

Marketing
Course Number: 22:630:693
Course Title: Retail Management for Fashion

COURSE DESCRIPTION

This course examines the theory and application of retail strategies and operations within the contemporary fashion and beauty industries. Students will become familiar with the history of fashion retailing, retailer typology, channels of distribution, merchandise segments, selection and management, fashion retail buying and pricing, consumer behavior in the fashion and beauty sectors, and strategic profit models for stakeholders. Additionally, students will acquire a deeper understanding of the portion of the supply chain that links retailers to consumers through topics such as site selection and store planning, e-tailing strategies, sales planning, corporate management and sales team organization, and the recruitment, selection and training of all levels of employees. Lastly, this course will look at how U.S. based retailers expand globally, and how global fashion and beauty brands have influenced the brands, product and consumers within the U.S.

A practical learning approach is used within this course. In addition to learning principles of retail management in the fashion and beauty industries, students will focus on the learning tools and skills necessary for solving real-world business problems and exploiting business opportunities. This includes, but is not limited to research, critical thinking and application.

COURSE MATERIALS

Required Reading

Bullard, B. (2017). *Style & statistics*. Hoboken, New Jersey: John Wiley and Sons, Inc.

Koumbis, D. (2014). *Fashion retailing: From managing to merchandising*. London, United Kingdom: Bloomsbury Publishing PLC.

Lewis, R., & Dart, M. (2014). *The new rules of retail: Competing in the worlds toughest marketplace*. New York: Palgrave MacMillan.

Stephens, D. (2017). *Reengineering retail: The future of selling in a post-digital world*. Vancouver: Figure. 1.

A selection of readings from various journals and industry publications that pertain to the topics discussed in the class each week will be required. Students will be notified in advance (during class and/or via Canvas) when these readings are assigned, as well as any homework/assignments that accompany them.

Recommended Reading

Gladwell, M. (2000). *The tipping point: How little things can make a big difference*. Boston: Little, Brown.

Shaw, D. & Koumbis, D. (2017). *Fashion buying: From trend forecasting to shop floor* (2nd Ed.). London, United Kingdom: Bloomsbury Publishing PLC.

Underhill, P. (1999). *Why we buy. The science of shopping*. London, United Kingdom: Orion mass market paperback.

Additional Recommendations

Check Canvas and your official Rutgers email account regularly.

It is in your best interest to become familiar with the Adobe Creative Suite (Illustrator, Photoshop, and InDesign) as well as social media outlets, Facebook and Instagram. While proficiency is not expected, a general understanding of their use in the retail sector will be discussed and incorporated into the course projects. Lynda.com is a fantastic resource for program tutorials.

LEARNING GOALS AND OBJECTIVES

This course is designed to help students develop skills and knowledge in the following area(s):

- To introduce students to the fashion retail system, from corporate offices to shop floors.
- To gain practical knowledge pertaining to the successful managing of the retail/beauty industry's consumer channels.
- To understand how to apply that knowledge to real-world business situations.

Students who complete this course will demonstrate the following:

- Understand and define the scope of the retail firm and the lexicon used within the fashion and beauty industries.

- Define various retailer types, fashion and beauty product segments, and the formats and channels used to connect retail firms with consumers.
 - Examine fashion retail strategies including merchandise planning, buying, marketing and allocation, and their multidisciplinary approaches.
 - Explain how fashion and beauty firms measure profitability, success and overall customer satisfaction.
 - Explain the buying process that retailers undertake from product development and selection, to merchandise pricing for both branded and private label merchandise.
 - Successfully conduct analyses of retail brick and mortar and e-tailing channels, looking at operational programs through trading area analysis, site selection, store design, merchandise planning and management and consumer market research.
 - Examine the concepts and issues associated with global, ethical and social fashion and beauty retailing in the contemporary market.
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PREREQUISITES

Approval by department chair

ACADEMIC INTEGRITY

I do NOT tolerate cheating. Students are responsible for understanding the RU Academic Integrity Policy (<http://academicintegrity.rutgers.edu/>)

I will strongly enforce this Policy and pursue *all* violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, “On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment.” I will screen all written assignments through *SafeAssign* or *Turnitin*, plagiarism detection services that compare the work against a large database of past work. Don’t let cheating destroy your hard-earned opportunity to learn. See business.rutgers.edu/ai for more details.

