



**MKTG 5560**  
RETAILING AND MARKETING CHANNELS

**COURSE PROFESSOR**

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**COURSE DESCRIPTION**

The University of North Texas – Denton “Course Catalog” describes MKTG 5560. Retailing and Supply Chain Management as “Critical inquiry into the disruptive forces that impact retailing and supply chain management in an omni-channel environment. Omni-channels is a term that describes a fusion of offline (e.g., brick and mortar) and online (e.g., Internet, Mobile applications) retailing. Brandon Rael, Director of Alvarez & Marsal, advises that "The blurring of lines between the social, digital and commerce worlds will continue to dominate the conversation." This course examines the competing experiences and expectations in retail marketing channels in a globally-connected, technology-enabled marketplace. Special emphasis is afforded to the following topics: retail valuation; retail patronage; assortment planning and inventory optimization; predictive modeling; and strategic implementation.”

Please consider that you are enrolled in this course during an unprecedented time. The Covid-19 pandemic continues to force retail stores to close. The combination of public health, economic and sociopolitical disruptions have forced retailers to accelerate digitization and e-commerce strategies and practices, distribution and delivery options, and supplier relationships. The term “retail apocalypse” attempts to capture the thousands of store closures and retail bankruptcy filings since 2019. Some of the historically highest retail performers have been among the casualties. Since March 2020, the following retailers have joined *Charming Charlie’s*, *Gymboree*, *Nieman Marcus*, *Payless*, *Papyrus* and *Pier One* in bankruptcy filings:

<i>Francesca's</i>	<i>Muji USA</i>	<i>J.C. Penney</i>
<i>Guitar Center</i>	<i>Sur La Table</i>	<i>Stage Stores</i>
<i>Century 21</i>	<i>Brooks Brothers</i>	<i>Aldo</i>
<i>Stein Mart</i>	<i>G-Star Raw</i>	<i>J. Crew</i>
<i>Tailored Brands</i>	<i>Lucky Brand</i>	<i>Roots USA</i>
<i>Lord &amp; Taylor</i>	<i>GNC</i>	<i>True Religion</i>
<i>Ascena</i>	<i>Tuesday Morning</i>	<i>Modell's</i>
<i>The Paper Store</i>	<i>Centric Brands</i>	<i>Bluestem Brands</i>

There is no doubt that the post-pandemic “normalcy” will be unlike the pre-pandemic retail environment. Retailers will not only manage a daunting set of short-term challenges to survive, but they will need to “transform” their operations to survive over the long-term. These challenges coincide with a shift in consumers’ attitudes, habits (and in many cases) lifestyles.

**COURSE PERSPECTIVE**

We will investigate the retailer as a “relationship mediator” in the supply chain, exploring alternative models and technologies aimed at 1) creating value in the exchange of market offerings (i.e., products and services) to consumers for personal, family or others’ consumption, 2) managing the flows of market offerings in the supply chain, and 3) impacting the economic (i.e., consumer confidence) of economies in the U.S. and abroad. You will often see retailing described by

the acronym *B2C* that reflects business-to-consumer exchange; yet, retailing also encompasses *C2C* or consumer-to-consumer exchange. In this course, we focus on *B2C* exchange relationships. ***Retailing is ultimately about managing consumers' experiences and expectations.*** Sam Walton, Walmart founder, expertly counseled: "High expectations are the key to everything." It is important to consider that expectations are always changing. There is likely no better time to critically explore retailing and marketing channels than in the Summer 2021.

## COURSE INTRODUCTION

To fully appreciate the importance of retailing in everyday life, one may recount James Cash Penny's assertion that "Profits must come through public confidence, and public confidence is given to any merchant in proportion to the service which he gives to the public." Now, consider how, why, what and – *above all where* – you buy market offerings cast against the extant challenges confronted by retailer *JC Penney*. Now think about *Zappos.com* founder's Tony Hsieh's perspective, "Businesses often forget about the culture, and ultimately, they suffer for it because you can't deliver good service from unhappy employees." While both retail pioneers reflect the importance of instilling public confidence in both internal and external retail customers, they certainly face a very different market setting. The most exciting challenge confronting retailers globally is the dynamic market environment. The old adage "location, location, location" proffered by William Dillard, founder of Dillard's department store, seems much outdated; however, retail space includes both physical and virtual space. Presence and positioning relative to physical and virtual locations remains an important consideration in today's retail management strategy.

