

MKTG30006

Retail Management

SUBJECT GUIDE

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Subject Outline

Introduction

The only constant in retail is change. Retailing globally is in a state of rapid evolution – driven by technological advances, consumer trends, and global market dynamics.

In this challenging and engaging environment, retail managers make complex decisions involving: marketing strategy; retail channels; customer trends; retail locations; merchandise and services planning; training and motivating staff; the pricing, presentation and promotion of merchandise; and the impact of operations upon people, society and the environment. Agility and diverse capabilities are necessary to make these decisions efficiently and effectively, to create an edge in mature and crowded marketplaces.

Subject Aims

Retail Management has a dual focus to: (1) introduce students to the fundamental concepts and principles of retail management; and (2) explore the frontiers of retailing globally. We examine strategic and tactical retailing issues as a means of enhancing competitive advantage.

Retailing is fundamental to the interactions between the retailer, the shopper, and the product/service, and retail spaces – online and offline – are where the moment of truth happens..the customer experiences the retail brand, products, and service. In a consumption driven society, shopping has become central to life, as have the retail outlets that we shop in. We all shop and are all customers. Retail Management challenges students to think as customers and retail managers simultaneously to make agile decisions that enhance both the customer experience and competitive edge.

The *Retail Management* structure has three sections:

- *Introduction to the World of Retailing (Weeks 1-2)*. This first section introduces students to the subject and to the evolving nature of retail.
Topics: retail evolution and life cycles, retailing channels, international retailing.
- *Retail Strategy (Weeks 3 – 4)*. This section outlines the foundations of retailing, retail landscape (situational analysis), development of retail strategy, and strategic issues in retail.
Topics: retail organisation missions and objectives, assessing the internal and external environment (situational analysis), developing strategies for growth.
- *Retail Marketing Strategy into Action (Weeks 6 – 12)*. This section considers the more tactical actions employed by retailers to put their marketing strategy into action.
Topics: managing and buying merchandise, retail locations, customer experience, retail pricing, retail branding, customer relationship management, big data in retail,

and responsible retailing. There will also be a guest lecture from the retail sector in this part of the course.

Recommended References

There is no prescribed textbook for this course. All required readings will be available on LMS. See page 7 for an outline of readings.

For students who prefer to follow a textbook, the recommended text book is:

Levy and Weitz (2014), *Retailing Management, 9th Edition*, New York, NY: McGraw Hill/Irwin

This textbook is available from the university bookshop.

Other recommended textbooks:

Berman, Barry and Joel R. Evans (2010), *Retail Management: A Strategic Approach, 11th Edition*, Upper Saddle River, NJ: Prentice Hall.

Gilbert, David (2003), *Retail Marketing Management, 2nd Edition*, Harlow, England: Prentice Hall.

All recommended textbooks are available from The Giblin Library.

Learning Outcomes

Subject Objectives

On successful completion of *Retail Management*, students should be able to:

- Explain the central role of retail in marketing strategies, building brand equity and shareholder value;
- Analyse retail management principles, theories and models;
- Evaluate the retail mix – including product and merchandise mix, pricing, location and store-design, promotions, and store management – to improve customer satisfaction and financial growth;
- Analyse retail problems and be capable of applying models and theories to generate strategic and tactical solutions;

Analyse how retail managers can make informed strategic choices in relation to managing channel partners, retail form (online vs. bricks and mortar), global sourcing, and managing staff to improve strategic outcomes

To view the subject objectives and the generic skills you will develop through successful completion of this subject, please see the University Handbook:

<https://app.portal.unimelb.edu.au/CSCApplication/view/2013/325-327>

To view the learning goals, generic skills and graduate attributes for your degree, please locate the University Handbook entry for your degree at: <http://handbook.unimelb.edu.au/>

Generic Skills

In this subject you will have the opportunity to develop important generic skills. These include: written communication, collaborative learning, problem solving, team work, interpretation and analysis, synthesizing data and other information, communication through multiple media channels, application of theory to practice, and critical thinking.

