MCS\*4060 Retail Management

Fall 2022  
0.5 Credits

# **General Course Information**

**Instructor: Stephanie Wong**

***Email:*** [swong24@uoguelph.ca](mailto:bmckenzi@uoguelph.ca)

**Office Location:** MINS 205

***Office Hours:*** Email to book an appointment

***Department/School:*** Marketing and Consumer Studies

**Teaching Assistant:** TBC

**Class Schedule:** Mon/Wed – 11:30am-12:50pm

**Room:** MINS 103

**Pre-requisites: 14.00 credits**

**Restriction(s): Registration in BCOMM.MKMN, BCOMM.MKMN:C. This is a Priority Access Course. Some restrictions may apply during some time periods. Please contact the department for more information.**

# **Course Description**

This course encompasses a comprehensive view of the retailing sector and an application of marketing concepts in both the domestic and international retail marketplace. Key topics include retail format selection, retail management strategy, target shopper analysis, site selection, and merchandise planning. Additional focus will include the buying, financial analysis, and pricing activities involved in retail operations. The course will also investigate the evolving nature of e-commerce and retail supply chain management issues and opportunities.

# **Course Learning Outcomes**

The learning outcomes for this course include:

1. Demonstrate knowledge/recall – the student will be expected to be able to expand their existing knowledge about facts relating to retail operations and management
2. Demonstrate comprehension/knowledge – the student will be expected to be able to summarize, contrast, estimate, differentiate, discuss different retail formats
3. Demonstrate the ability to apply facts and knowledge - compute, determine, develop, predict, solve retail management challenges
4. Demonstrate the ability to analyze - prioritize, differentiate, identify retail operations and management opportunities
5. Demonstrate the ability to synthesize - create, design, generate, integrate, structure a retail management project
6. Demonstrate the ability to evaluate - conclude, critique, decide, defend, justify, recommend retail operations and management decisions and recommendations

# **Course Resources**

## Required Text and Other Resources

This course uses a variety of materials and resources.

**Required Textbook**



Title: RETAILING MANAGEMENT (Canadian Edition)

Author(s): Michael Levy, Barton A. Weitz, Dhruv Grewal, Michael Madore

Edition / Year: 6th Canadian Edition

Publisher: McGraw Hill

ISBN10: 1260333353 | ISBN13: 9781260333350 **(CONNECT version)**

**Important note: You are required to purchase the CONNECT version of Retailing Management, 6th Canadian Edition to complete the course activities and/or assessments. Our online quizzes will ONLY be accessible through CONNECT, therefore this version is mandatory.**

You may purchase the textbook at the Guelph Campus Co-op Bookstore or the University of Guelph Bookstore.

http://www.bookstore.uoguelph.ca/

http://www.bookstore.coop/

**Course Materials**

There is a required textbook **(CONNECT version)** for this course – see above. **Connect is a required component of this course with 40% of your grade associated to it.** All quizzes in this course will be run on the Connect platform, without Connect students will not be able to access the quizzes. Students in financial distress situations, who cannot purchase the Connect textbook, should contact the instructor to discuss alternatives.

**Supplementary Materials**

This course may include supplementary materials. These materials are meant to supplement the required readings and course content. You can explore the materials at your own pace. To access these materials, select Content on the CourseLink navbar to locate Supplementary Materials in the table of contents panel.

**Course Website**

This course has a website (see http://courselink.uoguelph.ca/). All announcements pertaining to the required and recommended readings, assignments and updates will be posted here. You will also be able to access any handouts you may have missed through this site. It is recommended that you log in to your course website every day to check for announcements, access course materials, and review the weekly schedule and assignment requirements. This website will act as our main source of communication.

Please post any questions you feel are of importance to the whole class on this site. If you have questions specifically for me, please email me directly at **swong24@uoguelph.ca**.

I will be communicating with you via your central email account from time to time. You are required to check this account on a regular basis. Please be advised that I will not edit my mailing list (nor respond to) non-University of Guelph accounts.

While I endeavour to check my email daily, students can reasonably expect a response from me within 48/72 hours.