John Wanamaker opened the very first department store in Philadelphia in 1861 called *Oak Hall* and managed its growth into a retail department store giant known by his namesake *John Wanamaker & Co.* in 1875. The department store's motto was "One price and goods returnable." You are surely aware that this is the most transformative time in the history of retailing as *Amazon.com*, *Alibaba.com* are displacing traditional brick 'n mortar retailers across all types of market offerings, ranging from convenience to luxury goods, electronics to groceries. Regardless of whether the retail exchange is online, offline or some combination, the decline in traditional shopping behavior is well documented. Consider the following (August 2017) downward trend in retail traffic and sales per shopper. Yet, specialty retailers, grocery stores, megastores ("Big Boxes"), department stores and other physical retail locations remain the mainstay of retailing despite unprecedented increases in e-commerce (online retailing). In the 18 August 2017 edition of the *Wall Street Journal*, the cover story addresses how "Alibaba's Net Soars on Solid Online Sales," explaining "Alibaba has been very successful in transforming the business to mobile from desktop" (p. B1). Despite the unprecedented shift of manufacturing and distribution of goods from East to West, there still remain success stories that illuminate the nexus between physical and virtual space in retailing as an important strategic option for retail products from trendy *American Giant*:

Bayard Winthrop, the company's founder and chief executive officer said... 'What we've been successful at is taking the catalyst of e-commerce, which I think is one of those moments in capitalism where everyone has had to stop and say 'wow,'" Winthrop said. "E-commerce provides a particularly elegant solution to the problem, but more importantly it says if you build a business that commits to American-made in scale, stays direct to consumer, and drives home great product and great quality that does provide a viable business that can reach a big scale.' American Giant has two company-owned cut-and-sew facilities around Raleigh, N.C., that are supported by a Carolinas-based supply chain that primarily produce the brand's sweatshirts and T-shirts for men and women. It also has two contract facilities in the Los Angeles area, and one each in Oakland, Calif., and in Philadelphia that are making a variety of items, such as shirting, jackets and T-shirts. He said one of the biggest challenges to the business is trying to get the supply chain to rethink its model... The startup unisex fashion brand, based in New York, is tapping into the styling needs of its core demographic: traveling consumers. 'The Made-In-America element to our supply chain was a key decision for the development of *Poste Premier*. We aim to provide limited edition unisex styles with short turnaround at the highest quality,' said *Poste Premier* creative director Emma Postal" (12 July 2017, *Business*).

In this course, you are a veritable expert because you are inextricably engaged in retailing on a daily basis. Whether buying groceries, eating (or drinking) at a retail establishment or buying apparel, you likely engage in retailing every day. The places where you choose to frequent to acquire marketing offerings such as apparel and accessories, books and music, entertainment (i.e., bars and nightclubs, restaurants, stadiums and performance halls), sporting goods define your retail patronage behavior, a major strategic outcome of successful retailers.

## COURSE SUPPORT MATERIALS

The following book is a highly-recommended resource for this course, and it is the basis for two quizzes. The book provides excellent real-world insights into the interface between retailing, data analytics and supply chain management. It is a very affordable book, and it can be obtained in hard copy or as a Kindle book for less than U.S.\$20. It will be a very helpful resource:

Fisher, Marshall and Ananth Raman (2010), *The New Science of Retailing: How Analytics Are Transforming Supply Chain and Improving Performance*, Boston: MA: Harvard Business Press.

The material in this book could certainly be found in other sources. But, the convenience of addressing the focal topics in one place likely encourages that you just get the book. There are also extensive materials posted on the Canvas course web site. You are responsible for any and all materials posted to the web site. It is mandatory that you check this MKTG 5660 course web site at least twice every week for the duration of the semester.

