

Department of Consumer, Apparel, and Retail Studies
University of North Carolina at Greensboro

CRS 620 ANALYSIS OF APPAREL AND RELATED INDUSTRIES

*****6:00 – 7:00 PM ON WEDNESDAYS VIA ZOOM*****

*Most Wednesdays we will meet until 7:00 pm.
Please reserve your calendar until 7:30 pm for project presentations, etc.*

INSTRUCTOR: Dr. Elena Karpova
212 Stone Building
email: karpova@uncg.edu
Office Hour: Tuesdays, 1-2 pm, or by appointment on Zoom

COURSE DESCRIPTION:

Analysis of apparel and related industries from raw materials through consumption. Examination of production and marketing of products, technological developments, and domestic and global market strategies.

STUDENT LEARNING OUTCOMES:

Upon successful completion of this course, the student will be able to:

1. Analyze the characteristics of apparel and textile goods/industries, compared to other consumer products/industries.
1. Analyze trends in global and domestic apparel and related markets, including technological and sustainability developments.
2. Examine the changes and challenges of U.S. apparel, textile and retailing industries in the specific areas of production, consumption, marketing and supply chain management, and factors behind the trends/issues.
3. Critically evaluate company's value propositions and propose strategic solutions to increase its competitiveness.
4. Develop the ability to analyze/interpret various data to create new meaningful
5. knowledge.
6. Apply knowledge of the industry to create value propositions for apparel and related businesses and specific target consumers.

REQUIRED TEXTS:

The instructor has created a [Coursepack](#) from the Harvard Business School resources (<https://hbsp.harvard.edu/import/958465>). The Coursepack includes cases, readings, and simulation games to practice the concepts covered in the course. Each student is expected to purchase their own Coursepack (\$69.55) – you will not be able to share it for simulation games, which must be completed individually. You will need to create an account to access the Coursepack.

In addition, other required and optional readings are assigned and can be found on Canvas, "Modules", **eReserves** folder (see the Reading List below).

COURSE PARTICIPATION AND ATTENDANCE:

In your career, much of your interactions with colleagues, customers and suppliers will be online – negotiating, formulating plans together, strategizing, reporting, etc. Our discussions are your best opportunity to build these essential skills. Doing so requires everyone come to class prepared and being actively and professionally engaged during each class.

Absence from class will negatively impact your performance in the course. Students are expected to be actively engaged in class discussions. Class meetings will be conducted via Zoom, and students are expected to have their cameras on during the entire duration of the class.

ASSIGNMENTS:

No late assignments will be accepted. Generous time is given to complete assignments – plan accordingly. In the case of extenuating circumstances, notify the instructor immediately by email. Missing a class is not an excuse for not submitting the assigned homework by the due date.

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 WELLBEING:

Health and well-being impact learning and academic success. Throughout your time at the University, you may experience a range of concerns that can cause barriers to your academic success. These might include illnesses, strained relationships, anxiety, high levels of stress, alcohol or drug problems, feeling down, or loss of motivation. Student Health Services and The Counseling Center can help with these or other issues you may experience. 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 Student Health Center at 107 Gray Drive. For students in recovery from alcohol and other drug addiction, the Spartan Recovery Program (SRP) offers recovery support services. You can learn more about recovery support services by visiting <https://shs.uncg.edu/srp> or reaching out to recovery@uncg.edu.

It is my goal to create a learning experience that is as accessible as possible. If you anticipate any issues related to the format, materials, or requirements of this course, please contact me so that we can explore potential options. Students with disabilities may also wish to work with the Office of Accessible Resources and Services (OARS) to discuss a range of options to remove barriers in this course. Please visit the OARS website for additional information. If you have already been approved for accommodations through OARS, please let me know immediately.

COURSE ASSIGNMENTS AND GRADING:Weekly individual assignments (135 points = 9 assignments x 15 points)

The course is conducted in a seminar format, with readings, cases, simulations assigned for each week. To prepare for in-class discussions of readings and cases, students are expected to complete weekly individual assignments. The assignments should be completed individually by each student, following the UNCG Honor Code, and consist of your *original* thoughts, analysis, and judgements.

Follow assignment instructions closely and submit on Canvas ***on Mondays by the end of the day.***

Individual assignments are graded based on:

- a) completeness and accuracy of the response,
- b) original/creative ideas or solutions developed by student, and
- c) organization/logic and convention of the response.

There is a total of TEN individual assignments, the lowest grade for ONE individual assignment will be dropped by the end of the semester.

The instructor will randomly select fifty to sixty percent of all individual assignments for grading using the above criteria. The rest of the assignments will be graded based on completion.