ATTENDANCE AND PREPARATION POLICY

Expect me to attend all class sessions. I expect the same of you. If I am to be absent, my department chair or I will send you notice via email and Canvas as far in advance as possible. If you are to be absent, report your absence in advance at <https://sims.rutgers.edu/ssra/>. If your absence is due to religious observance, a Rutgers-approved activity, illness, or family emergency/death and you seek makeup work, send me an email with full details and supporting documentation within 2 days of your first absence.

- For weather emergencies, consult the campus home page. If the campus is open, class will be held
- Expect your instructor to arrive on time for each class session; the same is expected of you. If you are going to be tardy, there is no need to alert the instructor. Please note- excessive tardiness/absenteeism will result in a grade deduction.

- Expect your instructor to remain for the entirety of each class session; the same is expected of you. If you are going to leave early, please let your instructor know before class and at that time, quietly pick up your belongings and excuse yourself.
 - Expect your instructor to be properly prepared for each class session; the same is expected of you. Complete all background reading and assignments before class starts. You cannot learn if you are not prepared. The minimum expectation is that for each 3-hour class session, you must prepare by studying for at least twice as many hours outside of class.
 - Expect your instructor to fully participate in each class session; the same is expected of you. Stay focused and involved. You cannot learn if you are not paying attention or contributing.
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COURSE TOPICS

- History of retail
 - Retailer classifications and typology
 - Onsite v. offsite retailing strategies
 - Consumer shopping behavior and acquisition
 - Merchandise controls and loss prevention
 - Global trends fashion and beauty retailing
 - Ethics, sustainability and CSR methods
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CLASS FORMAT

- Lectures, presentations, videos
 - In-class activities and team exercises
 - Group project presentations
 - Guest speakers and/or field trips
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CLASSROOM CONDUCT

- Students are responsible for familiarizing themselves with The University Code of Conduct; this can be found at studentconduct.rutgers.edu/disciplinary-processes/university-code-of-student-conduct/
 - The language of instruction at Rutgers is English; if English is not your first language, please meet with the instructor as soon as possible to determine if accommodations are needed to successfully complete the course
 - No Food is allowed in the classroom
 - Devices (such as cell phones- iPods, Nanos, Touches, etc.) are not to be used in the classroom, unless directly connected to work being done (i.e. use of photographs for documentation or music from a device)
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EXAM DATES AND POLICIES

There are two exams in this course:

Midterm Exam: () (covers weeks 1-7)

Final Exam: () (covers weeks 8-13)

During exams, the following rules apply:

- If you have a disability that influences testing procedures, provide me an official letter from the Office of Disability Services at the start of the semester
- No cell phones or other electronics are allowed in the testing room
- You must show a valid Rutgers photo ID to enter the room and to turn in the exam
- Alternate seating; do not sit next to another student or in your usual seat
- Use the bathroom prior to the exam start; bathroom breaks, if essential, will be escorted.
- You are required to bring the necessary supplies to take the exam (i.e. pens/pencils)
- No make-up exams are provided.

GRADING BREAKDOWN & POLICIES

Attendance/Participation (**15%**): 100 pts (15 class periods X 10 points each)

Midterm Exam (**20%**): 200 pts

Final Exam (**20%**): 200 pts

Semester Long Group Project (**45%**):

- Part I- Written Case Study (20%): 200 pts
- Part II- Final Group Presentation (20%): 200 pts
- Individual group contribution and reflection (5%) 50 pts

