

PROBLEM-SOLVING AND DECISION MAKING(BMSW4004_LON) COMPLEX PROBLEM OF ORGANIZATION

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INTRODUCTION

Importance of problem-solving skills

Structure for complex problem solving: Identify the problem and its cause, consider the impacts of the problem, brainstorm Solutions and Diagram Fishbone, choose the most optimal solution, analyse de PESTLE and SWOT, and after we did 3 solutions, we made an analysis PMI each solution implement a Plan and prepare for Changes. Finally, we did Matrix Stakeholders, differences between stakeholders and shareholders, and Stakeholders' communication plan. Workers need to solve problems, be able to judge and act quickly in the workplace. They are people who are afraid of the unknown and what is useful for employers is that their employees know how to identify and solve problems. Problem-solving employees can bring the ability to organize their time intelligently by helping them focus on what is truly important to the organization which leads to correct decision-making with a good impact on the business. Employees who solve problems have no problem carefully assessing customer needs with the ability to prioritize, plan and execute strategies, they also can think outside the box solving problems in the workplace and obtaining successful results. They are trained to work under pressure offering quick solutions, some employees take their time to identify the problem to solve it. These employees anticipate the problems that will arise in the future through this important skill which is planning.

Background of the organisation

The workplace Problem of a brief discussion of the supermarket

The address is ALDI 570-592 High Road, Tottenham.

The organization chart of the ALDI market consists of a Manager, Head of Marketing, Head of Administration, and Head of Purchasing. I would like to report some complex problems in the organization of the supermarket Aldi was very busy on site because there is little staff and as a consequence, we have customer dissatisfaction. The manager does not organize the projects or properly manage the workers to serve the customers with the things that the store has, therefore there is a lack of information about the products and the range and availability of the products are poor due to lack of communication, the Aldi training method is not good just because they seek to minimize costs, give workers quick online courses with very little information. Staff call for illness, payment is basic and overtime does not have a bonus, nor do they recognize their extra work due to lack of personnel and problems also arise due to favouritism. These issues discourage the team from creativity and the manager pressures the staff to work faster, which implies customer dissatisfaction. They also need to put ATMs and cards to get discounts, it has a low level of system security and there is no home delivery service or online shopping. Aldi hasn't hired an agency to find workers, making getting staff difficult since their platform isn't user-friendly for all users. All these inconveniences produce the loss of money, quantity and quality of sales and a long waiting time in the customer dissatisfaction boxes, and the management of the stock difficulty. There is no staff, financial, emotional or competitive well-being among workers and a lack of supervision, and no parking spaces are available.

