

Jagan Institute of Management Studies
End-Term Examination, September, 2016
Trimester IV – PGDM (RM) 2015-17

Mall Management
ET_RM_MM_2109

Time: 3 Hrs.

M. Marks: 70

INSTRUCTIONS: Attempt all questions. The marks are indicated against the question.

- Q 1** a) Malls are not just shopping centers. They are fast becoming the center for community celebrations. Keeping this in view comment on the significance of shopping malls in the current contemporary urban Indian landscape. **7**
- b) Every product or service needs to be modified/ adapted as per the local conditions. Justify this with respect to shopping malls in India. **7**
- Q 2** Mall management is sometimes synonymous with Facilities management. Comment & Elaborate. **10**
- Q 3** Lease rentals are not the only source of income for a shopping mall. Elaborate and explain. **15**
- Q 4** ‘Malls are environment hazards. There should be strict and mandatory environmental clearance before the development of shopping malls in India’. Build a case for or against the above statement providing adequate reasoning. **15**
- Q 5** Read the given case and answer the questions given at the end.
There’s a science to designing and managing malls, say experts.
“There is a lot of expertise required—the way it’s designed, the displays, the shops,” says Anshuman Magazine, managing director of real estate consultant CB Richard Ellis South Asia Pvt. Ltd. And part of this design is to make it possible for visitors to see as many shops as they can, where they stand, says Star Shopping’s Sinha. In a well-designed mall, this number is 15-20, encouraging visitors to walk around to see what’s on offer, he says. The emphasis, adds Select Citywalk’s Ghei, has to be on the shops, not the mall’s architecture.
And it has to be on a significant number of shops (which brings us back to the issue of size). Noida’s Centrestage Mall, which opened for business in 2003 was initially much sought after by retailers. Four

years later, a much bigger mall, Great India Place, opened across the road and Centrestage saw a flight of customers. Although Centrestage has a five-screen multiplex, Trent Ltd's Westside department store is the leading retail attraction. Great India Place boasts a Big Bazaar hypermarket; Pantaloons, Shoppers Stop, Lifestyle and Max department stores; a sprawling Home Town do-it-yourself outlet; and several other large stores.

This variety is important, say experts. Bangalore's Forum has an 11-screen multiplex, a 30,000 sq. feet food court and restaurants on all floors. Developer Prestige is now opening its first mall in Chennai, which will have two 50,000 sq. feet anchor stores. It leased space for one to Lifestyle, a department store. It avoided leasing the other to another department store, signing up instead with RmKV, famous for its traditional silk saris and ethnic apparel. Kumar of Jones Lang LaSalle says Centrestage, once a hotspot, has now been reduced to a "convenience mall" with the number of people visiting it dropping by 40%. "People will mostly go there for a specific purpose" says Kumar.

According to various retailers at the Centrestage, the mall attracts around 6,000 visitors a day over weekends; Great India Place gets around 150,000. Woodland, located on the ground floor of Centrestage, closed its outlet earlier this month. As did Levi Strauss. Both brands have stores in Great India Place.

Questions:

- a) Why do some malls succeed wildly while others – almost seven out of every 10, by some estimates – fail?
- b) What are the main factors to be kept in mind while designing a mall? **16**
