MAR 4232 Retail Management Syllabus
Spring 2014 Term

Instructor: Norman S. Stern  
Office Hours: M-W 9:00-11:30AM  
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CRN# 10320  
Day: Mon-Wed  
Class Time: 2:00-3:15 PM  
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Note: Students may save money by downloading the text on www.coursesmart.com

Course Prerequisite: Junior Standing; MAR 3023

COURSE OBJECTIVES & STUDENT LEARNING OUTCOMES
Upon successful completion of the course, students should be able to:

1) Demonstrate an understanding of how retailers develop a retail mix to build a sustainable competitive advantage.

2) Explain how retailers use marketing communications to build a brand image and customer loyalty.

3) Understand the integration of merchandise management and supply chain strategies leading to excellent customer service

4) Understand the financial implication of strategic retail decisions

5) Demonstrate an understanding of decisions retailers make to satisfy customer needs in a rapidly changing and competitive environment

Course Description:
The purpose of this course is to introduce the student to the world of retailing from a managerial viewpoint. Consequently, we will study the elements that comprise the retail mix, including types of retailers, multichannel retailing, consumer buying behavior, retail marketing strategies, selecting retail site locations, supply chain management, merchandising, pricing, store management, store layout & design and customer service.
Teaching Method:
Classes will consist of lectures and discussion. Cases will be assigned regularly for classroom discussion. Each student will prepare at least a two page paper citing his/her answers to the questions at the end of 17 assigned cases on the dates due in the Meeting Agenda. While there is a one-week grace period, case papers must be turned in on a timely basis. The Instructor’s record of case paper submissions will be the final determinant of case papers actually received.

Cases will be read, but not graded or returned to students. Ten points (10) will be deducted from your final grade point average for each missing case paper submission.

Learning Outcomes:
This course should provide two major learning outcomes:

1) Students will learn how small and large retail organizations are structured, gain an understanding of basic retail operations, acquire knowledge of the various types of retailers, learn about multi-channel retailing, and consumer buying behavior. Students will also study retail marketing strategies, selecting store sites, and human resource challenges in retailing.
   Measured by: midterm examination, case studies, class lectures & discussion

2) Students will study retail information systems, supply chain management, customer relationship management (CRM) systems, merchandising, buying, retail pricing, the retail communications mix, store management, store layout & design, visual merchandising, and customer service techniques.
   Measured by: final examination, case studies, class lectures & discussion

Academic Behavior Standards and Academic Dishonesty
All students are expected to demonstrate honesty in their academic pursuits. The university policies regarding issues of honesty can be found in the FGCU Student Guidebook under the Student Code of Conduct and Policies and Procedures sections. All students are expected to study this document which outlines their responsibilities and consequences for violations of the policy. The FGCU Student Guidebook is available online at http://studentservices.fgcu.edu/StudentConduct/
Disability Accommodations Services:
Florida Gulf Coast University, in accordance with the Americans with Disabilities Act and the university’s guiding principles, will provide classroom and academic accommodations to students with documented disabilities. If you need to request an accommodation in this class due to a disability, or you suspect that your academic performance is affected by a disability, please see me or contact the Office of Adaptive Services. The Office of Adaptive Services is located in Howard Hall 137. The phone number is 590-7956 or TTY 590-7930

Diversity Statement:
Florida Gulf Coast University is committed to building and maintaining a diverse, accessible, civil, and supportive learning community. It fosters respect and understanding among all cultures and all individuals who work, study, live, and teach within this community. Bigotry, expressions of hatred or prejudice, behaviors that infringe upon the freedom and respect that every individual deserves, and harassment of any kind transgress the university's purposes and values. Just as learning benefits from the interplay of teaching and scholarship in a variety of disciplines, so does the university community learn and profit from diverse cultures and perspectives.

Student Observance of Religious Holidays
All students at Florida Gulf Coast University have a right to expect that the University will reasonably accommodate their religious observances, practices, and beliefs. Students, upon prior notification to their instructors, shall be excused from class or other scheduled academic activity to observe a religious holy day of their faith. Students shall be permitted a reasonable amount of time to make up the material or activities covered in their absence. Students shall not be penalized due to absence from class or other scheduled academic activity because of religious observances. Where practicable, major examinations, major assignments, and University ceremonies will not be scheduled on a major religious holy day. A student who is to be excused from class for a religious observance is not required to provide a second party certification of the reason for the absence.

