The power of digital distribution over physical retail outlets is you have a chance to create a global audience.

Chad Hurley
Global Retailing

RCSC 446 Summer 2023

Instructor
Prof. Jose Mendoza, DBA

Location
Barcelona Campus
Barcelona, Spain

Meeting Times
Mo, Tu, We 9:30 am - 12:15 pm

Instruction
In Person

Course Dates
05/29/2023 - 06/30/2023

Co-requisites
RCSC 340

Class Number
TBA

Analyze the global market environment and retailing structure, systems, issues, and trends in the global retail industry. Explore the macro and micro-context factors that influence retailers’ internationalization and entry modes for international retail expansion. You will learn about international retail business and analyze global consumers in terms of cultural differences, and develop retail strategies for international expansion based on global retailer research and global market opportunity assessment.

For virtual office hours, please make an appointment ahead of time by using this link: https://calendly.com/jose_mendoza
Global Retailing

Course Objectives

This course focuses on an exploration of the global retailing environment and a study of international consumer markers and consumption patterns. The primary objective of the course is to familiarize students with the challenges of the global retailing environment. The primary course objectives are to:

- To understand the scope of retailing in a global context.
- To understand the foreign environments in which global retailers operate and the impact of these environments upon their strategic decisions.
- To understand international consumer markets with respect to purchase behavior and consumption patterns.

The course will be taught through lectures, discussion of case studies, and hands-on exercises. Class exercises and assignments provide students the opportunity to develop your thoughts about communication strategies in retailing, identify problems, propose solutions, develop your written communication skills, and reflect on your role as a potential future marketer of the retail industry. Some activities are completed on an individual basis and others in small groups (e.g., groups of 4-5 students). For this course, you need to be prepared to share your ideas as we learn from course materials as well as from each other.

Learning Outcomes

After completing this course you will:

LO1: Explain the global retailers’ entry modes for international expansion and the strategic process entering the global market.
LO2: Develop skills in assessing appropriate strategic decisions through research on macro/microcontext factors and investigations of the practices of leading global retailers.
LO3: Develop research, analytical, and strategic decision skills in international retailing and global consumer behavior via relevant applied and research assignment.
# Course Schedule

Classes will be held at the Barcelona Campus. All classes are in-person, unless indicated otherwise by the University. There is an expectation that students will come prepared to classes, reading any assigned material.

<table>
<thead>
<tr>
<th>Week</th>
<th>Modules</th>
<th>Topic</th>
<th>Assessments</th>
<th>Learning Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 29</td>
<td>1, 2</td>
<td>Internationalization of Retailing (Chapter 1)</td>
<td></td>
<td>L01</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strategic Retail Expansion (Chapter 2)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>June 05</td>
<td>3, 4</td>
<td>Location (Chapter 3)</td>
<td>Case Study I: H&amp;M and Zara</td>
<td>L02</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Culture and Consumer Behavior (Chapter 4)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>June 12</td>
<td>6, 7</td>
<td>Licensing, Franchising and Strategic Alliances (Chapter 6)</td>
<td>Case Study II: From Cava to Terra Alta. Exploring Catalunya</td>
<td>L02/L03</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Retailing in Multinational Markets (Chapter 7)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>June 19</td>
<td>7, 8</td>
<td>Retailing in the Americas (Chapters 8-10)</td>
<td>Case Study III: Online retailing in Latin America</td>
<td>L03</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Retailing in Europe (Chapter 11)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>June 26</td>
<td>9, 10</td>
<td>Retailing in Middle East and Africa (Chapter 12)</td>
<td>Case Study IV: Hema stores in China</td>
<td>L03</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Retailing in Asia and Australia (Chapter 13)</td>
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<td></td>
</tr>
</tbody>
</table>

Note: Classes begin on May 15th. Topics may be subject to change. Please organize your arrival accordingly.

For information regarding travel arrangements and accommodations, please refer to:

**Study Abroad**  
**Global Center**  
615 N. Park Avenue, Room 150  
Tucson, AZ 85721

https://global.arizona.edu/contact-global
Course Syllabus

Case Studies

Case studies will allow students to apply classroom learnings to real-life situations. Case studies will be developed as a group.

