

COMMERCE 4MF3
Retailing Management
Winter 2024 Course Outline
DeGroote School of Business
McMaster University

INSTRUCTOR AND CONTACT INFORMATION

CO1 Fri. 14.30 p.m.– 17.20 p.m.

Vijay Kumar

Professor

Class Location:

On Avenue

Office hours: after class

ramador@mcmaster.ca

TA: Aibel Thomas

thomaa79@mcmaster.ca

<http://www.avenue.mcmaster.ca>

COURSE ELEMENTS

Credit Value:	3	Leadership:	Yes	IT skills:	Yes	Global view:	Yes
A2L:	Yes	Ethics:	No	Numeracy:	Yes	Written skills:	Yes
Participation:	Yes	Innovation:	Yes	Group work:	Yes	Oral skills:	Yes
Evidence-based:	Yes	Experiential:	Yes	Final Exam:	No		

COURSE INFORMATION

Lectures: 2 hrs. 50 min.x1/week. Within the lectures are nestled class tests and presentations of assignments.

Course delivery mode: In-person

Course Description: Retailing is the set of business processes that add value to products and services and deliver them to the final consumer. As such, retailing is quite broad in scope. For example, the scope of retailing would not only encompass business designs selling products such as the neighbourhood retailer, the grocery supermarkets, e-tailing and the catalogue marketer, but also such business activities as selling services such as banking, financial advice, and medical care. Retailing's focus on the end-consumer represents the epitome of marketing. Any framework to study retailing requires a balanced view that include several factors, including efficiency of retail operations, impact on and of consumers, nature and degree of competition, suppliers, and their incentives, and of course the larger socio-economic context.

The course is intended to highlight different strategic as well as tactical considerations that are either unique or of particular importance in the context of retailing management and strategy. The coverage is not meant to be comprehensive but meant to highlight the complexity and scope of retail decision-making.

IMPORTANT LINKS

- Mosaic
- Avenue to Learn
- Student Accessibility Services – Accommodations
- McMaster University Library

COURSE LEARNING OUTCOMES

Upon completion of this course, students will be able to complete the following key tasks:

- Understand the complexities of retail operations.
- Analyze the business environment of different forms of retailers and assess their operations.
- Understand retail strategic management.
- Communicate effectively both orally in presentation form and in writing.

COURSE LEARNING GOALS

The largest employer in Canada is the retail sector, which employs about 12% of the workforce. The objective of the course is to familiarize the students with key managerial and policy issues involved in the design, implementation, and assessment of the retail marketing mix. The course will cover the following three broad topics:

- (a) Institution of Retailing – definitions, structure, and change
- (b) Key elements of the retail environment
- (c) Retail strategies – location, pricing, assortment, inventory, shelf space, and promotion.

A large part of the focus will be on the third topic where retail strategies will be studied in the light of consumer behaviour, competition, and supply chain and cost efficiency.

REQUIRED MATERIALS AND TEXTS

Avenue registration for course content, readings, and case materials
<http://avenue.mcmaster.ca>

Dunne, Lusch & Carver *Retailing* 8th edition, South-Western Cengage Learning
 9781133953807 - RETAILING - Dunne 8th edition
 9780357688106 - ETEXT RETAILING

CLASS FORMAT

This is an in-person 2 hours 50 mins. course. This time will consist of lectures, class discussions and participation, class tests and presentations of field assignments. There will be a short break part way through at a convenient time. Please use this time to take care of personal needs of various kinds.

COURSE EVALUATION

Learning in this course results primarily from online classes and discussions, conducting the group research assignments as well as desk research analysis. The balance of the learning results from the lectures on strategic concepts, from text and related readings, and from researching your assignments, presentations, and cases. Where group work is expected, group members will share the same grade adjusted by peer evaluation. Your final grade will be calculated as follows:

Components and Weights

A. Group Assignment #1	15%
B. Group Assignment #2	15%
C. Group Assignment #3	15%
D. Group Assignment #4	15%
E. Class Tests	20%
F. Participation	20%
TOTAL:	100%

NOTE: The use of a McMaster standard calculator is allowed during examinations in this course. See McMaster calculator policy at the following URL:

<http://www.mcmaster.ca/policy/Students-AcademicStudies/examinationindex.html>

Grade Conversion

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme.

