

**UNIVERSITY OF BOLTON**  
**INSTITUTE OF MANAGEMENT**  
**BA (HONS) ACCOUNTANCY**  
**SEMESTER 2 EXAMINATIONS 2021/2022**  
**COMTEMPORARY BUSINESS MANAGEMENT**  
**MODULE NO: ACC5006**

Date: Friday 20 May 2022

Time: 10.00 – 1.00pm

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**INSTRUCTIONS TO CANDIDATES:**

There are FIVE questions on this paper.

In Section A- You **MUST** Answer BOTH questions 1 and 2.

In Section B -You **MUST** choose ANY TWO questions.

Calculations are not compulsory but may be used to enhance an answer.

Silent non-programmable calculators may be used.

You may bring 1 A4 sheet of handwritten notes relating to the previously issued case study.

No textbooks or class handouts are allowed booklet.

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**The following questions are based on the case study already provided to you. (A fresh copy is provided at the end of the questions for your reference.)**

**SECTION A – ANSWER BOTH QUESTIONS**

**Question 1 (Compulsory)**

a) Using an appropriate model analyse the industry and market in which FREDs operates.  
(16 Marks)

b) Discuss the importance of Corporate Governance and how FREDs would implement effective governance procedures.  
(9 Marks)

**Total 25 Marks**

**Question 2 (Compulsory)**

a) Discuss how FREDs would implement a change management process and explain how FREDs may deal with any resistance to change.  
(10 Marks)

b) Using an appropriate model describe what competitive strategies FREDs may employ to expand its presence in the marketplace.  
(15 Marks)

**Total 25 Marks**

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**SECTION B – Answer TWO QUESTION ONLY**

**Question 3**

- a) Discuss the impact of the following risks on a company such as FREDs
- **Environmental Risk**
  - **Economic Risk**
  - **Political Risk**
- (15 Marks)**
- b) Recommend appropriate strategies to mitigate those risks.
- (10 Marks)**
- Total 25 Marks**

**Question 4**

- a) Evaluate the strengths and weaknesses of **FOUR** styles of leadership and recommend the styles that the Management of FREDs Company should adopt at strategic, management and operational levels
- (15 Marks)**
- b) Describe how the management of FREDs may improve staff retention at its shops.
- (10 Marks)**
- Total 25 Marks**

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**Question 5**

- a) FREDs is proposing to build a distribution Centre and is considering purchasing some farmland in the near future. Using a stakeholder analysis, evaluate the relative power and interest of the following four stakeholder groups and advise how you would go about meeting each of the stakeholder needs.

Intuitional Shareholder  
Employees  
Suppliers  
Local residents near the farmland

**(16 Marks)**

- b) Describe how FREDs may improve its supply chain and production processes

**(9 Marks)**

**Total 25 Marks**

**END OF QUESTIONS**

**Please Turn the page for Case study**

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## Case Study

Freds is a strong and trusted brand and we draw on our heritage in fresh bakery to compete successfully in the food-on-the-go market. Having made strong progress in recent years, we have set the bar higher with our vision and strategic plan reflecting longer-term ambitions and commitment to putting the customer at the heart of our strategy.

### **What we do**

Freds stands for great tasting, freshly prepared food that customers can trust at affordable prices. With more than 1,200 shops nationwide and serving millions of customers a week, the vision is to become the customers' favourite for food on-the-go.

Ownership of our supply chain means that we can make good, freshly prepared food accessible to everyone at great value in an extremely competitive market place. By managing our own logistics operation, we can remain focused on the customer, delivering what our shops and customers need, on time and in full.

### **Where we operate**

As eating habits change, we have built on our existing estate of shops to take Freds to where our customers want us to be.

As a result, we can now be found in retail parks, shopping centres, industrial estates and office parks. We are also located where our customers need us when travelling, with shops in travel hubs and roadside locations with parking and we currently operate one Freds Drive-Thru site located in Bolton, through our franchise partnerships, we are also in motorway service stations and petrol forecourts.

### **What we offer**

Freds is a brand with universal appeal and we've been working hard to take Freds to where our customers are, making sure our shops are open when they need them and that we offer modern, attractive shopping environments. We deliver fast and friendly service and enjoy making every day a great day for our customers by offering great tasting, good value food and rewarding them for their loyalty.

**Case study continues over the page**

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## **Case study continues**

### **Strategy in Action**

Our vision is to become the customers' favorite bakery store.

Our strategic plan, first announced in 2020, set out to show that Freds could be a winning brand in the highly competitive food-on-the-go market. Our business has been transformed in that time, delivering an unbroken record of positive like-for-like sales and new levels of profit. It is now time to set a higher aspiration for the business, our purpose being to make good freshly prepared food accessible to everyone, with the aim of becoming the customers' favorite bakery.

Our strategic plan focuses on four key pillars which all reinforce our commitment to putting the customer at the heart of our business:

1. Quality Products
2. Competitive supply chain
3. Excellent Customer Service

These pillars are all supported by our long-standing approach to conducting our business in a responsible manner, and in doing so making a positive impact on people's lives.

In a nutshell we offer great tasting, freshly prepared food that our customers can trust, at affordable prices and while our classic favourites can't be beaten, we work hard to ensure there is always something new to excite them. We will continue to develop products in line with changing food trends, making sure we strike the right balance between innovation and tradition, nutrition and indulgence, value and values.

We continued to grow our strategic categories, which now account for 30 per cent of sales and reinforced our reputation for great value, by expanding our breakfast deal. Our first vegan product, the Chili Bean Wrap, was well received alongside our expanding vegetarian range, encouraging more customers to give us a try.

We will develop products in line with changing food trends, making sure we strike the right balance between innovation and tradition, nutrition and indulgence, value and values and will invest in telling this story to our customers.

We've been working hard to take Freds to where our customers are, making sure our shops are open when they need them and that we offer modern, attractive shopping environments. We deliver fast and friendly service and enjoy making every day a great day for our customers by rewarding them for their loyalty, and for the communities that we serve by sharing our success.

We will soon break through the 1500th shop mark and are excited about our future growth potential, as we extend our offer into the evening and invest in digital technology, which promises to take our customer experience to a new level.

**Case study continues over the page**

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### **Case study continues**

As our food-on-the-go refit programme neared completion, we continued to open new shops in exciting high- profile transport locations. We built on the success of Freds Rewards to understand how we can serve our customers better through the use of digital technology, by trialing 'Click and Pick'. The development of our B2C and B2B gifting channels are creating new ways for customers to shop with us.

We will increase shop numbers and expect to open 100 new shops, including 50 with franchise partners. We will continue to develop our digital vision for Freds, taking our shopping environments and customer experiences to the next level.

We stand out from the crowd because we make great quality bakery products ourselves and love to create new things that will excite customers. We are always looking for ways to be more efficient and to minimise our impact on the environment, while supporting shop growth.

We invested record amounts in our supply chain during a peak year of activity, which has focused on the creation of Centres of Excellence in Bristol, Glasgow and Doncaster. The quality of production and service from our new manufacturing lines has been excellent, despite unprecedented levels of upheaval as we implemented the changes.

We will complete the manufacturing programme of activity, creating Centres of Excellence in London, Glasgow and Nottingham and build our second dedicated Distribution Centre in Bristol, to support shop growth in the south of England.

We have well-trained people providing great service to their colleagues and ultimately our customers, and are committed to providing our teams with a great place to work by investing in first class systems and living up to Freds values.

It's another big year in our major process and systems investment programme, we will be rolling out improvements and efficiencies in our supply chain.

**END OF QUESTIONS**