

Executive MBA / Professional MBA Program
Spring 2022
MKTG805_905 – Retail Management (cross listed)

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Office Hours: By appointment (F2F or synchronous online via Zoom)

Type	Time	Days	Where
Class	Weekdays: 18:30-22:00 Saturday: 13:30-17:00	Wednesday, Saturday	SU Altunizade Digital Campus & Tuzla Campus (please check the schedule at the end) along with live streaming via Zoom

Course Objective:

This short format (6 sessions + presentation session) elective course introduces retailing from both theoretical and managerial perspectives, with a special emphasis on the most current developments in the industry. Major topics covered include the basic principles of retailing, retail mix, winning strategies of successful retailers (including use of store atmospherics, customer service, CRM and technology) and their success stories, as well as the rampant globalization and digitalization of the retailing industry.

The overall objective of this course is to introduce the broad spectrum of retailing and examine key strategic issues. Within this scope, critical success factors in retailing will be discussed with a strategic perspective along with financial considerations and store management issues. Main topics to be covered will be retailing strategy, retail formats, omnichannel, merchandise management and store management & operations.

Overall, the course will aim to develop students' business vision and knowledge base by exposing them to the underlying dynamics of this fast-paced and increasingly sophisticated industry that serves as a crucial interface between manufacturers and consumers.

Learning Outcomes:

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

1. Describe and critically analyze the retailing process, the environment in which it operates, and the institutions and functions that are performed.
2. Use retail marketing concepts and tools in a variety of retailing contexts to analyze problem situations and make recommendations

3. Use a systematic framework for developing retailing strategy and implementation programs
4. Interpret the strategic retail management decision process.
5. Describe the opportunities associated with a true omnichannel strategy
6. Classify the different strategy growth opportunities retailers pursue
7. Distinguish the critical issues retailers need to consider when designing a store
8. Discuss the activities a retailer can undertake to provide high-quality customer service.

Course Materials:

Textbook: Michael Levy, Barton A. Weitz and Dhruv Grewal, Retailing Management, 10th edition, 2019

Coursepack: Copies of articles will be loaded on SUCourse as the course progresses will be referenced for discussion purposes in the course

As the course progresses, any assigned readings along with optional material and copies of such assignment or discussion articles will be sent you by e-mail or uploaded on SUCourse or distributed in class at least one week prior to the related article discussion session.

List of Cases

Short videos/links will be shared before each session to be prepared for the discussions during the class sessions.

Optional Reading Material:

Various reports, articles will be loaded on SUCourse as optional material to complement the course work.

Course Web:

A web-based course delivery tool, called SUCourse will be used for this course on which lecture notes will also be loaded the day before class. The purpose of this site is to provide a single access point to all the courses that the students are taking. A uniform design is used for all the courses making it easier for the students to find the course material.

Lecture slides, assigned readings, optional material, and information on assignments and group project will be available on your course's SUCourse site. You should check this website as well as your e-mail regularly for any updates. **It is the student's responsibility to follow SUCourse closely.**

The following components of SUCourse will be actively used: Syllabus, Resources, Assignments, E-mail, Turnitin*

** "Sabanci University uses a very powerful web-based tool called Turnitin. Turnitin is the worldwide standard in online plagiarism prevention. It allows instructors to compare student papers against a database composed of millions of articles. Every paper you submit will be scanned by Turnitin, and results will be reflected in your grades."*

Instructional Design:

Overall, the course will have an applied learning approach and involve active involvement of the students in the learning process.

Lectures focus on basic concepts, theories and methods of retailing management, while the case, article or short film discussions and class exercises as well as group project work will provide you an opportunity to apply the concepts and methods discussed, and stress the real-world practice of retailing management. **Class Participation is crucial** in this interactive course format to ensure successful learning for all. It is important that each of you try to see the relevance of the discussed principles to situations experienced in retailing. Levy, Weitz and Grewal **textbook** will be selectively used as a reference reinforcing your learning about the topics discussed in class. Selected **videos and/or invited guest lecturers** (will be based on availability of the invitees) from retailers will be used to illustrate real cases and trends in retailing.

Any live cases, articles, short films will be carefully selected in order to emphasize the concepts covered in lectures. Article/short film discussions provide you opportunity to understand the problems faced and to criticize the solutions developed in various real-life retailing contexts. Cases or live examples are the synopses of real business stories or problems and are intended to illustrate the application of various retailing concepts and frameworks by different retailers. Discussions will provide you with the experience in describing and justifying your evaluations and decisions effectively, in presenting and defending them orally and in critically examining and discussing recommendations of others.

The **group projects** provide you the opportunity to test your acquired knowledge with the case of selected retailers in the market and run analysis of their strategies as well as their competitive advantages. Projects will also add on to your experience in professional writing as well as making presentations.