Class Participation/Attendance:
Each student is expected to actively contribute to class discussions, as this mirrors real life business situations and this is the way we all learn from each other. Thus, a component of your grade will be based on your classroom performance. Even though we have a lot of material to cover, there will be ample time for discussion. Raise your hand often. While you are not expected to know the correct answer every time, if you have been keeping up with the reading, you should be able to answer most questions. In any event, each student will be called upon during class meetings, even if your hand is not raised.

Your presence in class is necessary to class participation. Because of the term’s short duration, no unexcused absences are allowed. Excessive absences will result in a lower grade for this grade component and may also result in a lower final grade. Your successful role in class discussion will necessarily be a value judgment by me, not subject to negotiation. In other words, if you “actively” participate, you will get a good grade for this course segment.
You will earn 50/100 points for perfect attendance. Miss one class, lose nothing. Miss 2 classes, lose 15 points. Miss 3 or more classes lose 35 points for the attendance segment.

The balance of your participation/attendance grade is worth 50 points. If you never raise your hand, never know the answers when called upon you will, earn 15 points. If you never raise your hand, but sometimes know the answers when called upon, you will earn 20 points. If you never raise your hand, but almost always know the answers to the questions, you will earn 30 points. If you raise your hand occasionally and know the answers sometimes, you will earn 35 points. If you raise your hand frequently and know almost all the answers, you will earn 45 points. Last 5 points are awarded at my discretion for extraordinary class performance.

Example: Always present = 50 points. Raises hand occasionally and knows answers sometimes = 35 points. Grade for this component: 85/100 points. Do the rest of the math yourself.

Classroom Decorum:
The classroom is not a place for social interaction. Students may not email, text or otherwise make contact with others. This includes “gossiping” with your neighbor and updating your Facebook page. Laptops, PDA’s, etc. may be used only for note taking.

Prior Notification Responsibility of Students:
No makeup will be allowed for any student who does not show up in class for a scheduled oral presentation, exam or other assigned activity without prior notification to and approval of the Instructor. In such a case, the student will receive a grade of 0 for that assignment.

It is recognized that a student may, for one reason or another, not finish the required work of the course and apply for a late withdrawal, or a grade of Incomplete, after the official final withdrawal date. The Instructor will not contemplate any change of grade or grade status in such cases, unless the student (or someone who speaks for the student) makes this request before the end of the semester. In such cases, the student or his/her representative, must offer proof to explain the reasons why the student is unable to complete the requirements of the course. The Instructor will then, in consultation with the Advising Office, determine if such a grade change is warranted. A grade of “Incomplete” will not be considered unless the student is otherwise passing the course.

If a student does not complete one or more assignments of the required work and/or ceases attendance prior to the end of the semester without such prior notification, a course grade of F will be entered for the student.
Term Project:
This course will include a Term Project which will culminate in an Oral Presentation and a Written Paper to be handed in at the term’s end. The Project will require that students visit a selected retail store chain a number of times during the term to collect data. Additional data needed for the Project will be accumulated from a variety of other sources.

A separate document describing the requirements of the Term Project will be delivered to students via Canvas just prior to the beginning of classes.

Grading Policy: There will be six (6) components to your final grade:

- Midterm Exam 100
- Final Exam 100
- Written Term Project Paper* 100
- Oral Term Project Presentation* 100
- Active Class Participation* 100
- Assigned Case Papers 100

600 points

*Grade determined by my subjective judgment, pursuant to the requirements outlined on pages 3-4 above.

Grading Scale:

- A 560 and above
- B+ 525-544
- B 500-524
- B- 470-499
- C+ 435-469
- C 410-434
- C- 380-409
- D 350-379
- F below 350

Examinations: Students will need to purchase two (2) Scantron answer sheets which are sold at the Bookstore. The Instructor is not responsible for providing Scantrons to students.

The Midterm Examination will be held on February 12 and will only include material from Chapters 1-9. The Final Examination will be held on Wednesday, April 30 and include material from Chapters 10-18. Makeup exams will only be offered under extreme circumstances. Please do not schedule family reunions, cruises or any other activity on a scheduled exam day.
Eagle E Mail:  
Checking your Eagle E Mail each day is a basic course requirement as I will be sending documents, reminders and other messages on a frequent basis. “I forgot to check my e mail” is not an acceptable excuse for anything.