# **Course Assessment**

## Method and timing of Evaluation

Your performance will be evaluated based on the following:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | *.* |  | **Associated Learning Outcomes** | **Due Date/ location** |
| **Assessment 1:** | 40% | In-Class Quizzes | LO1, LO2, LO3 | *Week 2~12 In-Class* |
|  |  |  |  |  |
| **Assessment 2:** | 20% | In-Class Participation | LO1, LO2, LO3, LO4, LO6 | *Week 2~12 In-Class* |
|  |  |  |  |  |
| **Assessment 3:** | 20% | Final Group Presentation | LO1, LO2, LO3, LO4, LO5, LO6 | *During the class meeting for the assigned group* |
|  |  |  |  |  |
| **Assessment 4:** | 20% | Final Group Written Report | LO1, LO2, LO3, LO4, LO5, LO6 | *Tuesday Nov 22nd at 9:00am (dropbox on CourseLink)* |
|  |  |  |  |  |
| **Total** | **100%** |  |  |  |

## *In-Class Quizzes (individual)*

## Percentage: 40% of Final Grade

## There will be a total of 5 quizzes (8% each).

## Quizzes MUST be completed in-class/in-person. Remote access to quizzes from outside the classroom will not be permitted and will result in score of zero for that quiz.

## Quizzes will cover both materials discussed in the lectures, as well as assigned readings and videos.

## Quizzes can ONLY be accessed through CONNECT. Students are responsible for their own electronic device and device functionality in order to access the quiz on CourseLink while in class. Note that our classroom may not have any available electric outlets. Therefore, it is student responsibility to have a fully charged device to access the quiz.

## Please be advised that the instructor may not be able to touch upon every topic in the chapter due to time limitations. However, it is the responsibility of the student to read all concepts in the chapter for quizzes and ask for clarification, if needed.

## *In-class Participation (individual)*

**Percentage: 20% of Final Grade**

There will be a total of 12 participation opportunities – your top 10 participation scores will count towards your final grade (2% each). In-person attendance is mandatory to earn participation grades. Absence from class will result in a grade of zero for that day.

* ***Case discussions*:** On case discussion days, you will be required to read assigned cases **PRIOR** to coming to class. The assigned case materials will not be summarized and will be **DISCUSSED** from the very beginning of class, therefore prior preparation is required. The themes and learnings in the cases are timed to reflect the chapter that was covered in the previous class. The discussion will centre around the identification of managerial problem, tools/frameworks to solve the problem, analysis, and recommendations.
* Participation points will be given to comments/questions that contribute to the richness of the discussion and move the discussion forward. Regurgitation of facts from the cases will not earn points.
* ***Guest speakers*:** On guest speaker days, participation points will be given to thoughtful comments/questions that contribute to the discussion with our guest speakers. You should arrive prepared to guest speaker presentations with prepared questions/comments regarding our guest speakers’ industry/company/position. I expect you to be actively engaged in the conversations with our guest speakers.
* ***Final Project Presentation Peer evaluations*:** There will be two Final Project Presentation days. Participation points will be earned by students who attend their fellow student groups’ presentations and ask thoughtful questions demonstrating they listened attentively. There may also be an opportunity to complete peer evaluations at the end of the presentation. More details will be shared in class prior to project presentation days.

## *Final Project Presentation and Written report (group)*

## Percentage: 40% of Final Grade (Presentation 20% + Written report 20%)

The Final Project grade will include an in-person presentation and a written report to be completed as a group. More details will be shared in class and on CourseLink.

**Throughout the semester:**

The purpose of the varied types of assignments and evaluation methods is to allow the student to experience and develop a number of different skill sets such as written and verbal communication.

**Final Project presentation days conflict:** Students are responsible for ensuring that they do not have a time conflict during Final Project presentation days. Your group’s final project presentation will not be rescheduled due to individual conflicts. If there are significant scheduling conflicts, then please consult your academic advisor to address the conflicts. You are not permitted to enroll in this course if you have a time conflict with another course.

