

**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 2023

INSTRUCTOR

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Or by appointment

Teaching Assistant: Mr. Hasan Sheikh (mhsheikh@uncg.edu)

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, 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 must 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
Three Assignments	300
Course Project – Develop a Business Plan and Pitch Video for a Socially Responsible Fashion Retailer	300

Discussion Sessions (10 Discussion Sessions for 10 weeks)	260
Total	1100

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

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
Three Assignments	300
Sustainable Apparel and Retail Business Case Study: Harvard Business (Retail) Case Analysis	100
Course Project – Develop a Business Plan and Pitch Video for a Socially Responsible Fashion Retailer	300
Discussion Sessions (10 Discussion Sessions for 10 weeks)	260
Total	1200

For **graduate students**, your Final Grade (%) = Total points you have earned / 1200

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.

▪ **Three Assignments**

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

▪ **Course Project – Developing a Business Plan and Pitch Video for a Socially Responsible Fashion Retailer**

(Both undergraduate and graduate students; team project)

- ❖ The overall goal of the competition is to empower students to become change agents through the application of *socially responsible business practices*. As entrepreneurs, students will develop a practical understanding of the challenges of running a “truly” *socially responsible business fashion business*.
- ❖ Students are to invoke an entrepreneurship mindset, empowered to incorporate *Triple Bottom Line* practices in the development of a business plan for a *socially responsible fashion retailer*. The business plan may be for any classification of retailer, including re-commerce.

All Components of the paper need to be put together clearly and professionally.

Students will submit their teamwork papers, posters, and pitch videos.

Detailed requirements for the project will be provided.

▪ **Sustainable Apparel/Retail Business Case Study: Harvard Business (Apparel Retail) Case Analysis (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 of the paper 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

Health and well-being impact learning and academic success. Throughout your time in 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 Anna M. Gove Student Health Center at 107 Gray Drive. For undergraduate or graduate students in recovery from alcohol and other drug addiction, The Spartan Recovery Program (SRP) offers recovery support services. You can learn more about recovery and recovery support services by visiting <https://shs.uncg.edu/srp> or reaching out to recovery@uncg.edu

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.

COVID-19 HEALTH AND SAFETY ISSUES

(Approved by Faculty Senate on November 22, 2021)

As we return for spring 2022, 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. These actions include, but are not limited to:

- Following face-covering guidelines
- Engaging in proper hand-washing hygiene
- Self-monitoring for symptoms of COVID-19
- Staying home when 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
- Completing a self-report when experiencing COVID-19 symptoms, testing positive for COVID-19, or being identified as a close contact of someone who has tested positive
- Staying informed about the University's policies and announcements via the COVID-19 website

Instructors will have seating charts for their classes. These are important for facilitating contact tracing should there be a confirmed case of COVID-19. Students must sit in their assigned seats at every class meeting. Students may move their chairs in class to facilitate group work, as long as instructors keep seating chart records. 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 are also available for purchase in the UNCG Campus Bookstore.

Students who do not follow masking requirements will be asked to put on a face covering or leave the classroom to retrieve one and only return when they follow the basic 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 other 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.

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Course Topics and Tentative Course Schedule for Spring 2022

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.

Week	Date	Topics and Assignments	Due
1	Jan 9-15	Course Overview Ch1 – Introduction to the World of Retailing Ch2 – Types of Retailers	Read Syllabus and Ch1 and Ch2
2	Jan 16-22	Ch3 – Multichannel and Omnichannel Retailing Ch4 – Customer Buying Behavior <u>Discussion #1</u> <u>Assignment #1 (Ch1-Ch4)</u>	<i>Discussion #1 Due on 01/22</i>
3	Jan 23-29	Ch5 – Retail Market Strategy <u>Discussion #2</u> <u>Assignment #2 (Ch5, Ch7, Ch8, Ch9, and Ch10)</u>	<i>Discussion #2 Due on 01/29</i> <i>Assignment #1 Due on 01/29</i>
4	Jan 30 -- Feb 05	Ch7 – Retail Location Ch8 – Retail Site Location <u>Discussion #3</u>	<i>Discussion #3 Due on 02/05</i>
5	Feb 06-12	Ch9 – Information Systems and Supply Chain Management <u>Discussion #4</u>	<i>Discussion #4 Due on 02/12</i>
6	Feb 13-19	Ch10 – Customer Relationship Management <u>Discussion #5</u>	<i>Discussion #5 Due on 02/19</i> <i>Assignment #2 Due on 02/19</i>
7	Feb 20-26	Midterm Exam (Ch1 – Ch5, and Ch7 – Ch10)	Midterm Exam Due on 02/26
8	Feb 27 -- Mar 05	Ch12 – Buying Merchandising Ch13 – Retail Pricing <u>Discussion #6</u> <u>Assignment #3 (Ch12, Ch13, Ch14, Ch15, Ch16, and Ch17)</u>	<i>Discussion #6 Due on 03/05</i>

9	Mar 06-12	SPRING BREAK	
10	Mar 13-19	Ch14 – Retail Communication Mix Ch15 – Human Resources and Managing the Store <u>Discussion #7</u>	<i>Discussion #7 Due on 03/19</i>
11	Mar 20-26	Ch16 – Store Layout, Design, and Visual Merchandising Ch17 – Customer Service <u>Discussion #8</u>	<i>Discussion #8 Due on 03/26</i> <i>Assignment #3 Due on 03/26</i>
12	Mar 27 -- Apr 02	Course Project – <i>Developing a Business Plan and Pitch Video for a Socially Responsible Fashion Retailer</i> (Both undergraduate and graduate students) <i>Sustainable Apparel/Retail Business Case Study: Harvard Business (Retail) Case Analysis</i> (Graduate students) <u>Discussion #9</u>	<i>Discussion #9 Due on 04/02</i>
13	Apr 03-09	Course Project Continue (Both undergraduate and graduate students): <i>Developing a Business Plan and Pitch Video for a Socially Responsible Fashion Retailer</i> <i>Sustainable Apparel/Retail Business Case Study Continue</i> (Graduate students) <u>Discussion #10</u>	<i>Discussion #10 Due on 04/09</i>
14	Apr 10-16	Course Project Continue (Both undergraduate and graduate students) <i>Sustainable Apparel/Retail Business Case Study Continue</i> (Graduate students)	Course Project (Paper) Due on 04/16
	Apr 17-23	Course Project Continue (Both undergraduate and graduate students) <i>Sustainable Apparel/Retail Business Case Study (for Graduate Students) Due on 04/20</i>	
15	Apr 24-30	Q&A Session and Preparation of the Final Exam <i>Course Project (Video & Poster) Due on 04/24</i>	
16	May 01 - 04	Final Examination (Ch12 – Ch17) Due on Wednesday, May 3 (before 11:59pm)	

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.