Study Assignments:  
Each student is given 6 chances to learn the required material:  
1) Read the assigned chapter before the Agenda date.  
2) Pay attention and participate during class lecture/discussion.  
3) Listen to the review during the next class meeting.  
4) Review the Study Guide when it is distributed.  
5) Be present in class when the Study Guide is reviewed.  
6) Using the Study Guide and highlighted passages you marked in the text, study for the exam on your own.

Consequently, failure to earn a good grade will be the student’s own fault.

Meeting Agenda

January 6  
**Course Introduction, Policies, Procedures, Explanation of Term Project, Chapter 1 Intro to Retailing pp. 4-29**

January 8  
**Chapter 2 Types of Retailers pp. 34-62**  
Case 2: Build a Bear Workshop p. 552

January 13  
**Chapter 3 Multi-Channel Retailing pp. 66-85**  
Case 4: Staples, Inc. pp. 555-556

January 15  
**Chapter 4 Customer Buying Behavior 88-115**  
Case 5: Decision-Making Process for Buying a Bicycle pp. 556-57

January 20  
**Martin Luther King Holiday (no class)**

January 22  
**Chapter 5 Retail Market Strategy pp. 122-151**  
Case 8: Diamonds from Mine to Market pp. 560-561

January 27  
**Chapter 6 Financial Strategy pp. 154-179**  
Case 11: Tiffany and TJX: Comparing Financials pp. 565-566
January 29  
**Chapter 7 Retail Locations pp. 182-202**  
*Case 12: Choosing Store Location for Boutique pp. 566-567*

February 3  
**Chapter 8 Retail Site Location pp. 206-230**  
*Case 13: Hutch: Locating a new Store pp. 567-572*

February 5  
**Chapter 9 Human Resource Management**  
*Case 14: Avon Embraces Diversity pp. 572-573*

February 10  
**MIDTERM EXAM REVIEW**

February 12  
**MIDTERM EXAM**

February 17  
**FIRST TERM PROJECT REVIEW**

February 19  
**Chapter 10 Information Systems & Supply Chains pp. 264-285**  
*Case 10: Wal-Mart Pioneer Supply Chain Management pp. 564-65*

February 24  
**Chapter 11 Customer Relationship Management pp. 290-311**  
*Case: 17 Active Endeavors Analyzes Customer Base pp. 575-576*

February 26  
**Chapter 12 Merchandise Planning Process pp. 316-346**  
*Case 19: Developing an Assortment Plan for Hughes pp. 577-578*

March 3 & 5  
**Spring Break (no classes)**

March 10  
**Chapter 13 Buying Merchandise pp. 356-382**  
*Case 21 Kroger-Fred Meyer: Sourcing Global Market pp. 579-81*

March 12  
**Chapter 14 Retail Pricing pp. 386-412**  
*Case 24: Customer Sales Addiction at J.C. Penney? pp. 584-586*

March 17  
**Chapter 15 Retail Communication Mix pp. 416-447**  
*Case 25: How Much for a Good Smell? P. 586*

March 19  
**SECOND TERM PROJECT REVIEW**
March 24  
**Chapter 16 Managing the Store pp. 452-478**  
*Case 28: Enterprise Rent A Car Focus on People pp. 588-589*

March 26  
**Guest Speaker TBA**

March 28  Friday  
**Last Day to Drop Course Without Academic Penalty**

March 31  
**Chapter 17 Layouts, Design, Visual Merchandising pp. 482-510**  
*Case 33: Building the Apple Store pp. 594-595*

April 2  
**Chapter 18 Customer Service pp. 514-537**  
*Case 31: Customer Service & CRM at Nordstrom pp. 591-592*

April 7  
**Term Project Oral Presentations**

April 9  
**Term Project Oral Presentations**

April 14  
**Term Project Oral Presentations**

April 16  
**Guest Speaker TBA**

April 21  
**Guest Speaker TBA**

April 23  
**Guest Speaker TBA**

April 28  
**FINAL EXAM REVIEW**  
**HAND-IN WRITTEN TERM PAPERS**

April 30  
**FINAL EXAM 1:30-4:15 PM ROOM 2208 LUTGERT HALL**

**Please Note:** The Instructor reserves the right to change, modify, add or delete any element of this Syllabus. Students will be notified if any changes are contemplated.