*Extensions will only be granted based on extenuating circumstances and must be discussed with the instructor. See your Undergraduate Calendar for the regulations regarding illness and compassionate grounds. Please note: vacation travel, moving house, other course preparation, or outside work commitments will not be accepted as valid reasons for missing deadlines.*

*If you are registered with the Centre for Students with Disabilities and will require some form of accommodation in the completion of the required learning activities for this course, please meet with me during the first week of classes.*

# **Course Philosophy and Approach**

*As this course is an upper year elective, there is a high expectation that all students wish to, and have, a keen interest in the study of retail operations and management. The philosophy of this course is that there is less concern on specific facts, and more focus on how the student thinks. The expectation is that the student, upon completing this course, will have developed the tools and skills necessary to potentially work directly or indirectly in the retail trade sector.*

*Thus, the view for this course is that the most effective and efficient use of classroom time aims at reinforcing or clarifying what the student has tried to learn on an individual basis* ***before*** *entering the classroom. For this reason, it will be assumed that the student has carefully read the assigned material and made a reasonable effort to prepare solutions to the assigned problems* ***PRIOR*** *to the class. These materials will be* ***DISCUSSED*** *in class.*

*In this course, much of your time will be spent in class/peer interaction. This enables you to share ideas and to improve communication skills. Through interaction, you will discover for yourself the meaning of concepts, the subtleties inherent in everyday business situations, and the rationales for various solutions to managerial problems. To achieve effective interaction, I have three expectations:*

***Attendance.*** *Because interaction is central to the richness of this course, and 60% of your total grade relies on activities (in-class quizzes and participation) that must be completed in the classroom, I expect you to attend every class. Valid reasons for absence include serious illness and family emergencies. Studying for exams, completing assignments for other classes and outside work commitments are not valid reasons to miss class.*

***Preparation.*** *You are expected to read assigned material in advance and to be fully prepared for class discussion. You may be called upon to begin the class and to contribute to discussion at any time. Unsupported opinion will not substitute for informed discussion. Adequate preparation is the only way to avoid embarrassment.*

***Group work.*** *You will participate in group work during the term. The group should address group problems or conflict in a timely fashion.*

*[Instructor reserves the right to change the group formation (if required)]:*

* *Students will be assigned to groups randomly, each consisting of (on average) 5 members. Every group will work together to complete the Final Project Presentation and Written report.*
* *Be prepared to be held accountable by your team. Be firm with a free rider. Do not tolerate careless work or missed deadlines. It can damage the overall quality of the project. If a free rider doesn’t get the message, assemble the group and confront him/her directly [in an amicable way], outlining the agreed upon responsibilities for each member.*
* *If it still does not work, a group has a right to drop a member who is not taking responsibility. However, if this is to be done, the last date to drop a group member from the Final Project Presentation and Written report is November 1st, 2022. A group cannot drop a member after this date. If a group decides to drop a member, the group coordinator is to send an email to all group members with CC to the instructor. A member cannot be dropped from any report/activity without giving advanced notice to the instructor. In this case, the dropped member will need to complete all remaining group assignments (ie: Final Project Presentation and Written report) on their own, or be awarded ZERO on the assignments.*
* *Please note that an INDIVIDUAL member cannot elect to voluntarily walk out of a group. An individual Final Project Presentation and Written report from a member who has voluntarily left their group will not be accepted. If a student decides not to work with the group, s/he shall be awarded ZERO on the final project presentation and written report.*

**Teaching and Learning Practices**

**Lectures:**  In-class meetings will be used to go over key concepts related to retail management and to answer questions pertaining to lecture & textbook materials. Assigned readings are expected to be completed prior to class.

**In-class Case Discussions:** Assigned cases should be reviewed in detail prior to class. You should be ready to discuss the case, your analysis, and recommendation for each class. I expect you to be actively engaged in the discussion – to contribute regularly and to take a leadership role in moving the discussion forward. I believe we are all equally responsible for the quality of the discussion, and that the value of the course depends on the individual contributions of each participant.

**Guest Speakers:** There will be two guest lectures delivered by industry practitioners from the Retail/Sales/Marketing sector covering their careers and challenges faced in today’s current retail/marketing climate.

**Final Project Presentation & Written Report:** The objective of the group project is to utilize all retail management learnings gained during the semester in developing a retail business plan. The details of the group project and its deliverables will be explained in class.

