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Problem Solving and Decision Making Module Assignment Submission

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Introduction

Problem solving can be defined as procedure of identifying solutions to complex issues which can have adverse effect on the business performance of companies. It can also be reoffered to as skills or potential of an individual to address as well as find appropriate solution to particular issue. Decision making can be reoffered to as procedure of making choices from the information gathered. Accumulation of relevant facts and deep analysis of the same is very much essential in order to make good decisions. Decision making is very much crucial in order to avoid complex problems. In addition to this, developing the understanding about the techniques for solving the issue is very much important in order to overcome difficult situation or to avoid harmful consequences. The problem solving procedure include identification of issue, generation of alternative, evaluation and selection of best alternative and implementation of particular solution.

The report will have focus on identification of the issue faced by Imperial hotel. It is basically a four star hotel which also have its operations in UK. Study emphasizes on analysing the problem faced by imperial hotel. The different solution which can be applied to deal with specific issue will be highlighted in assignment ([Berman and Feinblatt, 2015](#)).

Overview of Organisation

Imperial is most popular four star hotel which offers food as well as accommodation services to customers. The target customer group of Imperial hotel are tourist as well as international business persons. An organisation is well known for serving the quality of services to their guests. Customers have high level of expectations related to service standards. Vision of an enterprise is to achieve leadership position in an industry. Mission of an organisation is to become the first choice for customers by offering them with high value propositions as well as quality services. Objective of Imperial hotel is to earn high profit by providing luxury services such as room services, meals to their guests. In addition to this, an enterprise intends to expand their business at international level. During the last few years some problems has been faced by Imperial hotel which has adverse effect on the reputation of firm (Gürel and Tat, 2017).

Internal as well as external analysis can be conducted by management in Imperial hotel in order to identify the issue faced by company. Both internal as well as external assessment assessment will assist management in determining the factors effecting the business. In addition to this, internal as well as external analysis will help manager in addressing the area of concern related to which an appropriate decision is to be taken. It will support management in identifying those factors which are giving rise to such issues. Internal as well as external analysis will support manager in determining number of solutions which can be applied in order to avoid same types of problems in the future. Swot analysis is considered to be as one of the best strategic technique which can be applied for analysing the internal situation of company.

Swot

Strengths: • The biggest strength of imperial hotel is that it has good brand name and image in the market. • An organisation has team of highly skilled as well as talented workers. • Imperial hotel • Business entity has an effective marketing strategy (Kinicki and Fugate, 2017). • Imperial hotel has implemented advance technology for performing business operations.	Weaknesses: • Imperial hotel is highly prone to changes in legislations which significantly effect business operations of firm. • Low morale of workers
Opportunities: • Enter into more new market. • To provide more innovative as well as value added services to guests.	Threats: • Increase in level of competition. • Entry of more new firm in industry.

The external factors effecting the business performance as well as operations of the Imperial hotel are:

Political factors: These variables includes Political condition in the nation. It also involves new regulation implement by government related to hotel industry. In context of UK, Political instability in the nation has created challenges for an enterprises in delivering proper services to customers. In addition to this, there has been changes in employment regulation which has significant influence on behaviour of workers in Imperial hotel , as company employs foreign workers those who desire to work for short period. Due to political instability foreign candidates employees in Imperial hotel feel threat to their life and leave job for their safety as well as security purpose (Phadermrod, Crowder and Wills, 2019).

Economic factors: It is the external variable which includes inflation, changes in interest or tax rate etc. All the economic factors has significant influence on firm profitability as well as ability to pay high salaries or wages to workers. In context of Imperial hotel, economic recession in the nation has lead to the decline in ability of an enterprise to pay good salaries packages to workers. It is the factor which has lead to the high level of dissatisfaction among workers and given rise to issue of high staff turnover rate.

Social factors: It is the fact that employees behaviour towards organisation is highly influenced by their personal or social factors. In relation to Imperial hotel, due to continuous changes in trends there has been increase in Unique demand by workers.

Technological factors: Due to emergence of new technology, employees working in Imperial hotel is facing threat to losing their job which has lead to high level of dissatisfaction among them and has adverse effect on workers as well as organisation performance.

Legal factors: These variables includes various law like employment laws, so if there is any changes in the employment law and the company didn't met those changes this can bring dissatisfaction in the employees of Imperial Hotel and this will drive their mind towards leaving the hotel.