Cases – preparing for and learning from cases is different from just reading a book chapter. In fact, some MBA courses and programs are *entirely* based on case-based learning. Review several short videos (each 4-5 minute long) that discuss how to prepare for and learn from cases (<https://appliedabstractions.com/2016/06/19/cases-how-to-prepare-for-and-learn-from-them-2/>).

Team assignments (40 points = 2 assignments x 20 points)

The team assignment is developed based on the week's student individual assignment. The assignment involves discussing the key issues and developing team's perspective to be presented and discussed during class.

The team assignments are ***due 4 pm on Wednesdays***. One submission per team. Team assignments are graded based on:

- a) the quality of the final statement developed by team (complete & accurate response that is easy to read and understand; contains original/creative ideas);
- b) the discussion process (different perspectives or solutions carefully considered by team).

Class Participation (100 points)

Learning is emergent, in that it is the result of reading and discussing the ideas and concepts that surface within the assigned articles and cases. It is expected that all students will actively and thoughtfully contribute to the teamwork and class discussions. Do not underestimate the impact that lack of participation has not just on one's grade, but on the overall learning outcomes that one gains from being actively engaged in discussion. Will be evaluated twice during the semester (40 points by midterm + 60 points by the end of the semester).

In the event of extenuating circumstances, students must notify the instructor before the class. Students might be able to complete an alternative assignment based on the material completed in the class (e.g., by watching the class video and preparing and submitting a typed summary within one week of the missed class).

Simulation games (55 points)

Two single-player simulation games will be used to apply and practice the course concepts. The simulations, which are included in the Coursepack, will be played multiple times so students will be able to evaluate and adjust their strategies to maximize performance.

Kontoor Project (70 points)

CRS 620 is partnering with [Kontoor Brands](#) for a Retail Analytics project. Kontoor team will introduce the project and its goals to the class and will help to evaluate it. Students will collect and analyze dotcom data for assigned retailer(s) and then apply the course concepts to present the results to the Kontoor teams.

Alex+Abby Project (100 points)

CRS 620 is partnering with [Alex+Abby](#), an e-commerce athleisure company. Company representative will introduce the project and its goals to the class and will evaluate team presentations. Professional presentation of the project by teams to the industry partners.

The grade breakdown is as follows:

- 100 points Class participation
 - 135 points Individual weekly assignments (9 x 15 points = 135)
 - 40 points Team assignments (2 x 20 points = 40)
 - 25 points Simulation game 1
 - 30 points Simulation game 2
 - 70 points Kontoor project
 - 100 points Alex+Abby project
- Total: out of 500 points possible

Grades are assigned on a scale of A, A-, B+, B, B-, C+, C, and F.

The letter grade breakdown is shown below:

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

The UNCG Academic Honor Code and Integrity Policy will be followed. Students are expected to be informed of the guidelines of the *UNCG Academic Integrity Policy* and will be required to sign their names indicating their adherence to the stated guidelines on all major work submitted.

Readings List 2022

<i>Date</i>	<i>Readings & Where to Find Them</i>
Week 1	Course overview
8/17 W	<ul style="list-style-type: none"> • Syllabus [Canvas] • Collis, D. J. & Rukstad, M. G. (2008). Can you say what your strategy is? <i>Harvard Business Review</i>, 86(4), 82-90. [Course eReserve / UNCG library] • Optional: Porter, M. (1996). What is strategy? <i>Harvard Business Review</i>, 74(6), 61-78. [Course eReserve]
Week 2	Introduction to strategy & industry analysis
8/24 W	<ul style="list-style-type: none"> • Casadesus-Masanell (2014). Introduction to Strategy. [Coursepack] • Optional: Porter, M. (2008). The five competitive forces that shape strategy. <i>Harvard Business Review</i>, 86(1), 78-93 [Course eReserve]
Week 3	Industry analysis and competitive advantage
8/31 W	<ul style="list-style-type: none"> • Casadesus-Masanell, R. (2014). Industry Analysis. [Coursepack]
Week 5	Data analytics
9/14 W	<ul style="list-style-type: none"> • Strategy simulation: Value Champion. [Coursepack]
Week 7	Value chain and competitive advantage
9/21 W	<ul style="list-style-type: none"> • Ghemawat & Rivkin (2014). Strategy Reading: Competitive Advantage. [Coursepack]
Week 8	Marketing strategy
9/28 W	<ul style="list-style-type: none"> • Case Walmart vs. Amazon. [Coursepack]
Week 10	Technology & innovation
10/19 W	<ul style="list-style-type: none"> • Case The YES: Reimagining the future of e-commerce with AI. [Coursepack] • Optional: Kim, W. & Mauborgne, R. (1999). Creating new market space. <i>Harvard Business Review</i>, 77(1), 83-93. [Course eReserve / UNCG library]
Week 11	Marketing strategy
10/12 W	<ul style="list-style-type: none"> • Dollan, R. (2019). Framework for marketing strategy formation. [Coursepack]
Week 12	Developing strategy
10/26 W	<ul style="list-style-type: none"> • Marketing Simulation. [Coursepack]
Week 13	Small business strategy
11/02 W	<ul style="list-style-type: none"> • Case Mented Cosmetics. [Coursepack]
Week 14	Sustainability as a business strategy
11/09 W	<ul style="list-style-type: none"> • Porter, M. & Kramer, M. (2006). Strategy and society. <i>Harvard Business Review</i>, 84(12), 78-92. [Course eReserve] • Optional: Speth, G. (2021). The new environmentalism must demand systemic change. <i>Truthout</i>. https://truthout.org/articles/the-new-environmentalism-must-demand-systemic-change/