* **Written Report:** Each group will be required to submit an electronic copy of their written report to the ***CourseLink dropbox by Tuesday Nov 22nd at 9am***. Any late submission will receive a minimum of 10% deduction for each 24-hour period it is late.
* **Presentation:** Each group must present their retail business plan to the class. The objective of the presentation is to convince your classmates that you developed a business plan for a viable retail store launch. It is important for groups to be able to answer questions and justify their plan recommendations.

**Tentative Course Schedule**

It is strongly recommended that you follow the course schedule provided below. The schedule outlines what you should be working on each week of the course and lists the important due dates for the assessments. By following the schedule, you will be better prepared to complete the assessments and succeed in this course.

Students must come to lecture having pre-read the assigned textbook chapter(s) & case(s) and be prepared to discuss materials.

| **Class** | **Date** | **Topic/Activity** | **Readings/Preparation/Assignments** |
| --- | --- | --- | --- |
| 1 | Monday Sept 12th | Introduction to Course:   * Course details & assessments will be discussed | Prepare to discuss your thoughts on the retail sector   * **Review CourseLink:** Welcome & Course Outline * **Buy Textbook** (CONNECT version is mandatory) * **Student Introduction:** Post introduction on CourseLink in Discussion -> Student Introduction * **Final Project:** Connect with your group members |
| 2 | Wednesday Sept 14th | Lecture | **Pre-read Ch 1:** Introduction to the World of Retailing |
| 3 | Monday Sept 19th | Case + participation (2%) | **Pre-read Case 1:** The Last days of Target  **Pre-read Case 2:** Find “Good Stuff Cheap” at Ollie’s Bargain Outlet |
| 4 | Wednesday Sept 21st | Lecture + quiz (8%) | **Pre-read Ch 3:** Customer Buying Behaviour  **Quiz #1:** Ch 1 & 3 |
| 5 | Monday Sept 26th | Case + participation (2%) | **Pre-read Case 3**: Sobeys Finds Its Fit with the Urban Crowd: Customer Behaviour  **Pre-read Case 5:** Attracting Millennials to a Retail Career |
| 6 | Wednesday Sept 28th | Lecture + quiz (8%) | **Pre-read Ch 4:** Retail Market Strategy  **Quiz #2:** Ch 4 |
| 7 | Monday Oct 3rd | Case + participation (2%) | **Pre-read Case 6:** Starbuck’s Expansion into China  **Pre-read Case 7:** Build-A-Bear Workshop: Where Best Friends Are Made |
| 8 | Wednesday Oct 5th | Guest speaker participation (2%) |  |
| 9 | ***Monday Oct 10th*** | ***Thanksgiving Holiday – no class*** |  |
| 10 | Wednesday Oct 12th | Lecture | **Pre-read Ch 5:** Retail Locations Strategy – Trade Area Decisions and Site Assessment |
| 11 | Monday Oct 17th | Case + participation (2%) | **Pre-read Case 10:** Vivah Jewellery: Location Strategy  **Pre-read Case 11:** Stephanie’s Boutique: Store Strategy |
| 12 | Wednesday Oct 19th | Lecture + quiz (8%) | **Pre-read Ch 6:** Store Design, Layout and Visual Merchandising strategy  **Quiz #3:** Ch 5 & 6 |
| 13 | Monday Oct 24th | Case + participation (2%) | **Pre-read Case 12:** Innovating the In-Store Experience  **Pre-read Case 13:** A Musical Quandary in an Italian Restaurant |
| 14 | Wednesday Oct 26th | Lecture | **Pre-read Ch 7:** International Retailing Strategy |
| 15 | Monday Oct 31st | Case + participation (2%) | **Pre-read Case 9:** Blue Tomato: Internationalization of a Multichannel Retailer  **Pre-read Case 14**: Home Depot: Opportunities and Challenges in China |
| 16 | Wednesday Nov 2nd | Lecture + quiz (8%) | **Pre-read Ch 10:** Buying Strategies  **Quiz #4:** Ch 7 & 10 |
| 17 | Monday Nov 7th | Case + participation (2%) | **Pre-read Case 17:** Diamonds from Mine to Market  **Pre-read Case 19:** Capital Sportswear: Buying |
| 18 | Wednesday Nov 9th | Lecture | **Pre-read Ch 11:** Retail Pricing |
| 19 | Monday Nov 14th | Lecture + quiz (8%) | **Pre-read Ch 14:** Appealing to the Customer: Retail Communication Mix  **Quiz #5:** Ch 11 & 14 |
| 20 | Wednesday Nov 16th | Guest Speaker participation (2%) |  |
| 21 | Monday Nov 21st | Final Project working session |  |
| 22 | Wednesday Nov 23rd | Project Presentations: 1st Half  Participation (2%) | ALL WRITTEN PROJECTS POSTED TO DROPBOX BY TUESDAY NOV 22ND 9:00am FOR ALL GROUPS  Complete Peer Presentation Evaluations |
| 23 | Monday Nov 28th | Project Presentations: 2nd Half  Participation (2%) | Complete Peer Presentation Evaluations |
| 24 | Wednesday Nov 30th | Course wrap up & discussion (2%) | Provide feedback on course |