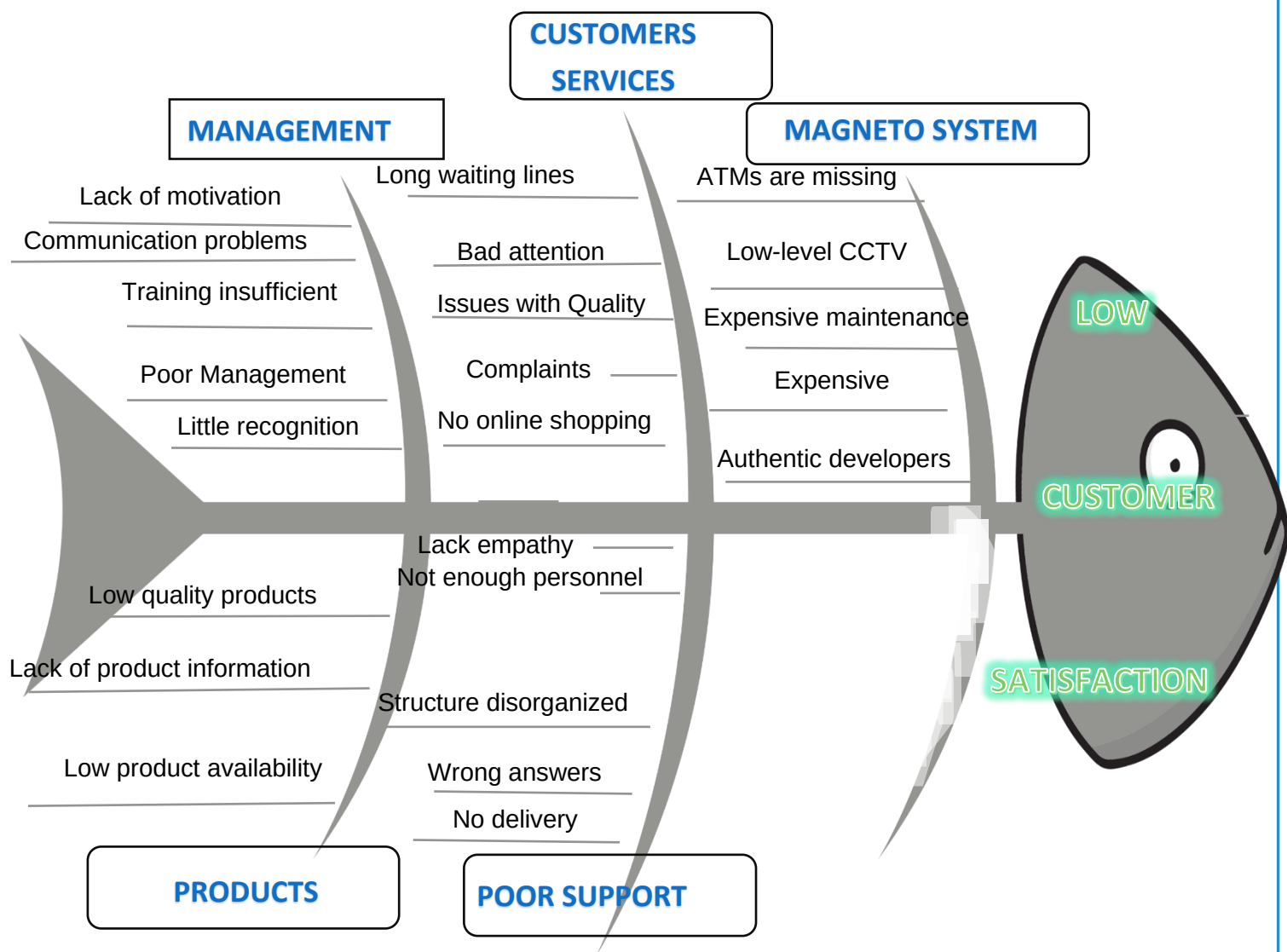
Brainstorming

Management, bad services the customers, magneto System, products, poor Support

ANALYSING INFORMATION

ROOT CAUSE ANALYSIS (RCA)

FISHBONE DIAGRAM



APPLYING SITUATIONAL ANALYSIS MODELS

SWOT analysis (Skool, 2020)

Strengths

ALDI does better than anyone else doesn't talk much about pricing, makes sure your store is clean and fresh, has innovation on the way, and makes unique your products sold with your own branded line by sourcing them from your local suppliers. The unique or lower-cost resource that ALDI can leverage that others can't is the brand name because it leverages it to dominate other markets. The catalogue is unique with a small selection of products from its own branded line. The highly advanced proprietary IT infrastructure and some strategic partnerships. Real Estate consists of buying properties on the outskirts of cities because it is cheaper to help save. People in the ALDI market see ALDI's strengths in high-quality products across the board. Relationships with people with online self-service, in-store pickup, physical stores, social media, and email. What makes the ALDI marketplace agile and flexible is the ALDI Buyers Club, it is a product testing and qualification program so that people can comment on current and future products.

Weaknesses

The ALDI market could improve by investing in remodelling its store to improve lighting especially where fresh produce, dairy, and meats are located. You could also invest by setting up new stores in upper-middle-class places because of the high-quality products we attract all kinds of classes and even wealthy families. The market should avoid selling more expensive Nestlé chocolate than in other better, quality stores and sell clothes as the selection is small for customers. The things that customers and colleagues can see as weaknesses or causes for complaints are lack of personnel and poor organization and training of workers, constant pressure, product or service, wait time, delivery/ collection, online, continual complaints, communication, bad attention customers, favouritism staff, low training, no bonus. It needs new investments in technology to improve the range of products and improve the daily investment since it is very high.

Opportunities

People need to access the internet, improve good parking supply, people prefer new technologies, the market could partner with charities, marketing partners and strategic

Problem-Solving and Decision Making

partners. It could also be associated with television, and radio to save on marketing and be able to get the product to all types of customers. It should call the store itself affordable rather than cheap, giving the message of good quality products.

Threats

Digitalization should change the ALDI market as it generates lower economic costs across the board as all you need is the shift to digital and compete at your own risk. The new environmental regularizations in the Paris Agreement (2016). Laws could change in the UK and the ALDI market could be affected if there is any change. Increase of competitors for that reason it becomes increasingly difficult to obtain good profits and salary increases.

