

MACQUARIE
UNIVERSITY



FACULTY OF
BUSINESS AND ECONOMICS

MKTG810 Retail Strategy & Operations

Jack Hanrahan

Semester 2,
Year 2010

ABOUT THIS UNIT

Assumed knowledge

Fundamental knowledge of the 7 “P’s”

Credit points

This is a single semester (half-year) 4-credit point unit. The number of credit points that a unit is worth is determined by the number of hours that a student is expected to spend each week attending lectures, reading and preparing assignments. For a single semester unit, students are expected to spend 4 hours per credit point each week on work related to the unit. Students are strongly advised to prepare their study timetable accordingly.

Course Objectives

This unit considers current approaches to strategy formulation as it relates to the retailer in the distribution system. Recent and current approaches to retail strategy will be explored including electronic retailing, communication technology and the globalisation of retailing. The retail format, merchandise strategy and marketing communication strategies will be also discussed as they relate to the retail environment. The role of operations management will be explored in relation to planning and control of operational performance and managing for shareholder and customer value. The importance of profitability, productivity and cash flow will be considered from a retail perspective. The financial evaluation of proposed retail strategy options will also be considered.

Throughout the course, the emphasis is on the analysis process: identifying information needs, acquiring the necessary information, interpreting it and using it as the basis of your recommendations. The course will have practical, hands on approach where students will have to report on how well (bad) retailers execute strategy in Australia.

This course will enhance the generic skills (critical thinking, independent work, teamwork, writing skills and problem-solving skills) that you have been developing from your studies at Macquarie University.

TEACHING STAFF

Jack Hanrahan

CLASSES

Six days from 10 am to 5 pm. The timetable for classes can be found on the GACC web site at: <http://www.gacc.mq.edu.au/ttable.htm>

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

You will need to purchase or have access to the text throughout the semester:

Walters, D. & Hanrahan, J., Retail Strategy Planning and Control Macmillan Press 2000

Berman, B. & Evans, J., Retail Management 9th Edition Pearson Prentice Hall 2004.

Articles on course website must be read for background

Available at the University Co-op Bookshop. Students are advised to make use of books, journals and other texts when preparing for the assignments and studying for the exam.

UNIT WEB PAGE

- WebCT: <https://learn.mq.edu.au/webct/logon/30574824011>

LEARNING OUTCOMES

The Macquarie experience is designed to lead students to a career in the city and a place in the world. It encourages life-long learning and links teaching to cutting-edge research.

Macquarie seeks to develop generic skills for students, building flexible outcomes for life and for the workplace over a life's career. These skills include:

- foundation skills of literacy, numeracy and information technology;
- self-awareness and interpersonal skills, such as the capacity for self-management, collaboration and leadership;
- communication skills for effective presentation and cultural understanding;
- critical analysis skills to evaluate, synthesise and judge;
- problem-solving skills to apply and adapt knowledge to the real world; and
- creative thinking skills to imagine, invent and discover.

TEACHING AND LEARNING STRATEGY

In order to successfully complete the Unit you must:

- Attend and participate in the lectures (min 80%);
- Read the set readings for each week in preparation for the lecture;
- Successfully completing assignments;
- **Participate** in class discussion of case studies;
- Students must participate in group projects & presentations; follow current developments

2010 Lecture Timetable

Date	Time	Topic	Textbook
8 th Aug 2010 E6A102	1000 – 1700	Briefing and introduction Retail Environment, Strategic & Operational Background, and Performance Evaluation Identify company mission, positioning, strategic direction, theme, attributes and activities and their Du Pont/strategic profit model.	Chapters 1, 2, 3, 4, 5, 6
	Task Due 22/8		
22 nd Aug 2010 E6A102	1000 – 1700	Merchandise Strategy & Operations	Chapters 7, 8
	Task Due		
5 th Sept 2010 E6A102	1000 – 1700	Customer Service Strategy & Operations	Chapters 9, 10, 15
	Task Due		
19 th Sept 2010 E6A102	1000 – 1700	Trading Environment & Customer Communications Strategy & Operations	Chapters 11, 12, 13, 14
	Task Due		
3 rd Oct 2010 E6A102	1000 – 1700	Managing Logistics, Information and IT, and HR in retail	Chapters 9, 10, 15, 16, 17
17 th Oct 2010 E6A102	1000 – 1700	Course Review	

EXAM

RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

4 'Ps' of Students

- **Preparation.** If the student does not read and analyse the case, and then formulate an action plan, the case discussion will mean little.
- **Presence.** If the student is not present, she or he cannot learn and, more importantly, cannot add her or his unique thoughts and insight to the group discussion.
- **Promptness.** Students who enter the classroom late disrupt the discussion and depreciate the decorum of the process.
- **Participation.** Each student's learning is best facilitated by regular participation. More important, the student has the responsibility to share his or her understanding and judgement with the class to advance the group's collective skills and knowledge.

