Class focus</th>
<th>Due/Note</th>
</tr>
</thead>
</table>
| **Module 1**       | **Introduction & Syllabus**  
 **Ch 1. World of Retailing**  
 **Ch 2. Types of Retailer**  
 **Ch 3. Multichannel Retailing** | **Check syllabus**  
 **Post Your Introduction on Canvas**  
 **Quiz (Extra Points)** |
| **Module 2**       | **Ch 2. Types of Retailer**  
 **Ch 3. Multichannel Retailing** |                                                                        |
| **Module 3**       | **Ch 4. Customer Buying Behavior**                                         | **Chapter Quiz 1 (Ch 1-3)**  
 **Team Formation** |
| **Module 4**       | **Ch 5. Retail Market Strategy**                                          | **1st online discussion participation**  
 **your own posting (10 points) by Thursday**  
 **& replies to others (5 points) by Friday** |
| **Module 5**       | **Exam 1**                                                                  | **Ch1-5 and other materials covered.**  
 **(See Canvas for Date and Details)** |
| **Module 6**       | **Ch 7 & Ch 8. Retail Site Location**                                      | **Outline of group project** |
| **Module 7**       | **Ch 9. Information Systems and Supply Chain Management**                  | **2nd online discussion participation:**  
 **your own posting (10 points) by Thursday**  
 **& replies to others (5 points) by Friday** |
| **Module 8**       | **Ch 10. Customer Relationship Management**                                 | **Chapter Quiz 2 (Ch 9, 10)** |
| **Module 9**       | **Ch 11. Managing the Merchandise Planning Process**                       |                                                                        |
| **Module 10**      | **Exam 2**                                                                  | **Ch 7-11 and other materials covered.**  
 **(See Canvas for Date and Details)** |
| **Module 11**      | **Ch 12. Buying Merchandise**                                              | **Draft of term project** |
| **Module 12**      | **Ch 14. Retail Communication Mix**                                        | **3rd online discussion participation:**  
 **your own posting (10 points) by** |

*subject to change*
|                          | Ch 17. Customer Service (brief) | Chapter Quiz 4 (Ch 12, 14) |
| Module 14  (April 19 - 25) | Group Project Catch-Up Week | Group Project Due (Submissions by April 25: 1) presentation PPT & Recording, 2) Final Report, 3) Peer Evaluation) |
| Module 15  (April 26-28)    | **Exam 3**  
|                           | * April 28 is the last day of the class | Ch 12, 14, 16, 17, Some comprehensive questions (See Canvas for Date and Details) |