PESTLE Analysis (Frue, 2023)

Political: Political conflict increases and as a consequence also increases commercial risk and threatens companies doing business in foreign countries.

Economic: Food prices went up in the UK and around the world, that's because of the war in Ukraine, since the most affected are shipments of oil, cooking oil and natural gas, but this kind of problem forces customers to go to discount stores like ALDI and this is a great benefit for the ALDI market because little by little it will get more customers.

Sociocultural: The ALDI market makes multicultural contracts and offers opportunities, it should also have a 24-hour opening to face competition from other markets, as well as sell clothes and household items.

Technology: With rapidly changing technologies, the ALDI market should shift its online sales and provide home deliveries to face the competition.

Environmental: Keeping carbon emissions low by using lightweight vehicles and introducing energy-saving technology.

Legal: The market should avoid legal complaints for non-payment of goods.

RANGE OF ALTERNATIVE SOLUTIONS

Customer Services

The solution to the bad customer service of the ALDI market, to keep customers satisfied, with fast and effective assistance would be to know our customers well, offer different customer service channels, and always listen to customers to know their needs and know what they need because if they stop buying in the ALDI market they could close.

Administration

One of the functions of a manager is to encourage communication so that messages circulate freely from low to high positions and from high to low jobs.

Find the right platform like email, Whatsapp, social media, zoom, and Microsoft Teams. Training is an investment that helps us to know the skills that workers need and as an advantage to have greater efficiency and productivity in the organization. For angry customers and to have successful customer satisfaction they should hire and train qualified professionals, also promoting empathy and wisdom by offering extra bonuses from the ALDI market. You should do surveys to then beat the quality of the product and compare the progress of customers and to deal with customers with difficult questions, they should take their time, be transparent and share their recommendations as quickly as possible to demonstrate interest and trust with customers.

Magneto Systems

The ALDI market should provide service to buy online with home service, obtain a good security system to guarantee the data of workers and customers are completely safe and thus give more confidence to customers, and update ATMs with new technologies so that the customer does his self-service and feels satisfied, with a good system of alarms or individual labels, radio frequency system acoustic-magnetic

Problem-Solving and Decision Making

system, antennas or pedestals, security cameras reducing thefts for good security as well as the store and customers.

EVALUATION OF ALTERNATIVE SOLUTIONS

PMI Analysis Customers Services

(+)	POSITIVE	(-)	NEGATIVE (-)	(+/-)	INTERESTING
7	Speed in solving the problem	-4	Long waiting lines	8	Increase customer satisfaction and confidence
7	Real-time solution available	-4	No online shopping	5	Sell more
6	Friendly support staff, listening to customers' needs	-7	No delivery	7	Know customers better and anticipate their needs
6	Personalized experience (they train the team properly)	-5	Issues with Quality	7	Maintain the same standard of quality according to customer needs
5	Humanized Service, artificial intelligence directly from purchase receipts			6	more customers, more customers buying
7	Anticipate problems and turn them into opportunities	-7	Not paying attention to after-sales	7	Use the appropriate tone when always answering customers

Problem-Solving and Decision Making

+38	SCORE	-27	SCORE	+36	SCORE
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PMI Analysis Management

(+)	POSITIVE	(-)	NEGATIVE (-)	(+/-)	INTERESTING
7	Have successful customer satisfaction	-4	Low lighting	7	Train qualified professionals
6	Correct answers to customers	-6	High costs in administration and management	6	Good handling of angry customers
8	Motivation for workers (bonuses)	-5	Training Costs	7	Empathy and wisdom
6	Good message in the high and low positions and vice versa	-4	Shortage of Human Resources	8	Good relationships in the workplace
7	Know the skills of workers	-2	Increasing levels of conflict	4	Increased efficiency
7	Analyze surveys for future improvements			6	Exceed product quality
+41	SCORE	-21	SCORE	+38	SCORE

PMI Magneto System

(+)	POSITIVE	(-)	NEGATIVE (-)	(+/-)	INTERESTING
6	The efficiency of the magneto ignition system	-5	It's expensive	7	Reduce or hinder theft
6	Very reliable	-6	Hard to find authentic developers	6	High standard
5	Less sound	-5	Import data slowly	7	Convenience for customers
6	Reduces maintenance costs	-4	Limit to accommodate Magneto	8	More stock is exposed
7	Easily handle thousands of products in one hour			7	Employees only focus on customer service
7	Low energy consumption				
+37	SCORE	-20	SCORE	+35	SCORE

IMPLEMENTING THE SOLUTION

Problem-Solving and Decision Making

It is the change management methodology and the ADKAR model consists of 5 phases to analyze; awareness, desire, knowledge, ability and reinforcement. The awareness and desire that aims to change from how it is currently, where a change is needed that has not yet begun to be done. Knowledge and capacity occur during the transition, and reinforcement is much more focused on the future.

