



APPLIES TO ACADEMIC YEAR 2014/2015

## **VHL 3688 Service and value oriented management in retail**

### **Programme**

Bachelor of Retail Management (3. year)

### **Responsible for the course**

Odd Gisholt

### **Department**

Department of Strategy and Logistics

### **Term**

According to study plan

### **ECTS Credits**

7,5

### **Language of instruction**

Norwegian

### **Introduction**

The retail trade is undergoing major changes in most retail industries. Changes in customer needs and purchasing patterns, technological changes, trade flows and management and, above all, environmental issues and the globalization of players in trade, are just some of the characteristics. Parallel to this, increases in the internal complexity of new communication management and organizational forms and new requirements for management constitute additional challenges.

This means that today's leaders in the retail trade must have thorough knowledge of the characteristics and conditions that are essential to creating outstanding and lasting results for a business. It is about a fundamental understanding that there are complex interpersonal systems and processes that determine whether we humans can work well together, achieve our goals, create satisfied customers and thus good results. Who we are, what our values are and how we live by these are crucial to the outcome.

### **Learning outcome**

#### **Acquired knowledge**

In the course students learn that service and value-based management is to focus attention on how the employees in their meeting with the customer give the brand a content that distinguishes the business from others and provide a competitive advantage.

This involves knowledge in the following areas:

- A basic understanding of the new leadership challenges the retail and service businesses are facing and the consequences for employees, customers and management.
- Students will acquire basic knowledge in leadership, communication and interpersonal relationships.
- They should be familiar with important matters concerning the leader's function as a decision-maker, leading figure and role model.
- Students become familiar with important issues, theories and practical tools of relevance in new and challenging management situations.
- Awareness of identity, values and vision, and how they are cardinal factors related to leadership.
- Understand that a strong brand is created through the way your business is perceived, and how this controls customer satisfaction and loyalty.

#### **Acquired skills**

After completing the course, students will be able to apply acquired knowledge and key models in efforts to:

- Demonstrate the ability to adapt them to the retail industries characterized by changes in many dimensions.
- See the changes in light of the strategic choices managers in retail trades must take to ensure greater appeal among customers and thus achieve greater differentiation and business success in tomorrow's market.
- Apply relevant models and tools to help create a healthy, sustainable and value-based corporate culture, which focuses on customer satisfaction, employee satisfaction and quality as the key driving forces for modern corporate value creation.
- Contribute to the planning and implementation of good value processes, targeted on strengthening identity and values.
- Ability to apply knowledge of the organization-driven branding to create a strong identity and pride in their own business.

#### **Reflection**

- Students will develop a critical and reflective attitude to established strategic and operational areas and an awareness of continuous improvement.
- Increase awareness of the importance of the fact that the store consists of people, goods and technologies that

interaction, and thus emphasizing the importance of creating harmony, mental balance and financial security for management, employees and the retailer's customers.

- The employee is the organization's most important asset. This commits the students as future leaders to always developing attitudes characterized by seeing opportunities and solutions related to what specifically can be done for employees to succeed in their jobs and thereby affect results.

### Prerequisites

The course is based on the courses Corporate Reputation in Retail Management, Retail I and Retail II

### Compulsory reading

#### Books:

Andreassen, Tor Wallin. 2006. Serviceledelse : planlegging og styring av sannhetens øyeblikk. 5. utg. Gyldendal akademisk. 320 sider

#### Collection of articles:

Gisholt, Odd. 2014. Artikkelsamling til Service- og verdibasert ledelse i varehandelen. Artiklene vil bli gjort tilgjengelig via Itslearning

#### Other:

Spesialpensum - Studentene er gruppevis ansvarlige for å sette sammen et relevant spesialpensum på 40 sider pr gruppe, knyttet til selvvalgt detaljistbransje. Spesialpensumet skal godkjennes av faglærer og deles med medstudenter. 40 sider. Dette er også spesifisert som et arbeidskrav

### Recommended reading

#### Other:

Bransjetidsskrifter

### Course outline

- From authoritarian to value-based management – does the retail industry require a paradigm shift?
- What is a value-based corporate culture for a retail business?
- Organization-driven branding from an inside-out perspective.
- Customer insight and understanding of customers as crucial factors in the service and value perspective.
- Service Management as a management philosophy towards store staff and customers.
- The importance of new technologies in branding (user control, openness, transparency).
- What creates customer satisfaction and loyalty?
- ROI (return on investment) - how to measure the impact of service and value-based management?

### Computer-based tools

No specified computer-based tools beyond a conventional PC and available search engines are required. It's Learning will be used for the publication of lectures, assignments, articles and other relevant materials.

### Learning process and workload

The course consists of lectures, student presentations and discussions. 50 per cent of the learning will take place as ordinary lectures. The remaining time will be devoted to external contributors or business visits.

#### Coursework requirements:

In groups the students are responsible for putting together a relevant specialization syllabus of 40 pages per group. The syllabus must be related to a retail industry sector selected by the students. The syllabus must be approved by the lecturer and shared with fellow students.

| Activity                                                                               | Hours      |
|----------------------------------------------------------------------------------------|------------|
| Participation in lectures                                                              | 28         |
| Preparation for lectures                                                               | 56         |
| Student presentations                                                                  | 16         |
| Syllabus selected by students (coursework requirements)                                | 30         |
| Self study, practice assignments, preparations for the examination, course assignments | 70         |
| <b>Total use of hours</b>                                                              | <b>200</b> |

### Use of hours

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**Examination**

The course is concluded by a 14-day course assignment. The assignment is to be written with an approach to a selected retail industry or segment. Groups of up to three students can write together.

**Examination code(s)**

VHL 36881 – Course assignment counts for 100 % of the final grade in VHL 3688 Service and value oriented management in retail, 7,5 credits.

**Examination support materials**

All support materials are allowed.

**Re-sit examination**

A re-sit is held every semester.

**Additional information**