

Jagan Institute of Management Studies
End-Term Examination, September, 2016
Trimester I – PGDM (RM) 2016-18

Principle & Concepts of Retail
ET_RM_PCR_2409

Time: 3 Hrs.

M. Marks: 70

INSTRUCTIONS: Attempt any FIVE questions including Q1 & Q7 which are compulsory.

- Q 1** Comment on any **FOUR** of the following:
- a) Mention the sorting functions that retail perform and its importance.
 - b) State the Retail Trade Area and its significance.
 - c) Which documents are required for applying for telephone/internet connections and EDC machine?
 - d) Social factors affect consumer behavior.
 - e) Mention the CRM strategies in retailing. **16**
- Q 2** Retailing in India has several issues. Discuss in detail. **12**
- Q 3** Operational challenges in retail are many. Explain in detail any four of them. **12**
- Q 4** Retail formats are both brick & mortar and non-brick & mortar stores. Mention and explain all the non-brick & mortar formats. **12**
- Q 5** Understanding consumer behavior is essential for retailers. Mention in detail all the characteristics of consumer behavior. **12**
- Q 6** Once a site and location is finalized, plan for store opening is planned. Mention the steps that are followed. **12**
- Q 7** Read the following case study and answer the case questions given below
- Prakash Gupte is a sales representative with Beta Water Purifiers. Prakash is a star sales representative with the highest sales turnover record for 5 consecutive months. He is an aggressive and a dynamic sales person with a strong target-orientation. His marketing manager Shreyans Desai is very proud of his accomplishments. Based on his performance appraisal, Prakash has been promoted to the rank of

Assistant Manager (Marketing). He is now required to supervise the work of six sales representatives and to manage sales targets for his area. After assuming charge as an Asst. Marketing Manager, Prakash set the targets for the first month and communicated these to the sales representatives in a direct and explicit manner. Four sales representatives found the targets to be too ambitious but reserved their comments. After the meeting they discussed the issue informally and dispersed. Prakash called the fortnightly review meeting to take stock of the situation. He was extremely disappointed to know that all the six representatives were trailing behind in target achievement. He was very blunt in communicating his disappointment and told their team to get their targets by the end of the month. After the meeting, all the six representatives expressed their displeasure with the meeting and found the demand of Prakash unreasonable. They commonly perceived him to be a difficult person to deal with. They thought of approaching Shreyans for this. Harish and Sameer, two of the representatives met Shreyans and discussed this with him. Shreyans was a little upset with Prakash, but he thought to himself that Prakash is very efficient but lacks tact to work with people. He assured the duo that he will speak to Prakash in this regard.

Shreyans called Prakash for an informal chat and advised him to go a little easy with people. Prakash was clearly agitated about this since he took this as a personal affront, as he sensed during this meeting that someone must have complained about his behavior to Shreyans. Instead of going easy with the team, he turned bitterer in his approach. He called a meeting of all the sales representatives, and indirectly communicated his displeasure with the incident. He once again made it clear that the targets were attainable but needed a greater sense of commitment from the group. Obviously the sales representatives did not like this. At the month-end briefing, Prakash was absolutely disappointed with the team for having under-achieved on the targets' count. He rebuked them for going slow on their work and told them sternly to adhere to the targets in the next month. Deepak, one of the sales representatives, objected to highly monthly targets and suggested that the targets be made more reasonable. To this Prakash retorted by saying that the targets were absolutely reasonable. Obviously the team was disheartened with this. They all decided to collectively approach Shreyans this time and seek his intervention. When they met Shreyans to brief him about the situation, Shreyans was sure that he had made a mistake somewhere.

Questions:

- a) What happened when Prakash got promoted to the position of Asst. Manager (Marketing)? Why did this happen?
- b) If you were entrusted with the responsibility of managing six sales representatives & creating an effective sales team, how would you do it?
- c) Evaluate the decision of Shreyans Desai. Do you think the decision to promote Prakash was correct? Why?

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