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MBAS 309

Third Semester M.B.A. Degree Examination, March/April 2026
BUSINESS ADMINISTRATION
Retail Management

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

Note : Answer to the question should **not** exceed **six** pages.

(1×15=15)

1. Analyse the challenges faced by retailers in managing diverse consumer behaviour and retail sales force simultaneously.

SECTION – B

Note : Answer **any five** of the following. Answer to **each** question should **not** exceed **five** pages.

(5×8=40)

2. Evaluate the impact of socio-economic and technological changes on retail management practices in India.
3. Explain how technology and globalization have influenced organized retail formats. Discuss with reference to MNC-led retail practices.
4. How can the success of a retail location be measured ? Explain the key methods and performance indicators used by retailers.
5. Discuss Retail Inventory Management. Explain inventory control techniques used by retailers to reduce costs and improve availability.
6. Explain the retail value chain. Discuss its components and importance in retail management.
7. Describe premises management in retail stores. Explain the key activities involved in maintaining store premises.
8. Explain how changing consumer lifestyles have influenced modern retail formats.

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MBAS 309



SECTION – C
(Compulsory)

Note : Answer to the question should **not** exceed **six** pages. **(15×1=15)**

9. Urban Basket Retail began its operations in 2006 as a single family-owned grocery store in a growing suburban area of an Indian metro city. At that time, the store followed a traditional retailing model, with over-the-counter sales, limited shelf space, informal supplier relationships and strong personal bonding with local customers. Pricing was flexible, credit was extended to known customers and purchasing decisions were largely experience-based rather than data-driven. As the Indian retail environment evolved, rapid urbanization, rising income levels, increasing participation of women in the workforce and exposure to global lifestyles significantly changed consumer expectations. Customers began demanding better store ambience, wider product assortment, fixed pricing, hygienic conditions and faster service. To respond to these changes, Urban Basket gradually transitioned into an organized retail format.

Between 2012 and 2016, Urban Basket expanded into multiple locations and adopted modern retail formats such as supermarkets and compact convenience stores. The company introduced self-service layouts, barcode-based billing, centralized purchasing, private labels, promotional pricing and loyalty programs. These initiatives improved operational efficiency and enhanced customer experience but also increased costs related to real estate, technology and skilled manpower. With the rapid growth of smartphones, digital payments and internet penetration, Urban Basket entered the e-tailing space in 2018 through a mobile app and website. Customers could place orders online, choose home delivery or store pickup and access digital offers. While online retailing helped Urban Basket reach tech-savvy customers and increase sales volume, it created new challenges such as last-mile delivery costs, inventory coordination between online and offline stores, intense competition from national and international e-commerce giants and pressure on profit margins.

Today, Urban Basket operates as an omnichannel retailer, combining physical stores with online platforms. However, it continues to face several challenges, including managing high operational costs, adapting to rapidly changing consumer behaviour, retaining customer loyalty in a competitive market, ensuring supply chain efficiency and balancing traditional strengths with modern retail demands.

Questions :

- Explain how the changing nature of retailing is evident in the transformation of Urban Basket Retail.
- Discuss the role of organized retailing and modern retail formats in Urban Basket's growth.
- Analyse the challenges faced by Urban Basket Retail in adopting e-tailing and operating in the current retail environment.