
BUSML 4251: Retail Management

**FISHER COLLEGE OF BUSINESS
DEPARTMENT OF MARKETING AND LOGISTICS
COURSE SYLLABUS**

SEMESTER/TERM: Fall 2016/Term 1

COURSE TITLE: BUS M&L 4251: Retail Management

**COURSE TIME/
PLACE:** Tues/Thurs – Schoenbaum Hall Room #305; 7:05 PM – 8:25 PM

**CATALOG
DESCRIPTION:** *Prerequisites:* BUS M&L 4201 (750) and BUS M&L 4202 (758), and BusMHR 2292 (BusAdm 499.01) or equiv. Not open to students with credit for 753. The course will focus on strategic decisions for successful retail practices. Industry trends will be examined to highlight how companies design and manage retail and dot com environments. Principles and methods will be covered that address decisions regarding location, personnel, purchasing, inventory control, service, expenses and profit margins.

INSTRUCTOR: Douglas Clark
Fisher Hall, Room #500
(614) 872-1416 (office)
Email: clark.692@osu.edu or clark692@me.com
Class Website: <https://carmen.osu.edu>

OFFICE HOURS: Office Hours: By Appointment

REQUIRED TEXT: *Retail Management*, 9th Edition, Levy, Weitz, and Grewal; (McGraw Hill, 2014); ISBN 978-0-07-802899-1, Retail \$294, Used \$134 (OSU Bookstore; www.ohiostate.bkstore.com), \$106 - \$260 (Amazon; www.amazon.com)

**COURSE LECTURE
MATERIALS:** Course lecture materials will include PowerPoint slides, industry journal articles, Harvard Business Publishing Case Studies and text questions. Class materials will be made available on Carmen for downloading prior to class.

**COURSE
OBJECTIVE:** This course is intended to provide a deeper and more holistic understanding of retail management and the environment in which retail firms compete. Emphasis will be placed on providing exposure to all of the components of a retail organization including the retail environment, strategies in retailing as well as merchandise and store management. The combination of reading, lecture, class discussion as well as field observation and analysis should provide the background needed for students to understand retail management sufficiently to 1) decide whether to pursue a career in retailing, 2) to provide essential information for a career in retail, 3) to understand how retailing connects to other aspects of business, including purchasing, brand, product or merchandising management, real estate, information technology and operations management.

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**COURSE
FORMAT:**

This course will be conducted using a combination of class discussion and text quizzes. The lectures will cover the assigned text chapter, including a comparison of text material to current trends in the industry. This class consists of 7 weeks, meeting 2 times per week. Attendance and having read the assigned text readings and accompanying slide decks are crucial to success on the quizzes, company paper and final exam. Based on this, attendance is **mandatory** for all students. Students are encouraged to actively participate in our class discussions as this assists in the material comprehension and retention process.

CLASS POINT TOTAL: Grades will be based upon performance on the following:

Assignment	Points	Percentage
Weekly Quizzes (5)	100	22.2%
Course Project / Paper	150	33.3%
Final Exam	150	33.3%
Course Participation	50	11.1%
TOTAL	450	100%

**ASSIGNMENT
DETAILS:**

1. **Weekly Quizzes:** Each **Tuesday** during the semester I will give a topic/text quiz consisting of **20 multiple choice questions** from our assigned chapters ([see page 7](#)). ***These quizzes are to be completed without notes, slides, or textbook.*** Quizzes will be available for students to complete online on the Carmen website by 9am on the Friday before their assigned due date. Students will have the entire weekend till Tuesday to complete and submit their quiz; at the expiration of the time period (7:00 pm) quizzes will no longer be active in Carmen. Students will have 25 minutes to complete and submit the quiz in Carmen. Following your quiz submission, you will receive your overall grade on the quiz as well as feedback on questions answered incorrectly. Students failing to take the quiz during the assigned day (Tuesday) and timeframe (Friday 9:00 am to Tuesday 7:00 pm) will automatically receive a grade of "0". Students unable to take a topic/text quiz on the scheduled date/time will not be able to make-up the quiz unless approved by the instructor at least **12 hours prior** to the quiz date or in the event of extraordinary situations. Student minor illnesses, schedule conflicts, tardiness, unscheduled vacations do not constitute extraordinary situations to be considered for making up the quiz. If you feel there is a need to take a chapter quiz early or the next class session, please notify me via email by 12 hours prior to the quiz date. Quizzes will count for **100** points toward your final grade.
2. **Company Paper:** In Lieu of a Mid-Term examination to test understanding of the first six sessions of the course, a company paper will be due in the 5th week of the semester covering these topics (see detailed class schedule for specific topics to be addressed in the company paper). Students will be required to select a retail company in the second week of the course for approval. Student will then be required to address how 7 topics from our first six sessions of class relate to the retailer of their choosing. The paper will be limited to 6 pages and will be due at the beginning of class on September 20th, 2016 at 7:05 PM. Late submissions will not be accepted. To ensure credit is received turn your assignment in ahead of the date and time outlined above. The Company Paper will account for **150** points

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towards your final grade. Additional details concerning the Company Paper are supplied on pages 8 & 9 of this syllabus.