Awareness Issues

At a broader level, studying this subject will increase your awareness of issues such as: accessing and evaluating data and other information from a range of sources, the implications of retail operations upon society and the environment, and receptiveness to alternative ideas.

Prerequisites

325-104 Principles of Marketing

Academic Staff Contact Details

Subject Coordinator and Lecturer Contact Details

Your coordinator for *Retail Management* is Michal Carrington.

Email: michal.carrington@unimelb.edu.au

Room: **9.054, 9th Floor, The Spot**

Consultation Hours: Thursdays & Fridays, By Appointment.

Tutor Contact Details

Your tutors for *Retail Management* are Peter Matheis and Shala Ahmed. Contact and consultation details will be placed on LMS under: Staff Info.

Email Protocol

Please note that we are only able to respond to student emails coming from a University email address. Please do not use personal email addresses such as Yahoo, Hotmail or even business email addresses. Emails from non-University email addresses may be filtered by the University's spam filter, which means that we may not receive your email. All correspondence relating to this subject will only be sent to your University email address. Note that you must first activate your University email address before you can send or receive emails at that address. You can activate your email account at this link: <http://accounts.unimelb.edu.au/>.

While academic staff endeavor to address queries received via email, it is more appropriate to resolve substantive questions during lectures and tutorials and during normal consultation hours. With this in mind, we encourage students to attend all lectures and tutorials and to familiarise themselves with the consultation hours offered by the lecturers and tutors in this subject.

Lectures and Tutorials

Lecture Times

Course participants are required to attend one 2-hour lecture per week, which will be held on **Thursday 11.00am – 1.00pm, Doug McDonell-103 (Herbert Wilson Theatre)**.

Lecture Participation Requirements

Lectures are a mix of presentations and discussion. *Presentation slides are uploaded to the LMS, under the heading "Lectures", the day before each lecture.* Lectures draw from the required readings, additional readings as well as other sources to provide relevant examples and theories. Readings should be used to augment and reinforce concepts in lectures and tutorials.

Students are expected to familiarize themselves with the material and complete assigned readings in preparation for each lecture.

Lecture Schedule

WEEK / Date	Lecture Topic	Weekly Reading
WEEK 1 Thur 2 nd March	Introduction to retailing	McGoldrick (2002), "Retail Marketing" pp 1 – 9.
WEEK 2 Thur 9 th March	Retail Channels: From Bricks and Mortar to the Internet & multichannel/omnichannel retailing	Levy, Weitz & Grewal (2014), 9 th Edition, Chapters 2 & 3
WEEK 3 Thur 16 th March	Retail Strategy: <ul style="list-style-type: none"> • Strategic Vision & Objectives • Situational Analysis 	(1) Cox & Brittain (2004) "Retailing: an Introduction, pp 51 – 57. (2) Goworek & McGoldrick (2015), "Retail Marketing Management" pp 13 – 17.
WEEK 4 Thur 23 rd March	Retail Strategy: <ul style="list-style-type: none"> • Developing the Strategy 	Varley & Rifiq (2004), "Principals of Retail Management", pp 82 – 93
WEEK 5 Thur 30 th March	Retail Mix: <ul style="list-style-type: none"> • Retail Branding and Positioning • Briefing: Major Project 	Zentes, Morschett & Schramm-Klein (2007), "Strategic Retail Management", pp. 121 – 129.
WEEK 6 Thur 6 th April	Retail Mix: <ul style="list-style-type: none"> • Managing/Buying Merchandise 	Goworek & McGoldrick (2015), "Retail Marketing Management", Chapter 5.
WEEK 7 Thur 13 th April	Retail Mix: <ul style="list-style-type: none"> • Retail Pricing 	Berman & Evans (2007), "Retail Management: a Strategic Approach", pp. 497 – 536
EASTER NON-TEACHING PERIOD: Fri 14th April – Sun 23rd April		