Total (100%): 1000 pts

Additional Grading Policies

- Extra credit is offered at the instructor's discretion, please do not request it
- Grades will be posted on Canvas for your convenience; please visit Canvas regarding grades and comments before inquiring with the instructor
- Midterm progress will be provided after midterm grades have been entered
- Grade grubbing: Your final grade is not subject to negotiation. If you there is an error, submit your written argument to your instructor within one week of receiving your final grade. Clarify the precise error and provide all supporting documentation. Grades will only be adjusted if an error on the instructor's part has been made. Grades will not be adjusted based on personal consequences, such as lost scholarships, lost tuition reimbursement, lost job opportunities, or dismissals.
- All grades are determined by the University's grading policy:

A 90 and above **C** 70 – 76

B+ 87 – 89 **D** 60 – 70

B 80 – 86 **F** 60 and below
C+ 77 – 79

COURSE SCHEDULE

Class	Topic	Homework
1	<p>COURSE OVERVIEW / SYLLABUS REVIEW CLASSROOM INTRODUCTIONS</p> <p>LECTURE: Introduction to Retailing</p> <ul style="list-style-type: none"> • Retail v. retailing <p>History of retailing</p>	<p>READ: Fashion Retailing, Ch. 1 New Rules of Retail, Ch. 1 - 2 Style and Statistics, Ch. 1</p>
2	<p>LECTURE: Introduction to Retailing, cont.</p> <ul style="list-style-type: none"> • Classification of retailers • Onsite v. offsite retailing • Multichannel retailing approaches • Retailing from a global perspective <p>Introduction to Semester Long Project-</p> <ul style="list-style-type: none"> • Retail Conglomerates / Groups Case Study 	<p>READ: Fashion Retailing, Ch. 2 New Rules of Retail, Ch. 3 - 5</p>
3	<p>LECTURE: Retail Consumer Markets</p> <ul style="list-style-type: none"> • Consumer shopping behaviors • Demographics and target audiences • Retail market strategies • Site selection and store locations <p>Emerging domestic/international retail markets</p>	<p>READ: Fashion Retailing, Chapter 3 New Rules of Retail, Ch. 6 - 7 Style and Statistics, Ch. 9</p>
4	<p>LECTURE: Corporate Retail Environments</p> <ul style="list-style-type: none"> • The role of the retail corporate office • Strategic retail planning • Human resource management • Corporate teams <> store teams • Customer relationship management 	<p>READ: New Rules of Retail, Ch. 8 – 9 Style and Statistics, Ch. 2 - 4</p>
5	<p>LECTURE: Merchandise Planning</p> <ul style="list-style-type: none"> • Developing product categories • Developing a seasonal product plan • Merchandise pricing • Risk and range size issues • Sales and stock forecasting • Markdowns and inventory tactics 	<p>READ: Fashion Retailing, Chapter 4 New Rules of Retail, Ch. 10 Style and Statistics, Ch. 7 - 8</p> <p>Continue working on Part 1 of group projects, due next week.</p>

6	<p>DUE: Part I- Retail Conglomerate/Group Case Study</p> <p>LECTURE: Fashion and Beauty Store Environments</p> <ul style="list-style-type: none"> • Store management and the back of house • Employee management practices • Fashion retail store logistics • Merchandise controls and loss prevention tactics • 	Review for midterm exam
7	MIDTERM EXAM (LECTURES 1 – 7)	
8	Guest Speaker: TBA	<p>READ: Style and Statistics, Ch. 5 – 6 Reengineering Retail, Part 1</p>
9	<p>LECTURE: Fashion Buying</p> <ul style="list-style-type: none"> • Defining the role of the buyer • Fashion lead times and the buying cycle • Sources of buying inspiration <p>Trend forecasting and trends in fashion buying</p>	<p>READ: Fashion Retailing, Chapter 5 Reengineering Retail, Part 2</p>
10	<p>LECTURE: Fashion Merchandising</p> <ul style="list-style-type: none"> • Defining the role of the merchandiser • Multi-channel merchandising approaches • Merchandising v. visual merchandising 	<p>READ: Fashion Retailing, Chapter 6 Reengineering Retail, Part 3</p>
11	<p>LECTURE: Trends in Contemporary Fashion Retailing</p> <ul style="list-style-type: none"> • Ecommerce and the online shopper • Alternative retail brick and mortar spaces • Designer <math>\leftrightarrow</math> retailer collaborations • New technology in the retail sector <p>LECTURE: Ethics and CSR Practices</p> <ul style="list-style-type: none"> • Ethical practices in the fashion/beauty retail sectors • Defining CSR and best practices • Sustainable practices; slow v. fast fashion • 	<p>READ: Reengineering Retail, Part 4</p>