Environmental factors: As the environment is dynamic, so it can be hard for the employees to adjust in the dynamic pattern of the organisation and they feel burden, or it is possible that other organisation are giving such opportunities that their current firm is not providing. In both cases the employees can leave the organisation (Srivastava and Nair, 2017).

One of biggest problem which is now being experienced by the Imperial hotel is related to high employees turnover rate which has negative impact on the customer services and also on overall business performance of organisation.

Identification of the complex problems which is faced by Imperial hotel which will help in decision making procedure.

The problem identified by the Imperial Hotel in High employee turnover rate are as follows:

Lack of Growth and Progression: The hotel doesn't provide growth and development opportunities to their employees that is most important part for retaining the employees. The employees needed to work according to the old methodologies, irrespective of listening to the employees about their ideas and thoughts regarding the new method company force them to work according to their way.

Being Overworked: The increasing economic pressure, organisations pressurize the employees to work for two people and this resulted in longer hours and weekend work. The employees are forced to opt between personal and professional life at Imperial Hotel, and this is the problem with younger workforce, they can't be forced to work. Employees of Imperial Hotel are facing similar kind of issue that they are forced to work overtime with no extra benefits (Van Aken and Berends, 2018).

Lack Of Feedback and Recognition: Feedback is the first step towards progress. This process ensures employee's success. Honest feedback can guide the employees and help them manage their work pressure and this will demotivate them. The managers at Imperial Hotel ignore providing feedbacks and recognition to their employees and due to this employee's are dissatisfied with working at the Hotel.

No involvement in Decision Making: Employees don't come to office just to work, they want some powers to make decisions and that is important to succeed in today's world. As employees have unique thoughts for every situations. At Imperial Hotel only top management has the power to make decisions and their absolute no involvement of employees at middle and lower level. The employees felt less powerful and they have low morale (Wang and et.al., 2017).

Poor Employee Choice: It is necessary to have right person for the right job, unless they will become burden for the company and nothing else. The company should choose the right candidate that fit in for the vacant position with required capabilities and knowledge that is required to perform the task. Imperial Hotel choosed wrong people just to fill the vacant position, the requirement was of the individual who has completed their Bachelor's and Master's in hotel management and they take the candidates who have completed the degrees in management and accounting.

Company Culture: Cultural fit is most important, because if the company's culture is negative rather than being positive, then the employees will be unhappy and dissatisfied. It is simple to understand that if the environment is suitable and happy employees give their best as they feel energetic and enthusiastic about work. Imperial lack such maintaining company culture that is friendly for the employees working (Zhang, 2016).

Range of alternative solutions to the problems.

Invest in the Employee's: Let employees feel that they are the most valued part of the team or company. The organisations should invest in the growth and development of their employees, as this will increase their satisfaction loyalty towards company and they will not think of leaving the company. The managers of Imperial Hotel should definitely take one step forward towards the professional development of their employees this will encourage them not to leave the company. This will inspire them to remain in the organisation and will help in attracting new employees.

Rewards and Compensate Employees: Rewards and recognition are the crucial part of motivating and attracting employee's. Offering rewards to the worthy employee and celebrating their success will be added to solve the problem of employee turnover. Imperial Hotel should be focusing on giving credits to the employee's who actually deserve them, this will motivate them and give them a sense of satisfaction that is needed to retain the employees in the Hotel. The company should make sure that they pay fair wages to their employees and offer the extra benefits if they are working overtime with all the facilities like pick and drop, food facility (Zhang, 2016).

Right Selection Process: The company should ensure that they choose the right candidate for the position with required skills and abilities. Imperial Hotel should define the role clearly that means establish the skills that are needed in the employee, then evaluating that whether the candidate has those desired skills and capabilities and simply dismissing the unqualified applicants. Making sure that the

employee can fit in the company's culture, for this make the interview process in such manner that the interviewer can get to know that whether the candidate will fit in the culture or not. For example the interviewer can ask " Tell one situation when the candidate has worked well as a part of a team?".

Provide Feedback and Consideration: Providing appropriate feedback, it contributes in the success of the company. Feedbacks help the employees to analyse their performance, make improvements in the areas required and develop those skills. This process will bring change in the employees and they will be guided towards growth and development. This will reduce employee turnover as they know what are their mistakes and how they can improve in those areas. The employees will not leave the organisation if they are satisfied with the company.

Ensure Good Work-Life Balance: Work Life Balance is important, as employees have their personal life along with professional life to handle. The Imperial Hotel should maintain a balance like, ensure the employees take their lunch break, if there is workload it must be manageable so that the employees are not forced to stay late. In this way they will be attached to their jobs and won't quit, this will motivate them to continue their work in the company (Srivastava and Nair, 2017).

