

**FINAL EXAMINATION**

Student ID (in Figures) : 

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Student ID (in Words) : \_\_\_\_\_  
 \_\_\_\_\_

Course Code & Name : **RTL1133 RETAIL STORE MANAGEMENT**  
 Trimester & Year : January - April 2018  
 Lecturer/Examiner : Chang Sheau Huey  
 Duration : 2 Hours

**INSTRUCTIONS TO CANDIDATES**

1. This question paper consists of 3 parts:
  - PART A (10 marks) : Answer all TEN (10) multiple-choice questions. Answers are to be shaded in the Answer Sheet provided.**
  - PART B (30 marks) : Answer all THREE (3) case study questions. Answers are to be written in the Answer Booklet provided.**
  - PART C (60 marks) : Answer any FOUR (4) out of six structural type questions. Answers are to be written in the Answer Booklet provided.**
2. Candidates are not allowed to bring any unauthorized materials except writing equipment into the Examination Hall. Electronic dictionaries are strictly prohibited.
3. This question paper must be submitted along with all used and/or unused rough papers and/or graph paper (if any). Candidates are NOT allowed to take any examination materials out of the examination hall.
4. Only ballpoint pens are allowed to be used in answering the questions, with the exception of multiple choice questions, where 2B pencils are to be used.

**WARNING:** The University Examination Board (UEB) of BERJAYA University College regards cheating as a most serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in accordance with the clauses stipulated in the Students' Handbook, up to and including expulsion from BERJAYA University College.

**Total Number of pages = 6 (Including the cover page)**

**PART B : CASE STUDY QUESTIONS (30 MARKS)**

**INSTRUCTION(S)** : Answer **ALL** questions. Write your answers in the Answer Booklet(s) provided.

---

**CASE – Cleveland Clinic**

**Synopsis** - The Cleveland Clinic is a well-respected health care provider facing a changing competitive environment. In response to this changing environment, the Cleveland Clinic is opening facilities in South Florida.

For years, Ohio's Cleveland Clinic has ranked with the top world-class providers of medical care. It pioneered coronary bypass surgery and developed the first kidney dialysis machine. King Hussein of Jordan used the clinic, as does the royal family of Saudi Arabia.

Big-name health care institutions like the Cleveland Clinic are after new markets for their state-of-the-art medical care, and are posing a new threat to local physicians. The expansions are also disrupting traditional relationships between physicians and their patients, physicians and their hospitals, and physicians and their fellow physicians.

Like any business, the Cleveland Clinic keeps close tabs on its core market, and the outlook wasn't all that bright. Seven Midwestern states provided 90 percent of the clinic's business, though population growth in that region is expected to be flat through the year 2010. But not so in Southeastern Florida, where the population is still growing and, in many areas, is highly affluent. Southeastern Florida appeared to be a dream market. Yachts lining the canals of the Intracoastal Waterway and a ubiquitous building boom reflect wealth and growth so palpable that clinic officials have come to call it immaculate consumption. Moreover, about 20 percent of the 3.7 million residents in Dade, Broward, and Palm Beach counties are over 65 years old. About 50 percent of the population is over 45—a potential mother lode of patients. "We felt there was room for us," Dr. Kiser, CEO of Cleveland Clinic, said. "We decided to go on our own rather than wait to be invited."

When the Cleveland Clinic opened an outpatient clinic in South Florida, a war broke out. In a full-page advertisement in the *Miami Herald*, Dr. Seropian, a local physician, pulled out the stops. He likened the clinic to dingoes (wild Australian dogs) that roam the bush, eating every kind of prey. The clinic filed suit in federal district court in Fort Lauderdale, charging, among other things, that some physicians had conspired to hamper its entry into Broward County.

Famous medical institutions like the Cleveland Clinic and Mayo are victims of their own success. Many of the once-exotic procedures that they invented are now routinely available across the country, reducing patients' need to travel to the medical meccas. For instance, the Cleveland Clinic might once have had a hold on coronary bypass surgery, but no more. In 2000, more than 350,000 patients had the operation at hospitals throughout the United States.

"These clinics used to be the court of last resort for complex medical cases," says Jeff Goldsmith, national health care advisor to Ernst & Young, the accounting firm. "Now, the flooding of the country with medical specialties and high technology equipment has forced them to adopt a different strategy."

Their expertise and reputation mean formidable competition for the local medical community. "On one level," says Jay Wolfson, a health policy expert at the University of South Florida in Tampa, "it's like bringing in a McDonald's. If you're a mom-and-pop sandwich shop on the corner, you could get wiped out."

Tips: Look at the impact of the environment on an organization's retail strategy.

**Discussion Question**

1. Explain the retail mix that has been discussed in the case study. [10 marks]
2. Identify the factors in its environment resulted in it changing its retail mix. [10 marks]
3. In your opinion, highlight a strategic growth opportunities that can be used in this case study.  
Provide explanations to support your answer. [10 marks]

**[Total: 30 marks]**

**END OF PART B**

**PART C : STRUCTURAL TYPE QUESTIONS (60 MARKS)**

**INSTRUCTION(S)** : Answer any **FOUR (4)** questions. Write your answers in the Answer Booklet(s) provided.

---

1. a) Define 'trading area'. Provide example to support your answers. [5 marks]  
b) As a retailer, describe any **FIVE (5)** benefits of trading area that have improved pedestrian flow. [10 marks]  
**[Total: 15 marks]**
  
2. a) Identify and explain **THREE (3)** financial objectives that should be reflected in a retail store management. [9 marks]  
b) Define "cost price" and "retail price". [6 marks]  
**[Total: 15 marks]**
  
3. a) Discuss **FOUR (4)** types of factor influencing consumer behaviour. Provide examples to support your answer. [12 marks]  
b) Briefly define the terms of needs, wants, and demands. Provide examples to support your answer. [3 marks]  
**[Total: 15 marks]**
  
4. a) Discuss **FOUR (4)** types of store layout that can be considered by an entrepreneur. Provide examples to support your answer. [12 marks]  
b) Illustrate (by drawing) a typical store layout for a boutique shop. [3 marks]  
**[Total: 15 marks]**
  
5. List and describe any **FIVE (5)** types of retail communication mix that can be used by retailers. **[Total: 15 marks]**
  
6. Analyse a customer-driven marketing strategy by applying the **FOUR (4)** major steps in marketing strategy design. **[Total: 15 marks]**

**END OF EXAM PAPER**