*Note: The schedule of learning activities & readings may require modification from time to time. Any changes will be announced in class and/or on our Courselink page.*

# **Course Policies**

## Grading Policies:

## Unless you have discussed a potential extension at least 1-week ahead of the due date with the instructor, late penalties of 10% of the total grade earned per day (including weekends) will be assigned to any assessment (i.e. deducted from the total mark). Extensions will only be granted on the basis of valid medical or personal reasons, and need to be requested via email to the instructor as soon as possible. Late assignments will not be accepted once graded assignments have been returned officially to the class at large, unless circumstances permit and alternative arrangements have been made.

## Students who find themselves unable to meet course requirements by the deadlines or the criteria expected because of medical or personal reasons, should review the regulations on academic consideration in the Academic Calendar and discuss their situation with the instructor, program counselor or other academic counselor as appropriate.

## <http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-grds.shtml>

## Missed Assignments:

## A grade of zero will be assigned if you fail to submit an assignment unless you are ill or have other compassionate reasons. Please read your Undergraduate Calendar for the regulations regarding illness and compassionate grounds. Please note, vacation travel, moving house, or outside work commitments will not be accepted as valid reasons for missing deadlines.

## If you have religious observances which conflict with the course schedule or if you are registered with Student Accessibility Services, please contact the course instructor to make arrangements for your assessment if appropriate.

## University Policies

## All students are expected to abide by the University’s academic regulations in the completion of their academic work, as set out in the undergraduate calendar (see http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/index.shtml). Some regulations are highlighted below:

## Academic Misconduct

The University of Guelph is committed to upholding the highest standards of academic integrity and directs all members of the University community – faculty, staff and students – to be aware of what constitutes academic misconduct and to do as much as possible to prevent academic offences from occurring. The University of Guelph takes a serious view of academic misconduct, and it is your responsibility as a student to be aware of and to abide by the University’s policy. Included in the definition of academic misconduct are such activities as cheating on examinations, plagiarism, misrepresentation, and submitting the same material in two different courses without written permission.

To better understand your responsibilities, read the Undergraduate Calendar at: <http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-amisconduct.shtml> You are also advised to make use of the resources available through the Learning Commons (<http://www.learningcommons.uoguelph.ca/>) and to discuss any questions you may have with your course instructor, teaching assistant, Academic Advisor or Academic Counselor.

Students should be aware that faculty have the right to use software to aid in the detection of plagiarism or copying and to examine students orally on submitted work. For students found guilty of academic misconduct, serious penalties, up to and including suspension or expulsion from the University can be imposed.

## Academic Consideration

Students who find themselves unable to meet course requirements by the deadline or criteria expected because of medical, psychological or compassionate circumstances beyond their control, should review the regulations on Academic Consideration in the Undergraduate Calendar (<http://www.uoguelph.ca/undergrad_calendar/c08/c08-ac.shtml>) and discuss their situation with the instructor, Program Counsellor or Academic Advisor as appropriate.