LETTER GRADE	PERCENT	LETTER GRADE	PERCENT
A+	90 - 100	C+	67 - 69
A	85 - 89	C	63 - 66
A-	80 - 84	C-	60 - 62
B+	77 - 79	D+	57 - 59
B	73 - 76	D	53 - 56
B-	70 - 72	D-	50 - 52
		F	00 - 49

COURSE DELIVERABLES

Group Assignments:

There will be four group assignments in this course all involving primary research and interviews with practitioners in the field.

Groups

Working in a study group is likely to enhance your learning experience. The size of each group will be 5.

Groups are encouraged to set some ground rules and expectations and to have a feedback session following the completion of each assignment so that individuals are made aware if their input is less than expected by their team. It is also very important to commend those that really rise to the surface and make the assignments of better quality and the team experience more meaningful.

Assignments

There will be four assignments in this course. You must choose a **different** company for each assignment. Upload your PowerPoint presentation on AVENUE as instructed.

Assignment #1 (15 marks) Retailer chains

The purpose of this assignment is for you to discover in depth key facets of retailer chains. Choose from the following and inform the TA of your selection. No chain will be repeated by two groups and the TA will decide based on who informs first their choice.

1. Loblaws
2. Walmart
3. Sobeys
4. Metro
5. Costco
6. The Home Depot
7. Canadian Tire
8. Tim Hortons
9. Aritzia

For the retailer chain you have chosen to find out:

- 1) Revenue over last 5 years
- 2) Size and growth of category the retailer operates in
- 3) Competitors, market share, key strengths and weaknesses
- 4) Types of banners they operate/ geographic spread.
- 5) Number of retail outlets
- 6) Private label brands they have
- 7) Square feet or metres retail space they offer consumers.
- 8) What they currently do in the online arena
- 9) New technology they have introduced in their retail operations.
- 10) Number of people they employ.

Marks will be based on your result, thoroughness of the information you gathered and presentation skills.

Assignment #2 (15 marks) Managing People

This assignment is designed to allow you to discover how management handles operational issues, about the people that work for them.

Choose one retailer in any category and consider one retail location. Please inform the TA of your choice and get clearance so that we do not have two groups doing the same retailer. The types of things you want to determine are:

- How does the retailer decide how many employees are needed?
- What process do they go through to attract and select applicants?
- What training do these new hires receive?
- Who decides what benefits are made available to employees?
- Who determines employee policy?
- How is employee policy administered?
- How are employees evaluated?
- How are promotions decided?
- Is there a management-training program?
- What are the requirements for someone to be hired into the management-training program?
- Other details relating to managing people?

You will present your findings in your report. Marks will be based on your result, thoroughness of the information you gathered and presentation skills.

Assignment #3 (15 marks) Store Layout

This assignment is for you to understand retail investigation. Your report should be in summary style.

Choose a store that has a minimum 2,000 sq. Metres. e.g., Canadian Tire, Walmart, Leons, Home Depot, Costco, Loblaw Superstore, Bay. Report on your findings on the following:

1. Description of store e.g., Premium/Discount; category of store etc.
2. Parking facilities
3. Signage outside and inside the store
4. Type of layout used.
5. Store atmospherics
6. The sequence that categories have been laid out within the store and why.
7. Type of fixtures used.
8. Services the store provides.
9. Are there differences in customer flow depending on time of day, day of the week.
10. Where non-selling areas are located e.g., office room, storage warehousing, washrooms.