TENTATIVE COURSE SCHEDULE 2022

Date	Topic	Required Readings	Assignments Due
Week 1			
8/17 W	Course overview. Introductions	Syllabus Collis & Rukstad (2008). Can you say what your strategy is? Optional: Porter (1996). What is strategy?	In-class syllabus quiz. In-class assignment based on the reading.
Week 2			
8/22 M	Introduction to strategy & industry analysis	Casadesus-Masanell (2014). Introduction to Strategy. Optional: Porter (2008). The five competitive forces that shape strategy.	Individual assignment 1 due 11:59 pm
8/24 W			Team assignment 1 due 4 pm
Week 3			
8/29 M	Industry analysis	Casadesus-Masanell (2014). Industry analysis.	Individual assignment 2 due 11:59 pm
8/31 W	Kontoor project introduction	Small group training for online retail data collection by the Kontoor team	
Week 4			
9/05 M	Labor Day Holiday		
9/06 T	Value proposition		Individual assignment 3 due Tuesday 9/06 @ 11:59 pm
9/07 W		Value propositions presentations to Kontoor. Strategy Simulation Intro: Value Champion	Team assignment 2 due 4 pm
Week 5			
9/12 M	Retail data analytics	Kontoor project	Kontoor project: complete online data due 5 pm
9/14 W	Strategy simulation Value Champion	Read and complete Strategy Simulation <i>round 1</i> . In-class Simulation debriefing & playing <i>round 2</i>	Strategy Simulation round 1 & reflection due 4 pm
Week 6			
9/19 & 9/21	Retail data analytics	In-class Kontoor project presentation practice.	Kontoor project presentation due 6 pm
Week 7			
9/26 M	Competitive advantage	Ghemawat & Rivkin (2014). Competitive Advantage.	Individual assignment 4 due 11:59 pm
9/28 W		Kontoor project presentation to Kontoor professionals	Kontoor project due
Week 8			
10/03 M	Retail analysis & strategy	Case Walmart vs. Amazon	Individual assignment 5 due 11:59 am
10/05 W		In-class case discussion	
Week 9			
10/10 M	Happy Fall Break		
10/12 W	Alex+Abby project intro	Project description	Individual assignment 6 due 5 pm

Date	Topic	Required Readings & In-Class Tasks	Assignments Due
Week 10			
10/17 M	Technology and Innovation	Case The YES: Reimagining the future of e-commerce with AI Optional: Kim & Mauborgne (1999). Creating new market space.	Individual assignment 7 due 11:59 pm
10/19 W		In-class case discussion. Marketing Simulation Intro.	
Week 11			
10/24 M	Marketing strategy	Dollan (2019). Framework for marketing strategy formation.	Individual assignment 8 due 11:59 pm
10/26 W	Alex+Abby project	No class	A&A project Part 1 due 11:59 pm
Week 12			
10/31M	Marketing Simulation	Read and complete Marketing Simulation <i>round 1</i>	Marketing Simulation round 1 & reflection due 11:59 pm
11/02 W		Simulation round 1 analysis & discussion. In-class Simulation debriefing and playing <i>round 2</i>	Marketing Simulation round 2 due 7 pm
Week 13			
11/07	Inclusion in fashion	Case Mented Cosmetics	Individual assignment 9 due 10 am
11/9 W		In-class case discussion	A&A project Part 2 due 11:59 pm
Week 14			
11/14 M	Sustainability as a business strategy	Porter & Kramer (2006). Strategy and society. Optional: Speth (2021). The new environmentalism must demand systemic change.	Individual assignment 10 due 10 am
11/16 W	Alex+Abby	Team meetings with instructor	
Week 15			
11/21 M	Alex+Abby	Alex+Abby project work	A&A project Part 3 due 11:59 pm
11/23 W	Thanksgiving Break	No class	
Week 16			
11/30 W		Project presentations	Alex+Abby final project due 5 pm