



APPLIES TO ACADEMIC YEAR 2014/2015

## ELE 3708 Shopping Center Management

### Programme

Elective

### Responsible for the course

Arne Osvik

### Department

Department of Marketing

### Term

According to study plan

### ECTS Credits

7,5

### Language of instruction

Norwegian

### Introduction

Shopping Center Management is a specialty course oriented towards students at bachelor and masters level within retail management, marketing and real estate broker's business.

The modern shopping center is today not only a place for shopping of goods and services, but increasingly also a place for social encounters and experiences. As a center manager you not only have to make strategic plans, but also have to function as a theater manager and advisor to urban managers and planners.

Shopping center management is about economic and cultural value creation in place based service systems: Shopping centers, department stores, retail parks, super centers and other types of retail destinations. Shopping centers play a major role within the retail industry. In 2010 there were 392 shopping centers in Norway with a sales area above 2500 sq.m., and total sales (excl. sales tax) of 123 billion *kroner*, and 12 224 tenants (mainly stores). Shopping center management as a management area is important because value creation in such formats is, and ought to be, something more than the sum of the value creation in the separate stores if these had operated independently by themselves.

Shopping center management is a unique management area which stands out as something quite different from store management, where the marketing strategy is

mainly concerned with choice of location, assortment and profile, in order to satisfy a given market segment. For a shopping center, location is given, and the center will, due to its size, have to adjust to several consumer segments in its catchment area. At the same time, it has often little control over the tenants, which have to be motivated to secure increased value creation. The shopping center management also faces considerable and unique challenges with regard to information systems and decision support.

The course is to great extent based on the results from recent research within several disciplines and contributions from visiting lecturers from leading center organizations. The main elements of the course are:

1. Historical development of shopping centre format. Defining characteristics.
2. A framework for strategic management of shopping centre.
3. Shopping center management in practice.
4. Revitalization of existing centers.

These four elements form the basis for the following grouping of expected learning outcomes:

### **Learning outcome**

- Be able to follow the development of society with regard to social trends and changes in regional and national center structures.
- Know the basic ideas behind important center formats.
- Know the basis for critical reflection: What will be required of management in order to develop an attractive shopping place in the present day environment, and 10 years from now? What is missing to day and why?

### **Acquired Knowledge**

### **Acquired Skills**

- Be able to communicate effectively with the main shareholders of a center: Customers, tenants and owners, and use the marketing plan as a strategic tool for choice of development direction, new tenants, managerial control, internal marketing and cooperation.
- Be able to perform the tasks of shopping center management with regard to planning and implementation of market analyses and analyses of shopping behavior, choice of and follow-up on tenants, managerial control, internal marketing and cooperation.
- Be able to map and evaluate major changes in center strategy, as the result of long term changes in the center environment and working conditions, including in times of crisis. The student shall be able to employ special types of market analysis as a basis for marketing plan revision.

### **Reflection**

Have developed a conscious attitude with regard to the shopping center's role as an efficient economic and environmental entity, and a contributor to the development of the local community.

### **Prerequisites**

None particular

### **Compulsory reading**

#### **Books:**

Omholt, Tore. 2012. Senterledelse : strategier for utvikling og ledelse av handels- og kjøpesentre. Autopoiesisforlag. 212 s.

#### **Collection of articles:**

Omholt, Tore og Arne Osvik (red.). 2013. Artikkelsamling senterledelse. Handelshøyskolen BI. Handelshøyskolen BI. 300 s.

## Recommended reading

### Books:

Pine, B. Joseph and James H. Gilmore. 2011. The experience economy. Rev. and updated ed. Harvard Business School Press  
Zola, Émile. 2008. The ladies' paradise. Oxford University Press. (finnes i flere utgivelser)

## Course outline

Present day shopping centers and other centers will have to adapt to basic changes within the retail geography, demography and shopping behavior. This refers to:

- The basis for shopping center development
- Development of the department store
- Development of the shopping center format
- A framework for strategic management of shopping centers
- Market analysis
- Center analysis
- Situational analysis
- Strategy implementation
- Marketing
- New directions for development and revitalization
- Revitalization based on new leasing formats
- Revitalization based on experience and life styles
- Revitalization with big box formats
- The shopping center as a social meeting place
- Shopping center and retail business as a part of place and business development

## Computer-based tools

No specified computer-based tools are required.

## Learning process and workload

The course is normally taught over one term with 36 hours of lecturing, included guest lectures and visits to nearby centers. The implementation of the course can to a great extent be adapted to the participants own and local interests. In addition to guest lectures, the course is secured a practical orientation by the requirement of doing and presenting a project assignment related to a local center or place of shopping, eventually the participants own organization.

Recommended time use:

Activity	Hours
Lecture participation including guest visits	36
Preparation for lectures	24
Project and training assignments	40
Individual study of literature / preparation for examination	60
Miscellaneous / self-administration	40
<b>Total recommended hours</b>	<b>200</b>

## Use of hours

36 hours of lectures

9 hours evaluation and feedback on assignments

45 hours in total

## Examination

A four hours individual written examination concludes the course.

## Examination code(s)

ELE 37081 Written exam, counts 100 % in the course ELE 3708 Shopping center management, 7,5 ECTS

**Examination support materials**  
No support materials are allowed.

**Re-sit examination**  
At next ordinary course offer.

**Additional information**