WEEK 8 Thur 27 th April	Retail Mix: <ul style="list-style-type: none"> • Choosing the Store Location • The Customer Experience 	Levy & Weitz (2009), “Retailing Management”, Ch.18
WEEK 9 Thur 4 th May	From CRM to Big Data	(1) McAfee and Brynjolfsson (2012), Big Data: The Management Revolution, HBR (2) Sharma (2016), How Predictive AI Will Change Shopping, HBR
WEEK 10 Thur 11 th May	1. Retail Supply Chains 2. Measuring Retail Performance	Varley & Rifiq (2004), “Principals of Retail Management”, pp 110 – 123
WEEK 11 Thur 18 th May	Retail & Society	Gilbert (2003), “Retail Marketing Management”, pp. 372 - 394
WEEK 12 Thur 25 th May	1. Guest Lecture 2. Exam Overview 3. Revision	No Reading

* **Weekly readings** are located on the LMS page, under the ‘Lectures’ link. Readings are used as reference materials to complement – rather than replace – the lecture notes.

Lecture Slides

Lecture slides will be placed on the LMS page for this subject a few days prior to each lecture. The lecture slides are located under the heading “Lectures”.

Tutorial Times

Students are required to attend a one-hour weekly tutorial starting in Week 2. Tutorials are a mixture of class presentations and case studies, and both of these components will be assessed and form part of your overall mark for the subject.

Tutorial Participation Requirements

A schedule of tutorials is provided on the next page. Presentation topics and tutorial case studies will be made available on LMS under the Tutorials tab.

The tutorial program is designed to expand on, and extend understanding of, material introduced in seminars. The program is split into class presentations and case based tutorials. These formats provide participants with opportunities to learn through applying the principals of retail management to situations simulating the real world. Through constructively contributing to discussions, students gain confidence in communicating complex material clearly.

Tutorial Schedule

WEEK / Date	Tutorial Topic	Class Participation
WEEK 1	No Tutorial	
WEEK 2	Introduction	Subject overview and introductions
WEEK 3	<i>Review topic:</i> Retail Formats & Channels Introduction: Cadmus Trial	<ul style="list-style-type: none"> Core Concepts & Review Questions
WEEK 4	<i>Review topics:</i> Developing Retail Strategy <ul style="list-style-type: none"> Strategic Vision Situational Analysis 	<ul style="list-style-type: none"> Core Concepts & Review Questions Individual Project Discussion
WEEK 5	<i>Review topic:</i> Developing Retail Strategy <ul style="list-style-type: none"> Retail Growth Strategies <i>Case study topic:</i> Target Customers and Retail Growth Strategies	<ul style="list-style-type: none"> Core Concepts Review Group Project Overview Case Study 1 Case: <ul style="list-style-type: none"> Taco Bell: The Breakfast Opportunity
WEEK 6	<i>Review topic:</i> Retail Branding & Positioning <i>Case study topic:</i> Retail positioning, location & channel strategy	<ul style="list-style-type: none"> Core Concepts Review Group Project Overview Case Study 2 Case: <ul style="list-style-type: none"> Tesco's Virtual Stores
WEEK 7	NO TUTORIAL DUE TO GOOD FRIDAY – FOCUS ON GROUP PROJECT	
EASTER NON-TEACHING PERIOD: Fri 14 th April – Sun 23 rd April		

WEEK 8	<i>Review topic:</i> Managing & Buying Merchandise <i>Case study topic:</i> Retailer-supplier buying relationships	<ul style="list-style-type: none"> Core Concepts Review Case Study 3 Case: Coles, supplier relations, and the ACCC
WEEK 9	<i>Review topic:</i> Retail Pricing <i>Case study topic:</i> Retail Pricing Strategies	<ul style="list-style-type: none"> Core Concepts Review Case Study 4 Case: Ofek & Avery (2014), "Second Thoughts About a Strategy Shift", HBR.
WEEK 10	<i>Review topic:</i> The Customer Experience <i>Case study topic:</i> Big data and consumer privacy	<ul style="list-style-type: none"> Core Concepts Review Case Study 5 Case: Privacy in the era of big data
WEEK 11	Group Project: 5 Minute Presentations	Group Presentations
WEEK 12	Exam Revision	Revision

Using Lecture Capture (Echo 360)

Audio recordings of lectures delivered in this subject will be made available for review in the days following each lecture. Audio recordings of lectures allow you to revise lectures during the semester, or to review lectures in preparation for the end of semester exam.

