

BM3323 – RETAILING MANAGEMENT

Module Number: BM3323
Module Title: Retailing Management

Total Number of Credits: 20

Total Number of ECTS Credits: 10

Staff Member Responsible for the Module:

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Pre-Requisite(s) for the Module: BM2214 Marketing Management

Module Learning Outcomes:

On successful completion of this module students will be able to:-

1. Understand the nature, scope and role of retailing firms and how this sector relates to wider subject of marketing;
2. Develop an appreciation of the pervasiveness of retailing and its impact upon the upstream strategic decision-making practice of firms;
3. Fuse the analytical with the creative aspects of retailing to produce informed arguments about the strategic issues which retailers face in

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institutional and global markets;

4. Critically evaluate, using a range of theoretical perspectives, distribution and retail management environments; and
5. Feel confident, competent and inspired to put forward arguments and counterarguments about current retail management trends.

The module is also designed so that students may enhance/develop the following skills:

- accept the opinions of others;
- integrate your opinions into your arguments
- support and/or refute (counter-) arguments with a range of theories;
- work and engage with the arguments put forward within retail case studies;
- apply analytical schemas to facilitate analysis in decision-making; and
- source material from, and learn across, a variety of (e)places.

Module Content:

The module introduces and develops the concepts of retailing in a critical way and focuses on the strategic issues which retailers face in institutional and global market places. The topics are introduced in such a way that students can appreciate the pervasiveness of retail firms and why retailing is qualitatively different to other sectors.

Lecture 1 **Course Overview.** Introduction to the module – Outline assessment and exam, reading guidance. (Blut)

Lecture 2 **Introduction to the World of Retailing.** What is retailing? What do retailers do? Why is retailing important in our society? What types of decisions do retail managers make? (Blut)

Lecture 3: **Types of Retailers.** What trends are shaping today's retailers? What are the different types of retailers? How do retailers differ in terms of how they meet the needs of their customers? How do services retailers differ from merchandise retailers? What are the types of ownership for retail firms? (Blut)

Lecture 4: **Multichannel Retailing.** What are the unique customer benefits offered by the three retail channels: stores, catalogs, and the internet? Why are retailers moving toward using all three channels? (Blut)

Lecture 5: **Multichannel Retailing (2).** How do multichannel retailers provide more value to their customers? What are the key success factors in multichannel retailing? How might technology affect future shopping experience? (Blut)

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- Lecture 6: **Customer Buying and Shopping Behavior.** How do customers make decisions about what retailer to go to and what merchandise to buy? What social and personal factors affect customer purchase decisions? How can retailers get customers to visit their stores more frequently and buy more merchandise during each visit? Why and how do retailers group customers into market segments? (Blut)
- Lecture 7: **Retail Market Strategy.** What is a retail strategy? How can a retailer build a sustainable competitive advantage? What steps do retailers go through to develop a strategy? What different strategic growth opportunities can retailers pursue? What retailers are best positioned to become global retailers? (Blut)

Assessment 1: Closed book exam during TP1 exam period

- Lecture 8 **How to prepare case studies (Assignment 1).** (Backhaus)
- Lecture 9 **Internationalization of Retailing.** What are the factors enhancing global integration? What are the retail expansion motives of retailers? Which models help retailers to evaluate and select country markets? (Backhaus)
- Lecture 10 **Human Resource Management in Retailing.** In what way does the management of human resources play a vital role in a retailer's performance? How do retailers build a sustainable competitive advantage by developing and managing their human resources? What activities do retail employees undertake, and how are they typically organized? (Backhaus)
- Lecture 11 **Human Resource Management in Retailing (2).** How does a retailer coordinate employees' activities and motivate them to work toward the retailer's goals? What are the human resource management programs for building a committed workforce? How and why do retailers manage diversity among their employees? (Backhaus)
- Lecture 12 **Information Systems and Supply Chain Management.** How do merchandise and information flow from the vendor to the retailer to the consumers? What information technology (IT) developments are facilitating vendor-retailer communications? How do retailers and vendors collaborate to make sure the right merchandise is available when customers are ready to buy it? What are the benefits to vendors and retailers of collaborating on supply chain management? What is RFID, and how will it affect retailing? (Backhaus)

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Lecture 13 **Customer Relationship Management in Retailing.** What is customer relationship management? Why do retailers want to treat customers differently? How do retailers determine who their best customers are? How do retailers can build customer loyalty? What can retailers do to increase their share of wallet? What can retailers do to alleviate the privacy concerns of their customers? (Backhaus)

Assessment 2: Self-Directed Journal Reading and Case Study (27 February 2012)

Lecture 14 **Merchandise Management.** What branding options are available to retailers? How do retailers buy national brands? What issues do retailers consider when buying and sourcing private-label merchandise internationally? How do retailers prepare for and conduct negotiations with their vendors? Why are retailers building strategic relationships with their vendors? What legal and ethical issues are involved in buying merchandise? (Woisetschläger)