Weekly Assignments

Individual assignments on a weekly basis will help students to consolidate concepts taught in class.

Note: Students are encouraged to visit the Academic Calendar page:

https://catalog.arizona.edu

Evaluation Schedule

Case Studies and Projects

- June 05th: Case Study I: H&M and Zara
- June 12th: Case Study II: From Cava to Terra Alta. Exploring Catalunya.
- June 19th: Case Study III: Online retailing in Latin America
- June 26th: Case Study IV: Hema stores in China

Dr. Jose Mendoza
Course Grading and Policies

This course relies on continuous grading. Students will expect a graded activity on a continuous basis, including:

1. Group Case Studies (Group)
2. Weekly Assignments (Individual)
3. Participation (Individual)

Case studies will refer to a current event and will incorporate real data or refer to an actual business situation.

Group Work
This course has a substantial amount of group work. Please, pick your teammates wisely.

Participation
In this course, attendance is not graded, but there is a participation grade. Participation will be measured continuously and graded according to the following rubric:

- 20 points: The student always makes relevant contributions to class
- 15 points: The student makes frequent relevant contributions to class
- 10 points: The student makes contributions to class when asked
- 05 points: The student rarely participates in class
- 0 points: The students don't participate in class, regardless of attendance.

Waivers
In response to the current pandemic, in this course, the lowest score on an individual assignment, will be dropped from the overall grade calculation. This will cover those instances were students are on a quarantine, not feeling well, but might well cover other situations (i.e. students athletes, job interviews). The waivers will be automatic and will only cover one assignment. There are no waivers on group projects or group cases.

Late Submissions
Late submissions will only be considered, in the case of sickness, as long as there is a doctor's note or similar. Students on a COVID quarantine can still submit their assignments online and on-time.

Final Grades
Once posted, grades are final unless there is a calculation error. Grade appeals can be made in accordance to the University's policies (https://catalog.arizona.edu/policy/grade-appeal).

Dispute of Grades Policy
Students will have three (3) days after grades are posted on D2L to dispute a grade.

Grade Policies
The University of Arizona's grade policies can be found here: https://catalog.arizona.edu/policy-type/grade-policies
## Grading Table

<table>
<thead>
<tr>
<th>Assignment Type</th>
<th>Points</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case Studies (Group)</td>
<td>40 points</td>
<td>June 5th, June 12th, June 19th, June 26th</td>
</tr>
<tr>
<td>Participation (Individual)</td>
<td>20 points</td>
<td>Continuous</td>
</tr>
<tr>
<td>Assignments (Individual)</td>
<td>40 points</td>
<td>Weekly</td>
</tr>
</tbody>
</table>

Note: Dates might be subject to change. A proper announcement in D2L will be made in the case of a date change.

## Grading Letters

<table>
<thead>
<tr>
<th>Grade</th>
<th>Description</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Excellent</td>
<td>90-100</td>
</tr>
<tr>
<td>B</td>
<td>Good</td>
<td>80-89</td>
</tr>
<tr>
<td>C</td>
<td>Satisfactory</td>
<td>70-79</td>
</tr>
<tr>
<td>D</td>
<td>Poor</td>
<td>60-69</td>
</tr>
<tr>
<td>E</td>
<td>Failure</td>
<td>Less than 60</td>
</tr>
</tbody>
</table>

Note: There is no "grading curve" in the course. Grades are rounded to the next number, for example, 89.5 = 90, but 89.4 = 89. Students will receive the grade that they earned during the course, and there are no "special" provisions for grades.
Course Requirements

Course notes
Course notes will be posted in advance in D2L. Students are required to download and read the course notes in advance of classes.

Required textbook / material

International Retailing, 3rd. Edition
Brenda Sternquist and Elizabeth B. Goldsmith
ISBN: 978-1501323638
Fairchild Books

Note: A different edition in an e-book format is also acceptable.

Computer equipment
Students will be required to access computing and online resources, even when in class, but as well as part of assignments and group projects. Therefore, student should have a reasonably updated computer (PC or Mac) with basic software installed.
Absence Policy
Participating in the course and attending classes are vital to the learning process. Class attendance is required. Absences may affect a student’s final course grade.

Students must be physically present in the classroom to be able to take exams, unless indicated otherwise, by the professor, in writing, and in advance.