You can access recorded lectures by clicking on the Lecture Recordings (or similar) menu item in the LMS page for this subject.

To listen to lecture recordings, you must install QuickTime 7 (or a later version) on your computer.

Please note that lecture recordings are not a substitute for attendance; rather they're designed for revision. On rare occasions the lecture capture system can fail to record the lecture due to technical reasons. In such cases, the lecture recording will not be made available.

Assessment

Assessment Overview

Your assessment for this subject comprises the following:

Assessment	Ind. or Group	Due Date	Weighting
In-class Tutorial Case Study Analysis <ul style="list-style-type: none">• 5 x case studies in total• Each case study is worth 2%	Individual	<i>In Class:</i> Weeks 5, 6, 8, 9, 10	Overall 10% (5 x 2%)
Individual Project <ul style="list-style-type: none">• Report: 1500 words	Individual	<i>'Cadmus Assignment' (LMS):</i> Due Friday 7 th April, 11:59pm	15%
Major Group Project <ul style="list-style-type: none">• Report: 3000 words• Presentation: 5 mins	Group	<ul style="list-style-type: none">• <i>Report – Assignment Tool:</i> Due Fri 26th May, 11:59pm• <i>5 minute Presentation:</i> Week 11 tutorial	Overall 25% <ul style="list-style-type: none">• Report: 17.5%• Presentation 7.5%
Exam	Individual	Exam Period	50%

1. In-Class Tutorial Case Study Analysis (10%)

- *Individually assessed, but you may work in groups in the class.*
- *There are 5 case studies in total, each case study is worth a maximum of 2%*
- Each case will be made available on the LMS page from the beginning of semester. It is an expectation that you will familiarise yourself with the case study prior to each tutorial.
- The case study questions, however, will be made available in the tutorial (not before) and work on these questions will occur in class.

- The case studies sessions will be facilitated by the tutor and students may work as individuals or in groups.
- Each student must submit their own individual case study response at the end of the tutorial – not as a group.

What to do:

Preparation before the tutorial:

- Read the case study carefully, thinking about the key issues raised.

During the tutorial:

- Critically address all the questions provided for each case, drawing evidence from the case and relevant theory/examples from the seminar.
- The case study analysis will be facilitated by your tutor and it is expected that you will engage and be an active participant in class discussion of the case study.

Response format:

Your responses to the case study questions can be either handwritten or typed into a word processor (such as word) during the tutorial.

Evaluation:

High marks will be given to case study responses that demonstrate clear, logical, evidence-driven, and in-depth answers. Credit will be given to response that demonstrate insightful recommendations and/or raise additional relevant issues.

Items due:

Each case study response is to be completed during the time allocated in the tutorial and is handed-in hardcopy (hand written) or emailed to the tutor at the end of the tutorial.

NOTE: students are not permitted to email to their case study responses outside of the Tutorial.

2. Individual Project (15%)

THE FOOD REVOLUTION

David Jones is promising to revolutionise food shopping with a complete overhaul of their food offer. In addition to relaunching the DJ's Food Halls, David Jones will also be opening standalone upmarket food stores with both fresh food and restaurant-quality take home meals in Sydney and Melbourne.

So, what is driving all this interest - & investment - in premium fresh and take-home food retail? And what should retailers be doing about it?

What to do:

There are two components to this task, both equally important:

- (1) Analyse the market to identify the key **customer** and **competitor trends** driving this growth opportunity;
 - (2) Develop growth strategies for David Jones to maximise their share of this growing market.
-
1. Conduct an **in-depth situational analysis** to **identify the factors** underpinning the growth opportunity in upmarket food retailing:
 - External – Far situational analysis: PEST analysis.
 - External – Near situational analysis: market/customer analysis, competitor analysis, retail cycles (wheel of retail, life cycle).
 - Internal analysis (David Jones): current capabilities, retail cycles (vs. competitors), strengths and weaknesses.
 - SWOT analysis
 2. Based on your situational analysis, **develop a range of retail GROWTH strategies** for David Jones to maximise their share of this growing market:
 - Growth Strategies (draw on Ansoff's 2 x 2 matrix, retail life cycle)

Report format:

This report should be formatted as a professional report, including an executive summary and appropriate headings throughout. This report can also include visual images to enhance the communication of your recommendations.

