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Your Roll No.....

Sr. No. of Question Paper : **7948**
Unique Paper Code : **2413080036**
Name of the Paper : **RETAIL MANAGEMENT**
Type of the Paper : **DSE**
Semester : **VIII**
Programme : **B. Com. (H.) UGCF**

Maximum Marks: 90

Duration : 3 Hours

Instruction for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt all questions.
3. All questions carry equal marks.

9 x 2

Q.1.

- (a) Explain the concept of retailing, its characteristics, and the key functions performed by retailers in the distribution channel. How does retailing contribute to the economic development of a country?
- (b) Discuss the Retail Accordion Theory. Illustrate with relevant examples from the Indian retail context.

OR

- (c) Examine the growth of organized retailing in India. What are the major drivers and barriers to its expansion in tier-2 and tier-3 cities?
- (d) Explain the concept of franchising as a retail format. Discuss its advantages and limitations for both the franchisor and franchisee with suitable examples.

9 x 2

Q.2.

- (a) What is retail market segmentation? Discuss the different bases of segmentation used by retailers and explain how it helps in targeting and positioning.
- (b) Explain the concept of a trading area. Discuss the methods used to evaluate and select a retail location, including the use of Reilly's Law of Retail Gravitation.

OR

- (c) Discuss the role of atmospherics and store design in influencing consumer behavior and creating a distinctive retail experience.
- (d) Examine the significance of category management in retail. How does it help retailers optimize shelf space, improve product assortment, and enhance profitability?

3 x 6

Q.3.

Attempt any **three** of the following:

- (a) Merchandise planning and open-to-buy budgeting in retail
- (b) Retail communication mix and advertising strategies
- (c) Shrinkage, shoplifting, and retail security management
- (d) Customer service standards and service quality in retailing
- (e) Role of private label brands in modern retailing

Q.4.

9 x 2

- (a) Analyse the recruitment, training, and performance appraisal processes in retail organizations. How do these practices contribute to building an effective retail workforce?
- (b) Discuss the significance of sales staff motivation and compensation systems in retailing. Examine the different incentive structures used to enhance employee performance.

OR

- (c) What is retail analytics? Explain how data-driven decision-making through CRM systems can help retailers improve customer retention and personalize the shopping experience.
- (d) Examine the concept of omni-channel retailing and the management challenges it poses for human resources, operations, and customer service in retail organizations.

Q5 Case Study

3 x 6

FreshMart is a supermarket chain operating across major Indian cities, with 25 stores in metro and tier-1 locations. It offers fresh produce, packaged food, personal care products, and household essentials. FreshMart positions itself as a value-for-money retailer targeting middle-income urban families.

Over the past 18 months, FreshMart has been losing market share to both organized grocery retailers and quick-commerce platforms. While the company maintains a loyalty programme with over two lakh registered members, fewer than 20% actively redeem rewards, and the programme has failed to drive repeat purchases meaningfully.

Store-level challenges include inconsistent product availability, particularly for fresh produce, where wastage levels are high due to poor demand forecasting. Cold chain management has been a persistent issue, affecting product quality and customer satisfaction.

Fresh Mart's pricing strategy relies on weekly newspaper inserts and end-of-aisle promotions, with limited use of digital marketing. The company has recently launched a mobile app, but app adoption is slow. Competitor chains have been leveraging **personalized push notifications, dynamic pricing, and click-and-collect services** to attract tech-savvy consumers.

Training of store employees is inconsistent across locations. While senior staff at flagship stores are well-trained, newer or smaller stores report high attrition and low product knowledge among frontline staff, leading to poor customer interactions.

The management is evaluating a comprehensive retail transformation plan covering store operations, digital integration, supply chain improvement, and customer engagement.

Questions:

- (a) Identify and analyse the key operational and strategic challenges faced by FreshMart using relevant retail management concepts and frameworks.
- (b) Recommend suitable retail marketing mix strategies — covering product assortment, pricing, promotion, and place — to improve FreshMart's competitive position.
- (c) Propose a comprehensive plan to strengthen FreshMart's CRM, enhance employee effectiveness, and leverage digital technology to improve the overall customer experience.