

UNIVERSITY OF BOLTON
GREATER MANCHESTER BUSINESS SCHOOL
BA (HONS) ACCOUNTANCY
SEMESTER TWO EXAMINATIONS 2022/2023
COMTEMPORARY BUSINESS MANAGEMENT
MODULE NO: ACC5006

Date: Friday 12 May 2023

Time: 10.00 – 1.00

INSTRUCTIONS TO CANDIDATES:

There are **FOUR** questions on this paper.

You **MUST** Answer **ALL** questions.

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

Silent non-programmable calculators may be used.

This is a closed book examination.

No textbooks or class handouts are allowed

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

- a) Bluez is proposing to build a distribution Centre and is considering purchasing some unused 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

(15 Marks)

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

(10 Marks)

Total 25 Marks

Question 2

- a) Analyse the market and industry that Bluez operates in using a suitable model.

(15 Marks)

- b) Discuss the significance of Corporate Governance and how Bluez would implement effective governance procedures.

(10 Marks)

Total 25 Marks

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SECTION B – ANSWER BOTH QUESTIONS

Question 3

- a) Discuss how Bluez would implement a change management process and explain how they may deal with any resistance to change. **(10 Marks)**
- b) Using an appropriate model describe what competitive strategies Bluez may employ to expand its presence in the marketplace. **(15 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 Bluez should adopt at strategic, management and operational levels. **(15 Marks)**
- b) Describe how the management of Bluez may improve staff retention at its shops. **(10 Marks)**

Total 25 Marks

**END OF QUESTIONS
PLEASE TURN OVER THE PAGE FOR THE CASE STUDY**

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ACC5006

Contemporary Business Management Case Study

Bluez sells clothing for all occasions. Because we think everyone should have access to affordable fashion, we are the best place to find style and lifestyle for all of your life's occasions. Our objective is to improve our clients' self-esteem and body acceptance so they may look and feel confident and realise their true potential. Our mission is to use our platform and social influence to educate, inspire, and inform customers to make significant change.

What we do

Bluez stands for great quality clothing 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 clothing brand.

Ownership of our supply chain allows us to offer our clothing in a highly competitive market at a fantastic price to everyone. We can keep our attention on the consumer and deliver what our shops and customers need, on time and in full, by running our own logistics operation. Where we operate As fashion and clothing styles change, we have built on our existing estate of shops to take Bluez to where our customers want us to be.

As a result, we are located where our customers need us, with shops close to all major travel networks. We can now be found most in retail parks and shopping centres.

What we offer

Bluez is a company with a name that appeals to people everywhere, so we've been working hard to transport Bluez where our consumers are, making sure that our stores are open when they're needed and that we provide contemporary, appealing spaces for them to buy in. We provide our customers wonderfully designed clothing, footwear, and accessories, and we take pleasure in making every day a fantastic day for them.

Case study continued over the page

Case study continued

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Strategy in Action

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

Our strategy plan, originally unveiled in 2020, set out to show that Bluez could be an award-winning brand in the extremely competitive clothing market. Our company has undergone a transformation that has resulted in an uninterrupted record of positive like-for-like sales and unprecedented profits. It's time to set higher aspirations for the company. We want to offer exquisitely crafted apparel and accessories that are accessible to everyone and inexpensive, with the goal of being the clientele's preferred clothing retailer. 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 word, while our timeless favourites like the little black dress can't be beat, we work hard to guarantee that there is always something fresh to delight our clients. To maintain the correct balance between innovation and tradition, fashion and pleasure, value and values, we will continue to produce items in keeping with shifting fashion trends.

By the expansion of our clothing selection, we proceeded to increase our strategic categories, which now represent 30% of sales and have strengthened our reputation for offering excellent value. Together with our transition to sustainable fashion, our eco-friendly apparel line was warmly appreciated, bringing in new clients.

To keep up with shifting fashion trends, we create items that strike the proper balance between innovation, tradition, and indulgence, value, and values. We will also make an investment in communicating this to our customers.

We have been investing considerable resources into taking Bluez to where our consumers are, making sure that our stores are open when they are needed and that we provide them with contemporary, appealing environments. In addition to providing courteous service and taking pleasure in making each day special for our clients by thanking them for their loyalty, we also share our success with the communities we work with.

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Case study continued

We will soon reach the milestone of 1500 shops, and we are excited about our potential for future growth as we extend our opening hours into the evening and invest in digital technology, which is expected to improve our customers' experiences.

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As our clothing sustainability program nears completion, we will continue to open new shops in exciting high-profile locations. We will build on the success of Bluez Rewards to understand how we can serve our customers better through the use of digital technology, by trialing 'Click and Collect'. 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 sustainability partners. We will continue to develop our digital vision for Bluez, taking our shopping environments and customer experiences to the next level.

We distinguish ourselves from the competition by producing our own high-quality apparel and accessories. We also like coming up with innovative approaches that will delight clients. We are constantly looking for methods to improve our efficiency and lessen our environmental effect while promoting company growth.

Throughout a busy year, we made unprecedented investments in our supply chain with a particular focus on the establishment of Centers of Excellence in Liverpool, Glasgow, and Manchester. Despite unprecedented levels of disruption while we made the changes, the output and service quality from our new manufacturing lines has been superb.

By establishing Centers of Excellence in Bolton and Nottingham and constructing our second specific Distribution Center in Bristol, we will complete the manufacturing program of activity and support the expansion of shops in the south of England.

We are committed to giving our teams a fantastic place to work by investing in top-notch systems and upholding the Bluez values. We have highly trained individuals offering excellent service to their coworkers, and ultimately our customers.

We will be implementing upgrades and supply chain efficiencies this year as part of our large process and systems investment program.

**END OF CASE STUDY
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