3. **Final Exam:** One final comprehensive exam will be given during the course consisting of **50 questions** (True/False, Multiple Choice, and Short Answer) drawn from the text readings, course lectures and course discussions. Questions will contain text material from select chapters which may not have been discussed in our class meetings but are important to understanding retail management. As with quizzes, any student failing to take the final exam on the scheduled date will not be able to make-up the exam except for extraordinary situations. Student minor illnesses, schedule conflicts, tardiness, unscheduled vacations do not constitute extraordinary situations to be considered for final exam make-up. If you feel there is a need to take the final exam early or immediately following the scheduled date (no later than 10/11/16), please notify me via email by **9/29/16**. All tests will need to be returned to the instructor at the conclusion of the final exam. The final exam will account for **150** points towards your final grade.
4. **Course Participation:** Attendance and participation in discussions are vital. Attendance at every class session is expected. Most of your learning will occur in preparing for and participating in the class discussions. In order to learn effectively, it is imperative that each of you is present, on time, and fully prepared for class each day. In each class, I will ask several random individuals to open the class with a summary of the key issues addressed in the reading for that session. It is important that each of you be prepared to participate in discussion of the questions for the class for that day. Therefore, each student should be prepared to accept the invitation to open the day's lecture. Each student should be expected to identify the key issues addressed in each assigned chapter and be ready to participate in the discussion. The following will be taken into account when determining the participation grade at the end of the course:
 - Each student listens carefully to one another and attempts to build upon or constructively critique prior comments. Please resist the temptation to jump to topics that are not specifically open for discussion.
 - The points you make relevant to the discussion? Are they linked to the comments of others, and/or to the themes the class is exploring together?
 - Do your comments add to our understanding of the situation? Are the insightful and incisive, cutting to the core of the problem?
 - Is there a willingness to challenge ideas that are being expressed in a professional manner, using the concept of critical thought that is perhaps the foremost hallmark of a college education?
 - Do your comments integrate material from past class sessions, chapter assignments, supplemental readings or, in some cases, from past courses? Do the comments reflect cumulative learning over the course, with chapters being considered holistically, rather than in isolation?

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**GENERAL
CLASSROOM
INSTRUCTIONS:**

You are expected to approach this course with the same level of professionalism you would be required exhibit in the workforce. To ensure success in the classroom for our guest speakers, instructors, and students, there are 3 general classroom instructions we must all follow;

1. *Class Arrival Procedure* – it is important that you arrive at least 5 minutes prior to the start of class to allow time needed to get seated and prepare for the session, this is especially important on the days we host a guest speaker, administer a quiz, or on the final exam. Additionally, electronic devices (cell phones, laptops PCs, net/notebook PCs, etc.) will need to be turned off during class period (see Electronic Device policy). See/Email professor if disability required electronic device.
2. *Inclimate Weather* – In the event we experience severe weather, the university will announce class delays or cancellations on the local news channels as well as through **Buckeye Alert Text Messaging System**.
3. *Required Lecture Materials* – ensure that you have a copy of the lecture presentation slides printed from our Carmen site and the required textbook with you for each class session.

**GRADING
SCALE:**

The grading scale is guaranteed. You will receive no less than the letter grade listed within the appropriate class point total ranges.

Grade	Start Percentage	Quality Points
A	419-450 points	4
A-	405-418 points	3.7
B+	392-404 points	3.3
B	374-391 points	3
B-	360-373 points	2.7
C+	347-359 points	2.3
C	329-346 points	2
C-	315-328 points	1.7
D+	302-314 points	1.3
D	270-301 points	1
E	0-269 points	0

Source: http://senr.osu.edu/Current_Students/Student_Tools/Calculate_Your_GPA.htm

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ACADEMIC**INTEGRITY:**

All tests, written exercises, and papers are to be your own work. Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, the Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the University's Code of Student Conduct and this syllabus may constitute "Academic Misconduct." The Ohio State University's Code of Student Conduct (Section 3335-23-04) defines academic misconduct as: "Any activity that tends to compromise the academic integrity of the University, or subvert the educational process." Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the University's Code of Student Conduct is never considered an "excuse" for academic misconduct, so I recommend that you review the Code of Student Conduct and, specifically, the sections dealing with academic misconduct.