The report word guideline is 1,500 words, which does not include figures, tables, bibliography, footnotes and appendices. A *recommended report format* will be made available on the subject LMS page

Evaluation:

High marks will be given to reports that demonstrate clear, logical, evidence-driven, and insightful recommendations and/or raise additional relevant issues. An assignment marking guide will be made available on the subject LMS page.

Items due:

You must submit your report via the **Cadmus Assignment Tool** on the LMS page by Friday 7th April, 11.59pm.

3. Major Group Project (25%)



RETAIL RESUCITATION: Developing a Turnaround Strategy

In teams of 3 to 5 members, you will draw upon the key Retail Management concepts and tools to develop a RETAIL RESUCITATION STRATEGY. This recommendation will focus on developing retail strategy and bringing this strategy (and the retailer) to life in the marketing mix.

Further details will be provided in the Week 5 lecture. A detailed assignment marking guide and recommended report format will also be made available on the subject LMS page.

There are two deliverables on this project:

1. *Presentation to Key Stakeholders/CEO (7.5%)*

Each team will give a 5 minute presentation in the week 11 tutorial. This is a sharp and snappy 'sell job' presentation where the group are seeking to 'sell' their strategy and retail marketing mix to the company CEO.

Your team are encouraged to use Powerpoint and/or A/V tools – such as online/youtube animations – in addition to oral discussion, to succinctly communicate their response to key stakeholders within the business. The objective of this presentation is to communicate, engage, and persuade internal stakeholders. Ultimately, your team wants to have their recommendations adopted in preference to other teams within the business.

2. *Report (17.5%)*

- Report guideline length: 3000 words (+/- 10%). This word limit does not include figures, tables, bibliography, footnotes and appendices.
- Report due: to be submitted via assignment tool by Friday 26th May, 11.59pm.
- Teams: 3 – 5 members. *Note: team members must be in the same tutorial class.*

Further details of the major project scenario will be briefed during the week 5 seminar.

4. End of Semester Exam – 50%

The examination is 2 hours and will be based on material covered in lectures, required readings and tutorials. The examination format will be discussed further in the week 11 lecture.

Exam Policy

The Faculty requires that you are available for the entire examination period. Supplementary exams will not be provided in cases of absence during the examination period, unless the absence is due to serious illness or other serious circumstances. See the Special Consideration web site for more information:

http://fbe.unimelb.edu.au/csc/assistance/special_consideration

The examination period for this semester is Tuesday 6th June – Friday 23rd June 2017.

Using the Assignment Tool

The Assignment Tool allows you to submit your assignment to your lecturer online from home or from any of the student labs on campus.

During the course of the semester, you'll be asked to submit two assignments in electronic format into the Assignment Tool. You can access the Assignment Tool by clicking on Assignment Tool in the navigation menu from the LMS page for this subject.

A student guide has been prepared on the use of the Assignment Tool. The guide provides instructions on how to submit assignments in hardcopy format. The guide can be downloaded here:

http://fbe.unimelb.edu.au/_data/assets/pdf_file/0006/708342/Students_Guide_Assignment_Tool_Feb2013.pdf

A student guide has been prepared on the use of the Assignment Tool. The guide provides instructions on how to submit individual assignments, how to form groups and submit group assignments. The guide can be downloaded here:

http://fbe.unimelb.edu.au/_data/assets/pdf_file/0006/708342/Students_Guide_Assignment_Tool_Feb2013.pdf

Please note that you are required to keep a copy of your assignment after it has been submitted, as you must be able to produce a copy of your assignment at the request of your tutor or lecturer at any time after the submission due date.

Note: The Individual Project will be submitted via the CADMUS Assignment Tool on the subject LMS page. Details of this submission format will be detailed in tutorials.

Plagiarism and Collusion

Presenting material from other sources without full acknowledgement (referred to as plagiarism) is heavily penalised. Penalties for plagiarism can include a mark of zero for the piece of assessment or a fail grade for the subject.

