



APPLIES TO ACADEMIC YEAR 2012/2013

## VHL 3663 Strategic Retail Management

### Programme

Bachelor in Retail Management (3. year)

### Responsible for the course

Peder Inge Furseth

### Department

Department of Innovation and Economic Organisation

### Term

According to study plan

### ECTS Credits

7,5

### Language of instruction

Norwegian

### Introduction

In this course students will learn how to do insightful strategic analyses and develop concrete suggestions for implementation of strategies. Several retail and service companies do not have clear or well articulated strategy plans or concrete suggestions for how to implement the plans. In this course we will train students to develop strategies by studying theories as well as day-to-day topics from national and international retailers and service companies. Students will become well known with strategy problems relevant for these companies. In particular they will learn about integration of physical and digital sales channels. As far as digital channels are concerned we study html-based solutions vs apps.

### Learning outcome

#### Acquired knowledge

Students will become knowledgeable of the field of strategy beyond the basic strategy knowledge. They are to apply broad knowledge of strategy to a wide variety of problems and develop realistic strategies for large and small retail and service companies. This applies both to internal and external factors. Students will therefore get an understanding of strategic management, strategic choices, strategic planning, co-creation of value, company culture, and the international arena.

#### Acquired skills

After the course students will be able to:

- Evaluate the strengths and weaknesses of different strategy models
- Choose among alternative models for a variety of strategy problems
- Apply strategy models on realistic problems and suggest clear strategic solutions.

#### Reflection

By the end of the course students will be able to ask critical and constructive questions about strategic and tactical aspects of strategic work in retail and service companies. Students are to be able to evaluate whether the strategies contribute to sustaining companies at the same time as the strategies promote a good internal working environment and result in the companies using resources in a reasonable way.

#### Prerequisites

Students are expected to know the topics in the mandatory strategy course named Strategy that runs in the fifth semester. This means the students are expected to know topics like the concept of strategy; vision and mission of the business; strategic choices; internal analysis; external analysis; competition analysis; Porters five forces; value configuration; PESTEL. Students are also expected to have some knowledge of evaluations of alternatives and implementation of strategies.

#### Compulsory reading

##### Books:

Furseth, Peder Inge. 2010. Integrasjon av salgskanaler : serviceinnovasjon og strategi.

Fagbokforlaget. 150 sider

Reve, Torger og Per R. Stokke. 1996. Strategisk analyse : grunnlaget for praktisk

strategiutvikling. Fagbokforlaget. Kap 7-10 (81 sider) Del 2: Gjennomføring av strategiske

analyser i praksis

Reynolds, Jonathan & Christine Cuthbertson, eds. 2004. Retail strategy : the view from the

bridge. Elsevier/Butterworth Heinemann. Disse sidene vil inngår i artikkelsamlingen: Introduction to retail strategy, side 2-24, av Jonathan Reynolds  
 Attracting and keeping customers, side 25-52, av Richard Cuthbertson og Richard Bell  
 An exercise in successful retailing: the case of Tesco, side 311-331, av Jonathan Reynolds  
 Portents: Strategic retail failures, side 331-349, av Elizabeth Howard (Totalt 100 s)  
 Stone, Kenneth E. 1995. Competing with the retail giants : how to survive in the new retail landscape. Wiley. Et kap 21 s

**Articles:**

Amit, R and Zott. 2001. Value creation in e-business. Strategic management journal. 22. s 493-520. ARTIKKELSAMLING MED FØLGENDE ARTIKLER:  
 Bagge, Danny. 2007. Multi-Channel Retailing: The Route to Customer Focus. European retail digest. 53. s 57-70  
 Bettencourt, Lance A. & Anthony W. Ulwick. 2008. The customer-centered innovation map. Harvard business review. s 109-114  
 Coelho, Filipe J & Chris Easingwood. 2008. A Model of Antecedents of Multiple Channel Usage. Journal of retailing and consumer services. 15. s 32-41  
 Gupta, Alok, Bo-Chiuan Su & Zhiping Walter. 2004. An Empirical Study of Consumer Switching from Traditional to Electronic Channels : A Purchase-decision Process Perspective. International Journal of Electronic Commerce. 8 (3). s 131-161  
 Hughes, Tim. 2006. New Channels/Old Channels: Customer Management and Multi-Channels. European journal of marketing. 40 (1/2). s 113-129  
 Kanter, R M. 2006. Innovation: The Classic Traps. Harvard Business Review. 84 (11). s 72-83  
 Kim, W. C. & R. Mauborgne. 2005. Blue Ocean Strategy : from theory to practice. California management review. 47 (3). s 105-121  
 Mintzberg, H. 1987. Crafting strategy. Harvard Business Review. 65 (4). s 66-75  
 Ostrom, A ... [et. al]. 2010. Moving forward and making a difference: Research priorities for the science of service. Journal of service research. 13 (1). s 4-36  
 Porter, M. 2001. Strategy and the Internet. Harvard business review. March. s 62-78  
 Porter, M. 2008. The five forces that shape competitive strategy. Harvard business review. s 79-93  
 Steinfield, Charles, Thomas Adelaar & Fang Liu. 2005. Click and Mortar Strategies Viewed From the Web. Electronic Markets. Vol 15 (3). s 199-212  
 Zhang, Xiaoni, Victor Prybutok & Albert Huang. 2006. An Empirical Study of Factors Affecting E-Service Satisfaction. Human Systems Management. 25. s 279-291

**Recommended reading**

**Articles:**

Achabal, Dale D, Melody Badgett, Julian Chu & Kirthi Kalyanam. 2005. Cross-channel optimization : a strategic roadmap for multichannel retailers. IBM Business Consulting Services. Gratis tilgjengelig på: <https://www-31.ibm.com/cn/services/bcs/iibv/pdf/g510-6186-cross-channel-retailer.pdf>  
 Anderson, Chris & Michael Wolf. 2010. The Web is Dead : Long Live the Internet. Wired. Aug 17. [http://www.wired.com/magazine/2010/08/ff\\_webrip/all/1](http://www.wired.com/magazine/2010/08/ff_webrip/all/1)

**Course outline**

- Strategic management
- Strategic choices
- Strategic planning
- Co-creation of value
- Management and business culture
- Integration of physical and digital sales channels

**Computer-based tools**

None.

**Learning process and workload**

The learning process involves several activities: classes; company visits; guest lecturers; discussions; project work; presentation by students, and supervision on presentations. Students are to solve realistic problems from the retail and service businesses and can do this in groups of up to three persons. Presentations by students as well as discussions will primarily take place in plenary sessions, while supervision is given in smaller groups. The teaching will be intensive at the start of the spring semester.

Activity	Use of hours
Classroom teaching	28
Preparation for classes/reading of literature	70

Preparation for company visits	4
Preparations for students' presentations	16
Group work	30
Gathering of information about guest lecturer	2
Preparation for exams/solving of cases etc.	45
Written examn	5
<b>Total recommended use of hours</b>	<b>200</b>

**Use of hours**

Classes: 28 hours  
 Guidance: 12 hours  
 Company visits: 5 hours  
 Total: 45 hours.

**Examination**

The course is concluded by a 5 hours written examination.

**Examination code(s)**

VHL 36631 Written Examination accounts for 100% of the grade in the course VHS 3663, Strategic Retail Management, 7,5 credits.

**Examination support materials**

No support materials allowed.

**Re-sit examination**

A re-sit examination is offered every term.

**Additional information**