If I suspect that a student has committed academic misconduct in this course, I am obligated by University Rules to report my suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the University's Code of Student Conduct (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University. If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact me. Other sources of information on academic misconduct (integrity) to which you can refer include:

- The Committee on Academic Misconduct web pages (<http://oaa.osu.edu/coam.html>)
- *Ten Suggestions for Preserving Academic Integrity* (<http://oaa.osu.edu/coamtensuggestions.html>)
- *Eight Cardinal Rules of Academic Integrity* (<http://www.northwestern.edu/provost/students/integrity/rules.html>)

**AMERICAN WITH
DISABILITIES****ACT (ADA):**

If you have a disability, as defined by the Americans with Disabilities Act (ADA), which requires classroom accommodation or auxiliary aids, please inform me of your needs during the first week of class so that I can take appropriate action.

COURSE**DISCLAIMER:**

The schedule, policies, and assignments contained in this course syllabus or on the course website are subject to change in the event of extenuating circumstances, class progress, or by mutual agreement between the instructor and the students.

OTHER:

Recording of the lecture or presentations is not authorized without the instructors' approval.

**USE OF ELECTRONIC
DEVICES:**

The use of electronic devices (cell phones, digital recorders, laptops, tablet PC, or other similar device) is prohibited during class discussion, lectures, or presentations. Use of these devices during class periods creates a disorderly or distracted environment taking away from the course content, goals, or information (see OSU Code of Student Conduct, § 3335-23-04 Prohibited Conduct Policy, <http://trustees.osu.edu/rules/code-of-student-conduct/3335-23-04.html>).

All electronic devices are to be powered down, set to vibrate and stowed during to the class period; students using these devices during class will be asked to put these away. Failure to comply with this request may result in the student's dismissal from the class and loss of any in-class points (including and not limited to exams, presentations, etc.). Additionally, if you do need to electronically record any portion of the discussion, lecture, or presentation you will need to obtain the instructor's authorization 24 hours prior to the event and use of recording device.

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CLASS SCHEDULE:

Note: I may revise this schedule based on my work schedule, to accommodate class progress, provide a more in-depth focus, or to take advantage of guest speakers should the opportunity arise. We will attempt to stay as close to the below schedule as possible, quiz/final exam dates will not be altered.

Week	Date	Day	Topic	Text	Chapter	Materials and Notes
1	8/23/16	Tues	Course Overview and Expectations Intro to Retailing	Levy and Weitz, (2012) "Retail Management" ISBN 978-0-07-353002-4	1	Carmen: Course Syllabus and Slide Deck
1	8/25/16	Thurs	Types of Retailers	Levy and Weitz, (2012) "Retail Management" ISBN 978-0-07-353002-4	2	Carmen: Slide Deck and Accompanying articles
2	8/30/16	Tues	Multichannel Retailing (Quiz 1 – on-line)	Levy and Weitz, (2012) "Retail Management" ISBN 978-0-07-353002-4	3	Carmen: Slide Deck and Accompanying articles
2	9/1/16	Thurs	Retail Market Strategy (Company Selection Due)	Levy and Weitz, (2012) "Retail Management" ISBN 978-0-07-353002-4	5	Carmen: Slide Deck and Accompanying articles
3	9/6/16	Tues	Financial Strategy (Quiz 2 – on-line)	Levy and Weitz, (2012) "Retail Management" ISBN 978-0-07-353002-4	6	Carmen: Slide Deck and Accompanying articles
3	9/8/16	Thurs	Locations & Site Selection	Levy and Weitz, (2012) "Retail Management" ISBN 978-0-07-353002-4	7 & 8	Carmen: Slide Deck and Accompanying articles
4	9/13/16	Tues	Customer Buying Behavior (Quiz 3 – on-line)	Levy and Weitz, (2012) "Retail Management" ISBN 978-0-07-353002-4	4	Carmen: Slide Deck and Accompanying articles
4	9/15/16	Thurs	Customer Relationship Management	Levy and Weitz, (2012) "Retail Management" ISBN 978-0-07-353002-4	11	Carmen: Slide Deck and Accompanying articles
5	9/20/16	Tues	HR & IT & Supply Chain Management (Course Paper Due)	Levy and Weitz, (2012) "Retail Management" ISBN 978-0-07-353002-4	9 & 10	Carmen: Slide Deck and Accompanying articles
5	9/22/16	Thurs	Merchandise Planning and Management	Levy and Weitz, (2012) "Retail Management" ISBN 978-0-07-353002-4	12	Carmen: Slide Deck and Accompanying articles
6	9/27/16	Tues	Buying Merchandise (Quiz 4 – on-line)	Levy and Weitz, (2012) "Retail Management" ISBN 978-0-07-353002-4	13	Carmen: Slide Deck and Accompanying articles
6	9/29/16	Thurs	Retail Pricing	Levy and Weitz, (2012) "Retail Management" ISBN 978-0-07-353002-4	14	Carmen: Slide Deck and Accompanying articles
7	10/4/16	Tues	Store Layout, Design and visual Merchandising (Quiz 5 – on-line)	Levy and Weitz, (2012) "Retail Management" ISBN 978-0-07-353002-4	17	Carmen: Slide Deck and Accompanying articles
7	10/6/16	Thurs	Course Review	Levy and Weitz, (2012) "Retail Management" ISBN 978-0-07-353002-4	n/a	None
8	10/10/16	Tues	Final Exam Comprehensive (Focus on last 4 week of course)	Levy and Weitz, (2012) "Retail Management" ISBN 978-0-07-353002-4	None	None