Minimize Boredom: Employees can be madly in love with their jobs, but at some point they need change they get bored with the same old job, so there should be job rotation after some point of time to reduce the boredom and maintain their interest in the job. This will reduce employee turnover rate as they will be attracted by this process.

Different decision making techniques and finding the most appropriate one

There are various decisions which are taken in any company for the benefit of employees. For taking decisions, techniques are made so that the decision making is easy for all. Some decision making techniques are:

Nominal Group Think: According to this technique, all the team members participate in the decision making process of the company and they express their opinion on various topics related to the company. This technique is beneficial because employees are allowed to share their problems and ideas with the company so that company can take various steps to solve them. This technique is designed to help the company in group decision making and it ensures that all the members participate in the decision making of the company. The company can use this technique to find the reason for high employee turnover rate. The steps followed by nominal group think are:

- Take 10 employees who are working in the organisation. Tell them about activity in which they are going to participate.
- Employee should be given the problem which is faced by the Imperial hotel. They should be told about the high employee turnover rate and their ideas should be seen.
- Each employee should silently and without discussion write about the solution of tackling the problem of high employee turnover rate.
- Employee now should tell the problem to other members one at a time. Each idea should be heard properly.

- Now everyone should vote and they should select all the valid reasons for the problem. Proper actions should be taken as all those problems should be removed from the Imperial hotel.

DELPHI Technique: This is also a very famous decision making technique which is used by many companies. It helps in saving resources and not relying on group decisions or many decisions in respect to a problem. This approach is also very much similar to Nominal Group think in various aspects but in this technique the decision makers actually never meet to take any decisions. The most important reason for using this technique is that it avoid biasses and problems which are related to groups and interacting with different people. When people interact with each other on any issue, it is normally seen that they indulge in conflict with each other and this technique avoid interaction of people. Steps followed in this technique are:

- A group of people should be selected who are experts in a specific area.
- The opinions of these people should be taken via questionnaire which is mailed to them.
- The opinions of experts should be noted down and they should be used.
- The summarised results of the survey should be sent again to the expert and they should be requested to fill it.
- If the opinion of one expert sharply differs then he should be asked to be rationale.
- This process is repeated several times and the experts now comes in a type of agreement (Adascalitei, Halasz and Lovec, 2018).

The best technique which can be used by Imperial hotel is the nominal group think. This technique is very good in hotel industry and the reasons can also be found out easily. There can be many reasons for high labour turnover rate depending upon the company. Some basic reason can be workload, less remuneration, far from city and more. The company should take all the necessary steps so as to reduce this rate.

Plan for implementing the solution

The best plan which can be used is:

- 1) **Prepare the infrastructure:** Infrastructure should be created properly so that no problem arise. Reasons for the employee turnover rate should be found so that steps can be taken. It is not necessary that the problem and solution arise from the same place. The problem can arise from one place and the solution to that problem comes from other.
- 2) **Coordinate with the organisation involved in implementation:**
Employee should coordinate with the person who is giving the solution and all the reasons for employee turnover rate should be solved properly. The reason for high employee turnover rate should be asked from the company too.
There should be proper support from the company to remove the problem as the manager only cannot do all work without proper support (Mardani and et.al., 2015).
- 3) **Implement training:** After considering the reasons, company should now introduce new training ways and methods which will help in achieving both the goals i.e. organisational goals and employee goals. Training is very

important for a company as employees will know how to do work in company through training only.

- 4) **Implementing the new way:** Imperial Hotel should now take all the corrective actions on the problems which were found. Corrective actions will reduce the employee turnover rate as the work will be done according to the employee. Reasons can be taken from the employees but the solutions must be taken from experts who can give the best solution for the answer. Implementation always creates problem as it takes time for employees to adjust in new form. Different people face different problems and there are many reason for turnover ([Zedler, 2018](#)).
- 5) **Convert the data:** Once the new method is made, all the old data need to be cleared. All the old training methods needs to be changed so that new methods can be introduced.
- 6) **Perform final verification of method:** Last testing should be done of method so that it is ensured that the method is running properly and there is no problem conducting any test on it. The first check is done to see that everything appears right. The second check is to see that the method is actually working for employees.
- 7) **Implement new processes and procedures:** some changes may need to be done in the last moment so these changes need to be done now so that there is no problem in the end.
- 8) **Monitor the changes:** This is the last step in which the company has to just see or monitor the changes which it implemented. This will help in successful running of business. Monitoring changes can be done by various techniques.

