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**MASTER OF BUSINESS ADMINISTRATION (M.B.A.)**  
**EXAMINATION : JUNE-JULY - 2022**  
**SEMESTER - IV**  
**Sub: Retail Management (MM- 404)**

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Date: 07/07/2022

Total marks: 60

Time: 10.00 am to 12.30 pm

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**SECTION – I**

**Q.1 Fill in the blanks.**

**(05)**

1. Door to door selling is carried out by \_\_\_\_\_.
  - a) hawkers and peddlers
  - b) cheap jacks
  - c) seconds shop
  - d) retailers
  
2. M.R.P. stands for \_\_\_\_\_.
  - a) minimum retail price
  - b) minimum rate of profit
  - c) maximum retail price
  - d) maximum rate of profit
  
3. All of the following are types of non store retailing, except \_\_\_\_\_.
  - a) Catalog retailing
  - b) Vending Machines
  - c) Direct Mail
  - d) Chain store
  
4. Retailers such as Benetton, The Body Shop, and Marks & Spencer carry mostly own-brand merchandise. These are called \_\_\_\_\_.brands.
  - a) creative label
  - b) private label
  - c) retail label
  - d) in-house label
  
5. Independent retailers who use a central buying organization and joint promotional efforts are called a \_\_\_\_\_.
  - a) merchandising conglomerate
  - b) corporate chain store
  - c) retailer cooperative
  - d) voluntary chain

**Q.2 Answer the following. (Any Two)**

**(20)**

1. As the Indian retailing is getting more and more organized, various retail formats are emerging to capture the potential of the market. Comment on this statement
2. Write a detailed note on various types of retail formats.
3. What do you understand by consumer decision making process? Discuss the factors affecting consumer decision making process.
4. Define merchandising and its importance in retailing. Also state the various functions of a merchandise manager.

**Q.3 Write notes on. (Any Two)**

**(10)**

1. Market research
2. Organized retailing
3. E- tailing

## SECTION – II

### **Q.4 Case Study**

**(15)**

Subhiksha having been started by the alumnus of the prestigious B-school, Indian Institute of Management Ahmedabad (IIM-A), the long-term success, survival and profitability of Subhiksha was expected. In the light of India's promising retail potential, huge investments were made by several big corporate houses of India, jacking up the prices of all the related parts of the industry.

Being a pioneer in the organised retailing in India, Subhiksha became India's largest retail chain with 1,665 stores across the country. In the process it succeeded in building a sound brand name over years with its no-frill, discount format. With Indian organised retail industry blooming under the economic liberalisations and attention from the global players, Subhiksha was expected to grow bigger, but as global recession set in, credit markets froze and Subhiksha stumbled as its capital structure could not support the requirement. Lack of liquidity and overexpansion troubled Subhiksha as it failed to pay rent to the landlords and salary to its employees. Operations came to a standstill. By the end of 2008, Subhiksha, one of the most popular retail brands of India,<sup>3</sup> was on the verge of bankruptcy. Ramaswamy Subramanian (Subramanian), CEO of Subhiksha and the most written-about Indian CEO, was looking for means of reviving the retail chain. Subhiksha landed in trouble, after failing to pay its employees, suppliers and landlords for many months in 2008. Adding to its woes, its biggest investors, I-venture (Venture Capital arm of ICICI, India's largest private bank) and Zash Investment (AzimPremji's investment company Zash Investment Pvt.Ltd., has invested INR 230 crore in Subhiksha to acquire 10% stake from I-Venture's 33% pie) did not extend any help to the ailing discount store chain. However, Ramaswamy Subramanian (Subramanian), the managing director of Subhiksha expressed confidence that the chain will emerge from the crisis. The condition of the company was well-manifested by the pillage of around 600 Subhiksha stores in February 2009, as security personnel did not attend duties due to lack of payment. The perpetrators could be, Subramanian told, "disgruntled vendors, employees or anti-social elements taking advantage of the situation". Crumbled by the credit crunch, Subhiksha's operations came to a stand still with bare shelves and closed shops. With one of the renowned retail pioneers falling prey to the recession, the great story of the glorious organised Indian retail seems to be fading.

#### **Questions:**

1. Discuss the reasons for the failure of Subhiksha.
2. Analyze the case and suggest suitable measures for the revival of Subhiksha.
3. Suggest a suitable title for the above case.

### **Q.5 Answer the following.**

**(10)**

- a) Discuss in detail retail pricing strategies, with examples.

**OR**

- b) What do you mean by retail location? Discuss the factors affecting retail location decisions.