Grading:

The following components will make up your final course grade,

Active participation in course sessions-verbal (individual)	: 25%
Attendance (in-class or online)	: 5%
Active involvement	: 20%
Two written assignments (individual)	: 40%
Group Project	: 30% *
<u>Group Project presentation (individual)</u>	<u>: 5%</u>
TOTAL	: 100%

*Peer Evaluation in Teamwork

If the instructor sees it necessary, students may be asked to provide an evaluation of the members of their team in the group project. Each student will divide 100 points between the members of the team, including herself/himself. This division should reflect that person's judgment of the contribution of the members of her/his team. The scores should not be merely functions of time spent by each member, but they should be measures of the "contribution;" their relative contribution to the idea generation, research, analysis, writing, oral presentation, report writing, etc. If the team was highly functional, and each member did what they committed themselves to, then the student can assign the same mark to each member of the

team. If, on the other hand, some members of the team did not fulfill their commitments and did not contribute as much as the others, then points can be distributed unevenly.

The points submitted by all members of the team will be aggregated by the instructor. Every student will be given his/her aggregate peer evaluation, without disclosing the individual peer evaluations to the students.

In case there is no consensus among the team, for example, if three students divide the marks evenly and the fourth one divides them unevenly, then the instructor will use his/her judgment to assign peer evaluation marks--possibly after meeting with the members of the team.

In cases where there are conflicting marks, it is most likely that the instructor will meet with the team members and provide a mark based on an interview. For example, in a group of four, if Students A and B believe they did most of the work, and Students C and D believe otherwise, the team may be called in for an interview in order to be fair to everyone.

Past experience indicates that in most groups points will be distributed evenly. There will be a few groups where peer evaluations will play a role in the marks. The primary goal of this exercise is to avoid giving undeserved credit to individuals who did not help their teams. However, it is possible to have upwards adjustments of marks in case of students who have done more than what the group expected of them.

The peer evaluation will have a direct impact on your group project. To give a simple example, if the group mark is 25 out of 30, and if your peer evaluation indicates that your contribution was less than what was expected, then your group project mark will be less than 25 out of 30. There are no simple rules for adjustment.

Requirements:

Class participation: Your active involvement in class discussions and off-site activities will constitute the grade for class participation. Effective participation in class discussions includes asking questions about concepts you agree or disagree with, sharing your point of view and experiences with the class, building on points raised by others, relating topics discussed to previous class discussions. Participation in **article discussions and questions raised for in-class discussion** requires you to have read the assigned materials and articles before the class session. Hence, **you are expected to come to class having read the assigned articles (if there is any) for the class session.** Note that the quality of your participation is what counts, not the amount you participate in each class. **Note that 20% of your grade is based on active class participation.** Off-site activities will involve visiting retailers (offline and online) and observing or experiencing their retail mixes. **Attendance will be taken in each session and class attendance (physical or live online) will constitute 5 points out of the 25 points of the class participation component** of the grading scheme.

Written assignments: In addition to the group project, two individual **written assignments** will be given. The assignments will be announced in parallel to the progress in the course.

Group Project: EMBA and PMBA students taking the course will carry out the group project in teams within their own cohorts. EMBA and PMBA cohorts in the class will be divided into groups of two-three students, where each group will select two retailers on which they will prepare a comparative retail strategy assessment report. In preparing this report, teams will need to review any related secondary

information, visit the stores (physical/online/mobile), observe the retail mixes in the stores, and play the role of a customer to observe the service.

The objective of this assignment is to have you take the retailer's perspective and think about the different strategies that the retailer you selected and the other retailer might have, as well as how these strategies result in different retail mixes. The project will be to conduct a comparison of the retail offering for a specific merchandise category, such as smart phones, men's suits, books/CDs, women's athletic shoes, groceries, or house paint, for two different retailers. The other retailer selected might be a direct competitor using the same format or a retailer selling similar merchandise with a different format.

The retailers selected for the group project will have to be approved by the instructor. If more than one group selects the same retailer, principle of "first come first served" will be applied to assign that retailer to the group.

More detailed guideline will be provided to assist the preparation of the group project. Each team will make an on-stage or online (depending on the pandemic related circumstances) presentation of their findings in class after the course sessions are completed on a date to be determined in July 2021. Each group will be asked to make a presentation on the report as well and each member of the group is expected to deliver part of the presentation.

The instructor's evaluation of the group performance on the group project will be based on the following criteria: extent of inclusion and thoroughness of the discussion of key points and key lessons learned, accuracy of statements and calculations, clarity of discussion (including such things as grammar, spelling, etc) and professionalism of the report style.