Students are expected to review any missed material and catch up with assignments.

Absences for any sincerely held religious belief, observance, or practice will be accommodated where reasonable:
https://policy.arizona.edu/human-resources/religious-accommodation-policy.

Absences pre-approved by the UA Dean of Students (or dean's designee) will be honored.

Academic Integrity Policy
Integrity and ethical behavior is expected of every student in all academic work. This Academic Integrity principle stands for honesty in all class work, and ethical conduct in all labs and clinical assignments. This principle is furthered in the Student Code of Conduct.

Conduct prohibited by the Student Code of Conduct consists of all forms of academic dishonesty.
Students are expected to adhere to the Code of Academic Integrity as described here:
https://deanofstudents.arizona.edu/policies/code-academic-integrity

Accommodations for students with disabilities
At the University of Arizona, we strive to make learning experiences as accessible as possible. If you anticipate or experience barriers based on disability or pregnancy, please contact the Disability Resource Center (520-621-3268, https://drc.arizona.edu/) to establish reasonable accommodations.

Classroom Behavior Policy
To foster a positive learning environment, students and instructors have a shared responsibility. We want a safe, welcoming, and inclusive environment where all of us feel comfortable with each other and where we can challenge ourselves to succeed. To that end, our focus is on the tasks at hand and not on extraneous activities (e.g., texting, chatting, reading a newspaper, making phone calls, web surfing, etc.).

Students are asked to refrain from disruptive conversations with people sitting around them during lecture. Students observed engaging in disruptive activity will be asked to cease this behavior. Those who continue to disrupt the class will be asked to leave lecture or discussion and may be reported to the Dean of Students.

Course Communication Policy
Course announcements and important information will be posted on D2L (as an announcement, or as part of the class slides).

Email Policy
Students are expected to attend office hours in the case of individual questions regarding grades, assignments, projects, or classes. There might be a delay in answering emails.

Dispute of Grade Policy
Students will have three (3) days after assignment grades are posted on D2L to dispute a grade.

Makeup Policy for Students Who Register Late
Students who register after the first class meeting may make up missed assignments if they are registered by 1/31/22.
Nondiscrimination and Anti-harassment policy
The University of Arizona is committed to creating and maintaining an environment free of discrimination. In support of this commitment, the University prohibits discrimination, including harassment and retaliation, based on a protected classification, including race, color, religion, sex, national origin, age, disability, veteran status, sexual orientation, gender identity, or genetic information. The University encourages anyone who believes they have been the subject of discrimination to report the matter immediately as described in the section below, "Reporting Discrimination, Harassment, or Retaliation." All members of the University community are responsible for participating in creating a campus environment free from all forms of prohibited discrimination and for cooperating with University officials who investigate allegations of policy violations.

See:
https://policy.arizona.edu/human-resources/nondiscrimination-and-anti-harassment-policy

Subject to Change Statement
The information contained in the course syllabus, other than the grade and absence policies, may be subject to change with reasonable advance notice, as deemed appropriate by the instructor.

Technology Use Policy
A laptop, tablet or mobile device may be used in class course-related activities only. Online shopping, video streaming, messaging, chatting and social media use, are not allowed during our classes. Violation of the in-class technology use policy, including non-class use of technology during class time carries consequences that may include being administratively dropped from the course.

Threatening Behavior Policy
Threatening behavior is prohibited.

The University seeks to promote a safe environment where students and employees may participate in the educational process without compromising their health, safety, or welfare. The Arizona Board of Regents (ABOR) Student Code of Conduct, ABOR Policy 5-308, prohibits threats of physical harm to any member of the University community, including to one's self. Threatening behavior can harm and disrupt the University, its community, and its families.

See:
https://policy.arizona.edu/education-and-student-affairs/threatening-behavior-students

University Policies
Students are encouraged to review the University policies in the University Catalog:
https://catalog.arizona.edu/policy-type/grade-policies
"In retailing, the formula happens to be a basic liking for human beings, plus integrity, plus industry, plus the ability to see the other fellow’s point of view."

James Cash Penney
Course Syllabus
Prof. Jose Mendoza, DBA
email: jrmendoza@arizona.edu
zoom: https://zoom.us/j/2034287976