Monitoring will help the company in reducing mistakes and faults which can lead to loss to the company.

Communicating the plan to stakeholders

Making a plan is easier than communicating it to stakeholders. Stakeholders are those people who have interest in the company because of their investment or some personal interest in the company. A table is shown to define the communication with the stakeholders:

Key Message	Stakeholder	Communication	Channel	Responsibility
1) Training & Development	Employees	The above made plan is communicated to employees and its benefit is shown to the them.	On the job and off the job training can be given	Human Resource manager is responsible to check the training of employees.
2)Risk Management	Creditors, employees, shareholders	Risk management can affect many people of the company and labour turnover can affect many people indirectly.	Books, Accounts and more.	The employees and board people are responsible for any loss to the company as they see the working of the company.
3) Change Management	Employees and Suppliers	Change Management can affect the company because good changes will increase the profits and wrong changes will lead to loss.	Changes can be seen in organisation and working.	Change management can be seen by the head of the company as changes are introduced by them only.

- 1) It is very tough for a company to bring changes as it takes time and labour.

High labour turnover is very bad for a company as it incurs loss from it. The reputation of company goes down when it faces high labour turnover ratio.

Reasons for high labour turnover should be found. The company should try to take proper measures against all the reasons. Training should be given to employees so that they are taught the working of the company

(Lin and et.al., 2017).

- 2) The company also suffers from risk. There are many risk which are faced by the company like loss to company, improper working by employees, changes in rules and regulations and more. Risk can be minimised by the people who take big decision of the company. These people are the main decision-making authority of the company. There are many techniques which can be used to minimise the risk management. Risk management affects many people in the company and if company incurs loss then it affects the employees of the company very much because they are the people who are working.
- 3) Change management is very important in a company. The company needs to do various changes if it wants to stay in the competitive world. Changes are not easy to face and it takes time for employees to adapt according to changes. Generally employees are resistance to changes. The employees does not care whether the new method is easy and more productive, they are just very much comfortable in doing the work old way.

Monitoring & Review technique for successful implementation of solution

- 1) **Performance review:** Performance review are done by the companies to check whether the method they have implemented is working properly or not. Changes done in an organisation show positive response in starting and afterwards it starts to decline and if at this moment proper review is not done then it can lead to a huge loss to the company. It is compulsory for every company to do performance review from time to time so as to remove threat from it. The main objective of doing performance review is to check the cost incur and various parameters. Other parameters like Quality, team etc. can also be reviewed. Performance review is beneficial for future as the company can take those steps which will benefit it by not doing the same mistake again (Carstea and et.al., 2016).
- 2) **Forecasting:** Forecasting can help in the future prospects of the business. Forecasting helps the business in knowing the future needs of the employees. There are times when business finds opportunities but it is not able to forecast it. Forecasting is used by the the managers to determine whether they will be able to complete the work on time or not. Forecasting helps the company to take corrective actions in advance before the bad condition actually exist. Forecasting is generally done by the head of the company and it requires years of experience. For doing forecasting a person needs various old documents which show the position of the company (Zhou and Wang, 2017).

- 3) **Variance Analysis:** In this analysis the company compares the actual performance with the expected performance. The expectations of company are always higher as it wants to achieve the maximum benefit from the work, but it is very difficult for a company to get what it expects. The manager gets to know the current position of the company after doing variance analysis. After knowing the current position of the company, it is the duty of the manager to take corrective actions if any needs to be taken.
- 4) **To complete performance index:** There are many times when the amount which the company thinks to spend on the task is more than it estimated. The situation of over-budget is very bad for the company as it now needs to spend more on the task. In this situation project performance can be used to complete the task in time and in budget. It checks the total needs of the company and finds the area in which less investment can be done. Over-budget reduces the spending capacity of the company as it does not have anything left which can be used in other companies or investment (Emovon, Norman and Murphy, 2016).

Conclusion

From the above study it can be concluded that after analysing internal and external factors it is evaluated that Imperial Hotel is suffering from High Employee Turnover Rate. PESTEL Analysis is done to analyse this. Some reasons were found that were the cause behind employee turnover like lack of growth and progression, work pressure, lack of recognition, no involvement in decision making. Further various solutions were given to reduce this problem such as investing in employees, providing reward and recognition, ensure good work life balance. Technique used by Imperial Hotel is Nominal Group Thinking. Further in the report a plan is implemented to solve the problem.

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