Lecture 15 **Retail Pricing.** What factors do retailers consider when pricing merchandise? What are the legal restrictions on retail pricing? How do retailers set retail prices? How do retailers make adjustments to prices over time and for different market segments? Why do some retailers have frequent sales while others attempt to maintain an everyday low price strategy? What pricing tactics do retailers use to influence consumer purchases? (Woisetschläger)

Lecture 16 **Retail Communication Mix (Branding).** How can retailers build brand equity for their stores and their private-label merchandise? How are retailers using new approaches to communicate with their customers? What are the strengths and weaknesses of the different methods for communicating with customers? Why do retailers need to have an integrated marketing communication program? What steps are involved in developing a communication program? How do retailers establish a communication budget? How can retailers use the different elements in a communication mix to alter customers' decision-making processes? (Woisetschläger)

Lecture 17 **Managing the Store.** What are the responsibilities of store managers? How do store managers recruit, select, motivate, train, and evaluate their employees? How do store managers compensate their salespeople? What legal and ethical issues must store managers consider in managing their employees? What can store managers do to increase productivity and reduce

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costs? How can store managers reduce inventory losses due to employee theft and shoplifting? (Woisetschläger)

Lecture 18 **Customer Service.** What services do retailers offer customers? How can customer service build a competitive advantage? How do customers evaluate a retailer's service? What activities does a retailer have to undertake to provide high-quality customer service? How can retailers recover from a service failure? (Woisetschläger)

Lecture 19 **Course Reflection.** (Woisetschläger)

Assessment 3: Final Exam (essay question: 7 – Summer Exam)

International Dimensions:

Comparison of retailing developments across sectors, countries, international cases, international research projects, articles from international journals.

Corporate Connections:

Contemporary examples and mini-cases of retailing successes and failures will be provided throughout the lecture programme.

Links to Research:

This course is based on two textbooks, which are complemented by weekly reading of journal articles (17 papers), which are based on research undertaken in the retail industry. In particular, the module leaders actively undertake research into the management of retail networks and this research forms the basis of both the assignments and also curricula.

Learning and Teaching Rationale and Methods:

- a) Method of Teaching – The principal teaching methods used in this course will be lectures, case studies and topical discussions, video presentations, and student presentations. The lectures will give you an outline of each weekly distribution and retail marketing topic. Detailed learning must come from your own study of the respective articles and chapters, and additional reading of newspapers and magazines.
- b) Duration

Lectures	32 hours
Guided reading (17 papers and chapters)	64 hours

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Preparation for assessment 1 (exam)	20 hours (total – breakdown as follows)
- repetition of lectures 1-7	14 hours
- repetition of papers and chapters for lectures 1-7	5 hours
- writing the exam (Week 12/13 Exam)	1 hour

Research on assessment 2 (group work: case study; 28% of this mark to reflect individual effort)	43 hours (total – breakdown as follows)
- repetition of lectures 8-13	14 hours
- repetition of papers and chapters for lectures 8-13	5 hours
- reading and analysing the case and searching for further articles and secondary data	6 hours
- writing the essay	10 hours
- evaluating the main references	4 hours
- preparation of the appendix	2 hours
- essay reflection	2 hours

Preparation for assessment 3 (final exam: essay question)	41 hours (total – breakdown as follows)
- repetition of lectures 14-19	30 hours
- repetition of papers and chapters for lectures 14-19	10 hours
- writing the final exam (Summer Exam)	1 hour

Total **200 hours**

Ethical Approval:

This module does not require any primary research and no ethical approval will be necessary.

Assessment and Feedback Rationale and Methods:

The module is assessed by two exams (TP1 exam period exam 25% weighting and summer exam 50%), and one piece of group work (25%),

The group work comprises the analysis and collection of secondary data to prepare the case study. Students have to write an extended essay on the case (60%), evaluate the two main academic articles which they have used (10%), and prepare an appendix (2%). Besides this group work each student has to write an individual reflection of the group work (28%). The group work and the individual reflection will be evaluated by the lecturer. The group work

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will enable students to conduct an in-depth literature review of a specialist subject, to debate the pertinent issues between group members. In addition to an evaluation of students' research and critical appraisal abilities, this assessment will develop and test group working skills. The individual reflection helps the student to learn what worked well in the group and what has to be changed in further group works. **The submission date of the group work (and the individual reflection) is 27th February 2012.**

The exam in week 12/13 is in closed book format. Students are required to answer two (2) of the five (5) questions provided on the lectures 1-7. These questions will assess students' knowledge and comprehension of the module.

The final exam (summer exam) is in open book format. Students have to answer one from three questions on the lectures 14-19.