Plagiarism is the presentation by a student of an assignment identified as his or her own work even though it has been copied in whole or in part from another student's work, or from any other source (eg. published books, web-based materials or periodicals), without due acknowledgement in the text.

Collusion is the presentation by a student of an assignment as his or her own work when it is, in fact, the result (in whole or in part) of unauthorised collaboration with another person or persons. Both the student presenting the assignment and the student(s) willingly supplying unauthorised material are considered participants in the act of academic misconduct.

You are strongly encouraged to visit this site for more information:
<http://academichonesty.unimelb.edu.au/turnitin/>

See <http://academichonesty.unimelb.edu.au/plagiarism.html> for more information.

CELT has prepared a help sheet on avoiding plagiarism, available at:

http://fbe.unimelb.edu.au/_data/assets/pdf_file/0012/659973/Avoiding_plagiarism.pdf

Assignment Extensions and Penalties for Late Submissions

Late submission of an assignment is permitted **only** where an extension has been granted. Requests for an extension can be made via the LMS - a link to the online application form can be found in the Assignment Tool tab for each subject. If a subject is not using the Assignment Tool for submission, you can submit a request via the [online extension request form](#). All requests for an extension must be made prior to the assessment due date.

Unless an extension has been granted, **penalties to the assessment will be applied.**

In order to ensure equality for all students, assignments must be completed within specified

time limits. Late submissions will attract a marking penalty where approval for late submission has not been given.

Grounds for approving late submissions are strict – special circumstances and supporting evidence (e.g., a medical certificate) are required. Applications for extensions are to be made to the Commerce Student Centre. Without assignment extension approval assignment grades will be *reduced by 10% per day (including weekends) for up to 10 days*.

Assignments that exceed word limits may also attract a marking penalty. A maximum of 10% over the word limits will be tolerated – assignments exceeding this word count will attract *a penalty proportional to 5% for every 100 words over the limit*.

Special Consideration

Students who have been significantly affected by illness or other serious circumstances during the semester may be eligible to apply for Special Consideration.

Students apply for Special Consideration through My Unimelb via the ***Apply for Special Consideration*** link under ***Exams and Assessment*** in the Admin tab.

You must submit your online application no later than 3 working days after the due date for submission or examination of the particular component of assessment, to which your application refers.

Referencing

All sources used for a written piece of assessment must be referenced. This is to acknowledge that your material is not based entirely on your own ideas, but is based, in part, on the ideas, information, and evidence of others. This is desirable as you are attending University in order to learn from others.

You will be required to use the APA system or Harvard System of referencing. The FBE Centre for Excellence in Learning and Teaching (CELT) has prepared a booklet for each system specifically to assist students to reference correctly. Each booklet contains many examples that will help you when preparing your assignments. The booklets can be found here:

http://fbe.unimelb.edu.au/_data/assets/pdf_file/0006/647583/Basic_referencing_APA_system.pdf and

http://fbe.unimelb.edu.au/_data/assets/pdf_file/0007/647584/Harvard_Referencing.pdf

It is important that all material you present for assessment is referenced correctly. Material that has not been referenced correctly may be considered to be plagiarised, and as such may be penalised. We will also look for evidence that material included in the bibliography has been used in the assignment. Including references that have not been used may also result in your assignment being penalised.

Other Subject Resources

Academic Skills

<http://services.unimelb.edu.au/academicskills>

Academic Skills helps all undergraduate and graduate students develop their academic literacy, including:

- researching and writing essays, reports and theses
- preparing for exams and oral presentations
- employing effective study strategies.

They also offer support services for students who need help with English language skills. Academic Skills teaches [seminars and workshops](#), offers [online programs](#) and other [resources](#) and sees students for [individual tutorials](#).

Academic skills advisers can be found in the student centres. **Please contact your [student centre](#) to make a booking for an individual tutorial.**

Academic Skills is also in the [Student Services](#) department at the University of Melbourne. For enquiries, phone 8344 0930 (Tuesdays, Wednesdays and Fridays) or send an [email](#).