The due dates for the assignment and the group project report are specified in the course schedule. 10% of your grade on each report will be deducted for each late day of submission beyond the deadline. Any report that is late for more than one week will NOT be accepted. All assignments, lecture slides, readings or instructions concerning any of these will be uploaded on SUCourse and it is the student's responsibility to follow SUCourse closely to follow announcements or any uploaded materials.

Missing a class without a valid excuse will also deduce your class participation grade. You are responsible to learn about the lectures and announcements made during the classes you miss.

Academic Honesty:

Learning is enhanced through cooperation and as such you are encouraged to work in groups, ask for and give help freely in all appropriate settings. At the same time, as a matter of personal integrity, you should only represent your own work as yours. Any work that is submitted to be evaluated in this class should be an original piece of writing, presenting your ideas in your own words. Everything you borrow from books, articles, or web sites (including those in the syllabus) should be properly cited. Although you are encouraged to discuss your ideas with others (including your friends in the class), it is important that you do not share your writing (slides, MS Excel files, reports, etc.) with anyone. Using ideas, text and other intellectual property developed by someone

else while claiming it is your original work is *plagiarism*. Copying from others or providing answers or information, written or oral, to others is *cheating*. Unauthorized help from another person or having someone else write one's paper or assignment is *collusion*. Cheating, plagiarism and collusion are serious offenses that could result in an F grade and disciplinary action. Please pay utmost attention to avoid such accusations.

Classroom policies and conduct

Sabancı Business School EMBA & PMBA Programs value participatory learning. Establishing the necessary social order for a participatory learning environment requires that we all:

- **Come prepared to make helpful comments and ask questions** that facilitate your own understanding and that of your classmates. This requires that you complete the assigned readings for each session before class starts.
- Listen to the person who has the floor.
- Come/join to class on time.
- Do not do any non-class activities while in class. For online virtual classrooms, you are expected to turn on your video, use your laptop/mobile to follow and contribute to the course and the discussion and not for anything else. If the session is carried out in a physical classroom and you use your laptop during class, it is only to be used for class activities such as taking notes or an online inquiry on the subject matter discussed.

Additional points of conduct are:

- You are highly encouraged to consult with your instructor as soon as possible during the semester if you have any questions or are concerned about your grade, your expectations from the course or any other course related matter.
- IF YOU ARE ABSENT FROM CLASS, it is YOUR responsibility to find out what was announced during class.
- **The instructor reserves the right to make changes to the syllabus at any time during the semester.** If any change is deemed to be necessary or appropriate by the instructor, it will be announced in class with sufficient notice given.
- Additional readings may be assigned for which notification will be given a week before they are due.
- If any class session is cancelled due to an unprecedented reason, a make-up session will be set during the semester.

Course Schedule:

Session 1	Date:	June 08, 2022
	Time:	18:00-22:00
	Campus:	Altunizade
	Topic:	Introduction to retailing,
	Requirements:	Levy, Weitz & Grewal, Chapter: 1
Session 2	Date:	June 11, 2022
	Time:	13:30-17:00
	Campus:	Tuzla
	Topic:	Types of retailers, Multichannel & omnichannel retailing, CB
	Requirements:	Levy, Weitz & Grewal, Chapters: 2-4
Session 3	Date:	June 18, 2022
	Time:	13:30-17:00
	Campus:	Altunizade
	Topic:	Retail strategy, retail formats, locations, Financial strategy
	Requirements:	Levy, Weitz & Grewal, Chapters: 5, 7-8, 6
		GUEST: TBD
Session 4	Date:	June 22, 2022
	Time:	18:00-22:00
	Campus:	Altunizade
	Topic:	IT & supply chain, CRM, Store layout, atmospherics and visual merchandising
	Requirements:	Levy, Weitz & Grewal, Chapters: 9-10, 16
		GUEST: TBD
		Individual assignment 1 is due for submission on June 22nd
Session 5	Date:	June 25, 2022
	Time:	13:30-17:00
	Campus:	Tuzla
	Topic:	Merchandise management, Retail pricing, Retail communication,
	Requirements:	Levy, Weitz & Grewal, Chapters: 11-14
		GUEST: TBD
Session 6	Date:	July 02, 2022
	Time:	13:30-17:00
	Campus:	Altunizade
	Topic:	HR, store management, customer service
	Requirements:	Levy, Weitz & Grewal, Chapters: 15-17
		Individual assignment 2 is due for submission on July 8th
Session 7	Date:	July 27, 2022
	Time:	18:00-22:00
	Topic:	Group project presentations
	Requirements:	Group project executive memo and presentation are due for submission

PLEASE NOTE:

- Your instructor reserves the right to make changes in this course schedule as circumstances may dictate during the course of the semester. All changes will be announced in class at least one week in advance of the date it will be effective. Students not attending class are responsible for obtaining this information.