You will present your findings in your report. Marks will be based on your result, thoroughness of the information you gathered and presentation skills. Upload as a PowerPoint in the folder provided on Avenue.

Assignment #4 (15 marks) Merchandise Assortment

Retail stores have a broad selection of product categories, which are generally managed by designated managers responsible for one or more categories. The purpose of this assignment is to determine how these managers make decisions on merchandise assortment and what level of authority they have to make these decisions. You also want to come away with a good understanding of how accountable these managers are for results and what previous training or education they needed to get to their level in the organization.

Choose a retailer who is at least 2000 sq. m. in size, inform the TA your choice, get clearance and find out:

How would you describe the store – Premium/Discount/Online, category etc.

What are the major categories the store has?

How is merchandise list decided?

How is merchandise ordered?

How are conflicts with suppliers resolved?

How are changes to variety or assortment managed?

How is pricing strategy determined?

How is stock rotation managed?
How is redundant stock liquidated and when?
How is merchandise arrangement determined?
How is the manager held accountable for the performance of the category?
Etc.

You will present your findings in your report. Marks will be based on your result, thoroughness of the information you gathered and presentation skills.

Class Tests – 4 in all, each test worth 5%

The class tests will be multiple choice, 50 minutes, with each test based on chapters up to that class. The tests will cover textbook, readings, lectures and class discussions.

Participation – worth 20%

Name cards are used to help give credit for your participation. You must have a name card with your full first name and last name clearly written and displayed for every class. Participation is graded on physical presence and active participation and attention to class activity.

COMMUNICATION AND FEEDBACK

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Area Administrative Assistants. All students must receive feedback regarding their progress prior to the final date by which a student may cancel the course without failure by default.

- For Level 1 and Level 2 courses, this feedback must equal a minimum of 20% of the final grade.*
- For Level 3 courses and above, this feedback must equal a minimum of 10% of the final grade.*

Instructors may solicit feedback via an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar [“Requests for Relief for Missed Academic Term Work”](#) and the link below;

<http://ug.degroote.mcmaster.ca/forms-and-resources/missed-course-work-policy/>

COURSE MODIFICATION

From time to time there may be a need to remove/add topics or to change the schedule or the delivery format. If these are necessary, you will be given as much advance notice as possible.

GENERATIVE AI

UNRESTRICTED USE

Students may use generative AI throughout this course in whatever way enhances their learning; no special documentation or citation is required.

ACADEMIC INTEGRITY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity. **It is your responsibility to understand what constitutes academic dishonesty.**

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university. For information on the various types of academic dishonesty please refer to the [Academic Integrity Policy](#).

The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g. the submission of work that is not one’s own or for which other credit has been obtained.
 - improper collaboration in group work.
 - copying or using unauthorized aids in tests and examinations.
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AUTHENTICITY/PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g.

Avenue to Learn, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software. **All submitted work is subject to normal verification that standards of academic integrity have been upheld** (e.g., on-line search, other software, etc.). For more details about McMaster's use of Turnitin.com please go to www.mcmaster.ca/academicintegrity.

COURSES WITH AN ON-LINE ELEMENT

Some courses may use on-line elements (e.g. e-mail, Avenue to Learn, LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, usernames for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

ONLINE PROCTORING

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the "Code"). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2

Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students' access to these platforms.

ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES

Students with disabilities who require academic accommodation must contact [Student Accessibility Services](#) (SAS) at 905-525-9140 ext. 28652 or sas@mcmaster.ca to make arrangements with a Program Coordinator. For further information, consult McMaster University's [Academic Accommodation of Students with Disabilities](#) policy.

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students should submit their request to their Faculty Office *normally within 10 working days* of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

EXTREME CIRCUMSTANCES

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be

communicated through regular McMaster communication channels, such as McMaster Daily News, Avenue to Learn and/or McMaster email.