All assessment tasks are compulsory.

Assignment One

Weighting: 40%

Due: Weekly Class Presentation of Key Tasks/Questions

Participants are required to form international syndicate groups of 3 students(min) for some tasks each week and are allocated a task/question each week. Answers should demonstrate an understanding of the underlying principles. When in groups, a 5-minute presentation is required on their group's answers and handle questions from class. All team members must participate equally and marks will be allocated according to the group's assessment of each member's contribution.

Evaluation: Please see attached sheets which should be included with each presentation handout.

Assignment Two

Weighting: 10%

Due: Weekly

Class participation and attendance in the lectures (min 80%).

EXAMINATION

Assignment Two

Weighting 50%

- Exam duration 2 hour exam
- Format of exam, short answers, essay questions.
- A pass in the exam is required for a pass in the unit irrespective of accumulated marks.
- Electronic dictionaries are NOT permitted in the exam.

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at <http://www.reg.mq.edu.au/Forms/APSCon.pdf>

You are advised that it is Macquarie University policy not to set early or delayed examinations for individuals or groups of students. All students are expected to ensure that they are available until the end of the teaching semester, that is the final day of the official University examination period, and can attend the exam at the designated time and place.

GENERAL

Assignments are to be submitted with the name of the subject and the assignment on the front cover and are to be typed in a 12-point font, double-spaced with 2.0 cm margins on one side of page only. Your names and SID(s) are to be clearly identified in the top right hand corner of the front cover of each assignment. Staple your assignment in the top left-hand corner. **Do not put the report in a binder or individual pages in separate plastic holders** - you will not get the binder or plastic sleeve back and they may not be marked or you may not get comments on your assignment.

Any assignment received after the due date will lose 10 marks for each working day or part thereof, that it is late. No assignment will be accepted after two weeks after the due date, that is, you will receive a Fail grade for the assignment. No assignments will be returned until all assignments are submitted or till after two weeks after the due date.

Students should note that those who ask for their assignments to be remarked may obtain a mark that is lower than the original mark. If you ask for a remark, the new mark is the one that will be used - even if it is lower than the original mark. Requests of a reconsideration of a grade must be made in writing and signed.

Lost assignments: All students must keep a copy of their assignment in case the submitted copy is mislaid.

All assignments must be referenced using the Harvard (author, date) method. Failure to follow this method will result in marks being deducted. Using footnotes or endnotes will also incur a loss of marks.

WRITING YOUR ASSIGNMENTS

Remember, when writing an assignment, you need to do more than to "cut and paste" ideas taken from different sources, even if they are acknowledged. This information taken from other sources needs to be used as an illustration of a more general point you have made, or as an indication of substantiating evidence, or as a starting point from which you make further elaboration.

Even definitions often require some contextualising or further statements on significant aspects.

You are the one who has to develop the thesis or argument of your assignment and who has to demonstrate you are thinking about the meaning of what you have been reading.

Good assignments will include:

- An introductory passage that engages with the question posed and which establishes the writer's argument or position, in other words, the introduction should be indicative of the argument and analysis that you will present;
- Evidence of well organised thoughts that systematically develop an argument;
- Evidence of an understanding of relevant concepts;
- Evidence of thought about the connection between the work being critiqued and its relation to other sources that you have consulted;
- **Remember to answer the question.**

EXAMINATIONS

A final examination is included as an assessment task for this unit to provide assurance that:

- i) the product belongs to the student and
- ii) the student has attained the knowledge and skills tested in the exam.

A three (3) hour final examination for this unit will be held during the University Examination period.

The University Examination period in First / Second Half Year 2010 is from 17th November, 2010 to 3rd December, 2010.

You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in Draft form approximately eight weeks before the commencement of the examinations and in Final form approximately four weeks before the commencement of the examinations.