12	FILM: The True Cost Work in groups to prepare final group presentations.	Work on finalizing Part II of group projects, due next week.
13	FINAL GROUP PRESENTATIONS	Review for final exam
14	FINAL EXAM (LECTURES 9 – 13)	Enjoy your well-deserved break!

PLEASE NOTE: The syllabus is subject to change throughout the semester. If any changes are made, your instructor will let you know prior to them being made and will inform you by email and/or Canvas.

SUPPORT SERVICES

If you need accommodation for a *disability*, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. More information can be found at ods.rutgers.edu.

[Rutgers University-New Brunswick ODS phone (848)445-6800 or email dsoffice@echo.rutgers.edu]

[Rutgers University-Newark ODS phone (973)353-5375 or email ods@newark.rutgers.edu]

If you are *pregnant*, the Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy.

[Rutgers University-New Brunswick Title IX Coordinator phone (848)932-8200 or email jackie.moran@rutgers.edu]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email TitleIX@newark.rutgers.edu]

If you seek *religious accommodations*, the Office of the Dean of Students is available to verify absences for religious observance, as needed.

[Rutgers University-New Brunswick Dean of Students phone (848)932-2300 or email deanofstudents@echo.rutgers.edu]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email DeanofStudents@newark.rutgers.edu]

If you have experienced any form of *gender or sex-based discrimination or harassment*, including sexual assault, sexual harassment, relationship violence, or stalking, the Office for Violence Prevention and Victim Assistance provides help and support. More information can be found at <http://vpva.rutgers.edu/>.

[Rutgers University-New Brunswick incident report link: <http://studentconduct.rutgers.edu/concern/>. You may contact the Office for Violence Prevention and Victim Assistance at (848)932-1181]

[Rutgers University-Newark incident report link: https://cm.maxient.com/reportingform.php?RutgersUniv&layout_id=7 . You may also contact the Office of Title IX and ADA Compliance at (973)353-1906 or email at TitleIX@newark.rutgers.edu. If you wish to speak with a staff member who is confidential and does **not** have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or email run.vpva@rutgers.edu]

If students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate, you should submit a request via <https://temporaryconditions.rutgers.edu>.

If you are a military *veteran* or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. <http://veterans.rutgers.edu/>

If you are in need of *mental health* services, please use our readily available services.

[Rutgers University-Newark Counseling Center: <http://counseling.newark.rutgers.edu/>]

[Rutgers Counseling and Psychological Services–New Brunswick: <http://rhscaps.rutgers.edu/>]

If you are in need of *physical health* services, please use our readily available services.

[Rutgers Health Services – Newark: <http://health.newark.rutgers.edu/>]

[Rutgers Health Services – New Brunswick: <http://health.rutgers.edu/>]

If you are in need of *legal* services, please use our readily available services: <http://rusls.rutgers.edu/>

Students experiencing difficulty in courses due to *English as a second language (ESL)* should contact the Program in American Language Studies for supports.

[Rutgers–Newark: PALS@newark.rutgers.edu]

[Rutgers–New Brunswick: eslpals@english.rutgers.edu]

If you are in need of additional *academic assistance*, please use our readily available services.

[Rutgers University-Newark Learning Center: <http://www.ncas.rutgers.edu/rlc>

[Rutgers University-Newark Writing Center: <http://www.ncas.rutgers.edu/writingcenter>]

[Rutgers University-New Brunswick Learning Center: <https://rlc.rutgers.edu/>]

[Optional items that many faculty include:

- Students must sign, date, and return a statement declaring that they understand the RU Academic Integrity Policy.

- Students must sign, date, and return a statement declaring that they understand this syllabus.]