



# ICM

MARCH 2016

RETAIL OPERATIONS & OPERATIONS MANAGEMENT

**Instructions to candidates:**

- a) Time allowed: Three hours (plus an extra ten minutes' reading time at the start – do not write anything during this time)
  - b) Answer any FIVE questions
  - c) All questions carry equal marks. Marks for each question are shown in [ ]
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1. Discuss the recent phenomenon of 'zero-hours contracts' from the retailer's point of view. [20]
  2. What is the link between efficient distribution and profitability? Illustrate your answer with examples. [20]
  3. Compare and contrast the location strategies of TWO supermarket retailers of your choice. [20]
  4. What are the major difficulties facing retailers attempting to internationalise their operations? Why did Tesco fail to establish a foothold in California? [20]
  5. What is the impact of shrinkage upon profitability? What can management do to reduce shrinkage at EACH stage of the retail process? [20]
  6. How can independent retailers compete with the national and international chain store operation? [20]
  7. How are EPOS systems linked to increased profitability? [20]
  8. What effect can store design have upon sales? Give examples. [20]