<http://www.timetables.mq.edu.au/exam>

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. The University's policy on special consideration process is available at

http://www.mq.edu.au/policy/docs/special_consideration/policy.html

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the

conclusion of the official examination period. (Individual Faculties may wish to signal when the Faculties' Supplementary Exams are normally scheduled.)

The Macquarie university examination policy details the principles and conduct of examinations at the University. The policy is available at: <http://www.mq.edu.au/policy/docs/examination/policy.htm>

PLAGIARISM

The University defines plagiarism in its rules: "Plagiarism involves using the work of another person and presenting it as one's own." Plagiarism is a serious breach of the University's rules and carries significant penalties. You must read the University's practices and procedures on plagiarism. These can be found in the *Handbook of Undergraduate Studies* or on the web at: <http://www.student.mq.edu.au/plagiarism/>

The policies and procedures explain what plagiarism is, how to avoid it, the procedures that will be taken in cases of suspected plagiarism, and the penalties if you are found guilty. Penalties may include a deduction of marks, failure in the unit, and/or referral to the University Discipline Committee.

ACADEMIC HONESTY

The nature of scholarly endeavour, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:

- all academic work claimed as original is the work of the author making the claim
- all academic collaborations are acknowledged
- academic work is not falsified in any way
- when the ideas of others are used, these ideas are acknowledged appropriately.

Further information on the academic honesty can be found in the Macquarie University Academic Honesty Policy at http://www.mq.edu.au/policy/docs/academic_honesty/policy.html

GRADES

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardised numerical grade (SNG).

On occasion your raw mark for a unit (i.e., the total of your marks for each assessment item) may not be the same as the SNG which you receive. Under the Senate guidelines, results may be scaled to ensure that there is a degree of comparability across the university, so that units with the same past performances of their students should achieve similar results.

It is important that you realise that the policy does not require that a minimum number of students are to be failed in any unit. In fact it does something like the opposite, in requiring examiners to explain their actions if more than 20% of students fail in a unit. The process of scaling does not change the order of marks among students. A student who receives a higher raw mark than another will also receive a higher final scaled mark.

For an explanation of the policy see
<http://senate.mq.edu.au/rules/Guidelines2003.doc> or
<http://senate.mq.edu.au/rules/detailedguidelines.doc>

GRADING APPEALS AND FINAL EXAMINATION SCRIPT VIEWING

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

http://www.businessandeconomics.mq.edu.au/for/new_and_current_students/undergraduate/admin_central/grade_appeals.

SPECIAL CONSIDERATION

The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at:

http://www.mq.edu.au/policy/docs/special_consideration/procedure.html

STUDENT SUPPORT SERVICES

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at <http://www.student.mq.edu.au>.

IT CONDITIONS OF USE

Access to all student computing facilities within the Faculty of Business and Economics is restricted to authorized coursework for approved units. Student ID cards must be displayed in the locations provided at all times.

Students are expected to act responsibly when utilizing University IT facilities. The following regulations apply to the use of computing facilities and online services:

- Accessing inappropriate web sites or downloading inappropriate material is not permitted. Material that is not related to coursework for approved unit is deemed inappropriate.
- Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action, which may result in criminal proceedings.

Non-compliance with these conditions may result in disciplinary action without further notice.

Students must use their Macquarie University email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication.

**STUDENT EVALUATION OF MEMBER PARTICIPATION
SEPARATE FORM TO BE COMPLETED BY EACH STUDENT**

In order to encourage equal participation on the part of all group members, each group member will complete and turn in an evaluation of the group members. This evaluation will indicate the percentage of contribution of each group member to the group's over all performance. An evaluation will accompany each group presentation and the written research project report.

Name of assessment component: _____

Group Number: _____

Student's name	% Participation

The average of the awarded percentages should equal 100%. Individual marks are calculated by multiplying paper grade by the percentage awarded by peers. For example, If Joe Black was awarded 90% for his contribution to the project and the group received 36 out of 40 points for the project, Joe's mark would be 32.4%. However no individual can exceed the maximum points for the project.

Students can give each of the group members 100%. If this is done, each student receives the mark that was awarded to the total project (in the above example 36 points). No student should receive zero unless they really did nothing to contribute to the completion of the project (EG, did not go to meetings, did not complete assigned tasks, and did not contribute to the conceptualisation of the project).

In completing this form take into account:

1. Willingness of the individual to carry out jobs assigned
2. Ability of the individual to meet deadlines
3. Cooperation with other team members
4. Quality of the individual's work