## Religious Holidays

Should a student need to miss scheduled tests, mid-term examinations, final examinations, or requirements to attend classes and participate in laboratories for religious reasons, please advise the instructor within two weeks of the distribution of this course outline so that alternate arrangements can be made. For further information see <http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-accomrelig.shtml>

# **University Grading Scheme**

This course follows the University grading scheme outlined in the University Calendar:

|  |  |  |
| --- | --- | --- |
| A+ | 90-100% | **Excellent:** An outstanding performance in which the student demonstrates a superior grasp of the subject matter, and an ability to go beyond the given material in a critical and constructive manner. The student demonstrates a high degree of creative and/or logical thinking, a superior ability to organize, to analyze, and to integrate ideas, and a thorough familiarity with the appropriate literature and techniques. |
| A | 85-89 |
| A- | 80-84 |
| B+ | 77-79 | **Good:** A more than adequate performance in which the student demonstrates a thorough grasp of the subject matter, and an ability to organize and examine the material in a critical and constructive manner. The student demonstrates a good understanding of the relevant issues and a familiarity with the appropriate literature and techniques. |
| B | 73-76 |
| B- | 70-72 |
| C+ | 67-69 | **Acceptable:** An adequate performance in which the student demonstrates a generally adequate grasp of the subject matter and a moderate ability to examine the material in a critical and constructive manner. The student displays an adequate understanding of the relevant issues, and a general familiarity with the appropriate literature and techniques. |
| C | 63-66 |
| C- | 60-62 |
| D+ | 57-59 | **Minimally acceptable:** A barely adequate performance in which the student demonstrates a familiarity with the subject matter, but whose attempts to examine the material in a critical and constructive manner are only partially successful. The student displays some understanding of the relevant issues, and some familiarity with the appropriate literature and techniques. |
| D | 53-56 |
| D- | 50-52 |
| F | 0-49 | **Fail:** An inadequate performance. |

## Code of Conduct – The Top Ten

As a student in the Department of Marketing and Consumer Studies, Lang School of Business and Economics at the University of Guelph, you are a member of a scholarly community committed to improving the effectiveness of people and organizations, and the societies in which they reside, through ground-breaking and engaging scholarship and pedagogy.  We seek to promote a comprehensive, critical, and strategic understanding of organizations, including the complex interrelationship between leadership, systems (financial and human) and the broader social and political context.  And we prepare graduates for leadership roles in which organizational objectives, self-awareness, social responsibility and sustainability are primary considerations.

In keeping with this commitment, we expect all of our students (indeed – all members of our community) to act in a professional and respectful manner to fellow students, staff and faculty, as well as to members of the broader university and local community. This expectation is very much in keeping with your preparation for a professional career.

The following conduct is expected of all our students:

1. Come to class prepared to learn and actively contribute (having completed assigned readings, learning activities etc.).
2. Approach your academic work with integrity (avoid all forms of academic misconduct).
3. Arrive on time and stay for the entire class. If you happen to be late, enter the classroom as quietly as possible. At the end of class, apologize to the faculty member for the interruption. If you must leave class early, alert the faculty member in advance.
4. If you know in advance that you are going to miss a class, send an email to the faculty member letting him/her know that you will be absent, with a brief explanation.
5. While in class, refrain from using any written material (e.g., newspaper) or technology (e.g., the Internet, computer games, cell phone) that is not relevant to the learning activities of that class. Turn off your cell phone at the start of each class.
6. Listen attentively and respectfully to the points of view of your peers and the faculty member. Don’t talk while others have the floor.
7. Raise your hand when you wish to contribute and wait to be called upon. Challenge others appropriately, drawing on reason and research rather than unsubstantiated opinion, anecdote and/or emotion. Keep an open mind and be prepared to have your point of view challenged.
8. When sending emails to faculty, apply principles of business writing; use a professional and respectful style (use a formal salutation, check for spelling and grammatical errors, and avoid slang and colloquial short forms).
9. When making a presentation, wear business attire.
10. Provide thoughtful feedback at the completion of all courses (we are committed to continuous improvement but need your input to help us decide what to focus on).

# Reviewed and approved by Chair of Department of Marketing and Consumer Studies

MCS\*4060 Retail Management

Fall 2022

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| --- | --- |
| **Date Submitted to Chair:** |  |
| **Chair Signature (Approval):** | **Tirtha Dhar** |
| **Date Approved by Chair:** | **5/9/2022** |

**Do not post this page for students or on Course Link**