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Retail Management – Business M&L 4251**Company Paper****Due Date:** September 20th, 2016 (7:05 PM)**Assignment:**

Purpose of the assigned paper is to provide students with the opportunity to apply teachings and learnings from the first 3 weeks of the course to a “real world” company. Students should select their preferred company in the second week of the course and provide that company to the instructor for approval. Students should then address the 7 questions/concepts listed below in no more than 6 pages.

- 1) How does this company “create” value?
- 2) Who are two primary competitor for this company (why are they primary competitors)?
- 3) What channels does this company operate in?
- 4) What challenges does the retailer face regarding multi-channel retailing (Omni-channel retailing)?
- 5) What is the company’s retail strategy?
- 6) Based on the key financial metrics, what do you conclude about the management path of the company and its performance relative to the two primary competitors from question #2?
- 7) What type of retail locations does your company operate in and why does the retailer chose to operate in these locations?

On an additional (7th) page, students should provide a chart comparing the following key financial metrics for fiscal 2015 in the following format:

	<u>Chosen Company</u>	<u>Key Competitor</u>
Net Sales (\$M)		
Gross Margin %		
SG&A %		
Operating Inc. %		
Asset Turnover		
Inventory Turnover		
ROA%		
Comp Store Change		
Sales / Square Foot		
Sales / Store		

Students are encouraged to visit their chosen company’s store locations as well as competitor stores. Students are also encouraged to read their company’s latest Annual Report and 10k to understand the retailer more in-depth. Students are also encouraged to use onsite and remote resources of the OSU’s libraries (<http://library.osu.edu>). These resources as well as the required course text should provide you with sufficient resources to complete the assignment

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Company Selection:

Select a retailer of your choosing based on the following criteria: (1) company must be a publically traded company with revenues in excess of \$500 million USD, (2) company must operate stores, and (3) company must operate in a least two retail channels. Company selections are due September 1st, 2016 by 7:00 PM. Company selections can be uploaded to the Carmen dropbox. Upload to Carmen should include the company's name and what type of retailer (what space the retailer operates in).

How to Submit:

Submit final paper to Carmen dropbox not later than 7:00 PM on September 20th, 2016. In addition a hard copy of the paper is to be provided to the instructor at the beginning of class the session on September 20th, 2016. Papers submitted after the due date will receive a 50% deduction from the possible point total. Any submission exceeding 24 hours will not be accepted for credit.

Paper Format:

6 letter-sized (8 1/2 " x 11"), double line spacing, type-written pages using 10-11 pt Arial, Calibri, Times New Roman or Verdana font. 7th page should contain financial key metric chart and any additional chart student wishes to more concisely convey points contained within the 6 page written section of the assignment. All charts must be cited within the 6 page written paper for credit

Grading Criteria:

Paper will be graded on the following criteria:

	Possible Points	
Followed Format	5	Did the paper meet the page limit? Did the paper follow the format outlined in the syllabus?
Company Selection	10	Company's name and type of retailer submitted on September 1, 2016
Respond to all Questions	20	Did the analysis respond to all questions?
Quality of Responses to Questions		Does the paper correctly apply the materials and concepts from the text, course lectures and discussions?
1	15	
2	10	
3	5	
4	10	
5	20	
6	30	
7	10	
Written Clearly	15	Did the paper use clear language, free of grammar
Total Points	150	