- **Course Video Lectures.** There are video lectures for each module of the course. It is important that you watch each and every course video lecture.
- **Video-on-Demand Course Content** - There will be assigned videos to watch that add value to the course topics.
- **Experiential Exercises** – These are real-world exercises that you will complete throughout the semester.
- **Assigned Readings** - a set of readings will be used to supplement the topics we cover throughout the semester.

**Canvas.** If you ever encounter any difficulty with the Canvas system, it is your responsibility to contact the Help Desk. Your instructor has no authority or control over the operating system, University servers or software platform. Accordingly, you must take responsibility for understanding the Canvas interface. There are on-line help sessions and workshops available for all students. For more information, contact the Help Desk. In case of any online issue while taking a quiz, you must get a ticket number from the Canvas Help Desk.

## COURSE POLICIES

**Academic Integrity.** It is expected that each student enrolled in the course ascribes to the policies articulated in the University of North Texas “Academic Integrity Policy.” The policy is posted on the Blackboard course Web site under an icon titled “Academic Integrity.” You are required to read and understand the policy. If you have any questions, please contact me or the University of North Texas Academic Integrity Office.

**University of North Texas – Denton COB Student Ethics Statement.** As a student of the UNT College of Business, I will abide by all applicable policies of the University of North Texas, including the Student Standards of Academic Integrity, the Code of Student Conduct and Discipline and the Computer Use Policy. “

**Attendance and Participation.** You are expected to remain highly engaged in all Canvas (learn.unt.edu) course activities. All Canvas participation is recorded automatically; accordingly, it is not wise to “challenge” your engagement. The instructor is fully aware of the frequency and duration of each engagement throughout the semester. Your attendance and participation is a significant portion of your final course grade.

**Course Content Issues or Process Issues.** All course content issues can be easily addressed by contacting Dr. Lou E. Pelton. Dr. Pelton is available via email, face-to-face or via an Internet-enabled conference (i.e., Zoom). You may

contact the Professor of Record via email at pelton@unt.edu or use the email system on Canvas. It is okay (and encouraged) to email, call or text me (972.333.3132) for assistance.

**Written Communications Support.** Because written communications proficiency is an important part of grading in this course, your ability to write correctly and effectively is important. One tool available to everyone – and at no cost – is [www.grammarly.com](http://www.grammarly.com). It is a great way to identify writing errors and help you fix them. Also, another helpful web site is [www.citefast.com](http://www.citefast.com). We encourage you to use these free support tools in all of your courses. They have been very helpful to students. There is also a great resource called The Writing Lab for all University of North Texas – Denton students.

**COURSE ASSESSMENT OF LEARNING**

*“In the long run, we shape our lives, and we shape ourselves. The process never ends until we die. And the choices we make are ultimately our own responsibility.” - Eleanor Roosevelt*

In the spirit of Eleanor Roosevelt’s assertion, you elected to enroll in an on-line course, and this requires self-motivation and (like all other course) responsibility for your own performance outcomes. Dr. Pelton will do everything possible to enable your success in MKTG 4520; however, you must take responsibility for following directions, reading and listening to assigned content, and studying all assigned materials. In this course, there will be several opportunities for you to demonstrate your learning outcomes.

**Experiential Exercises.** These are real-world, relevant and timely exercises that ask you to discuss questions about a retailing decision scenario. The platforms afford you an opportunity to evaluate a scenario with information, apply marketing channels principles and construct a well-developed, thoughtful discussion. The grading rubric for this assignment is provided on Canvas. You will submit each Experiential Exercise ONLY via Canvas. No submissions will be accepted via email. Your grades on each will be posted to Canvas. Each Experiential Exercise is worth 200 points or a total of 60% of your course grade. The due dates and assignment directions are available on each posted assignment.

**Quizzes.** There will be two, online quizzes that test all materials in each of the modules of course content. Any materials on this Course Syllabus may be on a quiz, and any materials posted on Canvas may also be included on a quiz. Each quiz is worth 200 points or 40% of your final grade.

Exercises	Quizzes	Total
600 points	400 Points	1,000 points

The computation of letter grades are as follows.

F	D	C	B	A
<600	600 – 699	700-799	800-899	>899