ACKNOWLEDGEMENT OF COURSE POLICIES

Your enrolment in Commerce **4MF3** will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

Students may request relief from a regularly scheduled midterm, test, assignment or other course component in the following ways:

- a) for absences from classes lasting up to three (3) days;
- b) for absences from classes lasting more than three (3) days; or
- c) for conflicts arising from Student Experience - Academic Office approved events

a) for absences from classes lasting up to three (3) days:

Students must use the MSAF (McMaster Student Absence Form). This is an on-line, self-reporting tool, for which submission of medical or other types of supporting documentation is normally not required. Students may use this tool to submit a maximum of one (1) request for relief of missed academic work per term as long as the weighting of the component is worth less than **25%** of the course weight. Students must follow up with their course instructors regarding the nature of the relief within two days of submitting the form. Failure to do so may negate the opportunity for relief. It is the prerogative of the instructor of the course to determine the appropriate relief for missed term work in his/her course. Details are described below.

If the value of the component is worth **25%** or more, students must report to their Faculty Office (the Student Experience – Academic Office for Commerce students) to discuss their situation and will be required to provide appropriate supporting documentation.

Please visit the following page for more information about MSAF:

[http://academiccalendars.romcmaster.ca/content.php?catoid=18&navoid=3204#Requests
for Relief for Missed Academic Term Work](http://academiccalendars.romcmaster.ca/content.php?catoid=18&navoid=3204#Requests_for_Relief_for_Missed_Academic_Term_Work)

b) for absences from classes lasting more than three (3) days:

Students cannot use the MSAF. They **MUST** report to their Faculty Office (the Student Experience – Academic Office for Commerce students) to discuss their situation and will be required to provide appropriate supporting documentation.

Students who wish to submit more than one request for relief of missed academic work per term cannot use the MSAF. They must report to the Student Experience – Academic Office and discuss their situation with an academic advisor. They will be required to provide supporting documentation and possibly meet with the Manager.

c) for conflicts arising from Student Experience - Academic Office approved events:

Students unable to write a mid-term at the posted exam time due to the following reasons: religious; work-related (for part-time students only); representing university at an academic or varsity athletic event; conflicts between two overlapping scheduled mid-term exams; or other extenuating circumstances, have the option of applying for special exam arrangements. Please see the DeGroot Missed Course Work Policy for a list of conflicts that qualify for academic accommodation:

<http://ug.degrootemcmaster.ca/forms-and-resources/missed-course-work-policy/>

Such requests must be made to the Student Experience – Academic Office at least ten (10) working days before the scheduled exam along with acceptable documentation. Non-Commerce students must submit their documentation to their own Faculty Office and then alert the Student Experience – Academic Office of their interest in an alternate sitting of the midterm.

Adjudication of all requests must be handled by the Student Experience – Academic Office. Instructors cannot allow students to unofficially write make-up exams/tests.

The MSAF cannot be used during any final examination period.

If a mid-term exam is missed without a valid reason, students will receive a grade of zero (0) for that component.

COURSE SCHEDULE

Commerce 4MF3 Retailing Management Winter 2024 Course Schedule

Week	Date	Topics	Assignments	Chapters
1	Jan.12	Course Outline, Introduction to retailing		1
2	Jan.19	Retail Strategic Planning and Operations Management		2
3	Jan.26	Retail Customers	Class Test	3
4	Feb.02	Competition, Legal and Ethical Behaviour/ Retail POS data	Assignment #1	4 & 6
5	Feb.09	Reframing retail strategy	Class Test	14
6	Feb.16	Market Selection and Location Analysis	Assignment #2	7
7	Mar.01	Layout & Design		13
8	Mar.08	Merchandise Buying and Handling	Class Test	9,11
9	Mar.15	Retail Communications	Assignment #3	12
10	Mar.22	Customer Services and Retail Selling	Class Test	10
11	Mar.29	Pricing	Assignment #4	8
12	Apr.05	Retailing Finances / Managing Supply Chain		5