The change is Customer Satisfaction (ADKAR)

AWARENESS

WHAT IS THE NATURE OF THE CHANGE?

Let's change the customer satisfaction

WHY IS THE CHANGE HAPPENING?

The change is happening because it leads to a high level of stress and affects the performance of workers and as a consequence, poor customer service is provided.

WHAT IS THE RISK OF NOT CHANGING?

The risk of not changing would affect the performance of workers and at work, as a consequence is poor service and we would have dissatisfied customers.

DESIRE; PERSONAL MOTIVATION TO SUPPORT THE CHANGE?

The personal motivation for change there are not enough employees for the work team, and each employee understands the negative consequences of not changing.

ORGANISATIONAL DRIVERS, TO SUPPORT CHANGE?

The organizational drivers to support change can be the Manager responsible for each section.

KNOWLEDGE , SKILLS AND BEHAVIOUR REQUIRED AFTER CHANGE?

It requires the change knowledge of the right department to organize and choose people to train them to influence, and motivate all employees and gain the ability to understand that change is for something positive and thus can get satisfied customers.

Problem-Solving and Decision Making

ABILITY; DEMONSTRATED THE ABILITY TO IMPLEMENT CHANGE?

In this phase, employees will be shown why the change is implemented for something positive. How to know how to deal with angry customers, how to know how to answer difficult questions for clients.

BARRIERS THAT MAY INHIBIT IMPLEMENTING THE CHANGE?

The barriers that can inhibit the implementation of change could be difficulty to have a good relationship between colleagues to form a good work team because they do not get to know each other well. Employees might feel like they haven't been consulted for change and resist because they are implemented when they are not ready.

REINFORCEMENT

By recognizing loyal customers and rewarding customers for being loyal to our ALDI marketplace products through sweepstakes or purchase vouchers, sustaining change in the workplace, ALDI's marketplace will use recognition and incentives in cash or vacation and advocate for employees with shared values to maintain a new status

Communication plan with stakeholders

In this section please follow the following structure

1. Identify the stakeholders and list all the stakeholders

Stakeholders primary	Stakeholders secondary
1. Managers 2. Clients 3. Shareholders 4. Suppliers 5. Employees	1. Local Community 2. Government 3. Competitors

2. Create an Influence/Power and Interest MATRIX OF STAKEHOLDERS

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3.0 Stakeholder engagement plan Complete the following stakeholder communication plan according to their power and interest identified above.

STAKEHOLDERS' COMMUNICATION PLAN				
Stakeholder	Power/interest	Key interests & issues	Communication vehicle	Frequency
Managers	High/High	Management and Achieving Objectives	Personal meetings Emails	Weekly
Investors	High/High	They contribute capital to the market for their operation	Personal meetings	Monthly
Customers	High/Low	If they stop buying the market closes	complaints by emails Comments on the official ALDI website	Weekly
Employees	High/Low	They worry about keeping their job and increasing their salary	Emails Personal meetings	Weekly/Monthly
Suppliers	Low/Low	Influencing the market by supplying products to the market	Emails Calls	Weekly
Local Community	Low/Low	Influencing a campaign against the ALDI market through the media	Radio News Internet Newspaper	Year

Problem-Solving and Decision Making

Government	Low/Low	The greater the market profits, the higher the taxes.	Letters Emails Gov.co.uk	Monthly/year
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CONCLUSION

In conclusion a resolution of a complex problem is developed with the following steps Identify the problem and its cause, consider the impacts of the problem, brainstorm, Solutions and Fishbone Diagram, choose the most optimal solution, analyze PESTLE and SWOT, and then I made 3 solutions, I did a PMI analysis of each solution we implemented a Plan and prepared for the Changes. Finally, we made Matrix Stakeholders (dividing into primary stakeholders and secondary stakeholders), and the differences between stakeholders and shareholders, communication plan. Workers need to solve problems, be able to judge and act quickly in the workplace.

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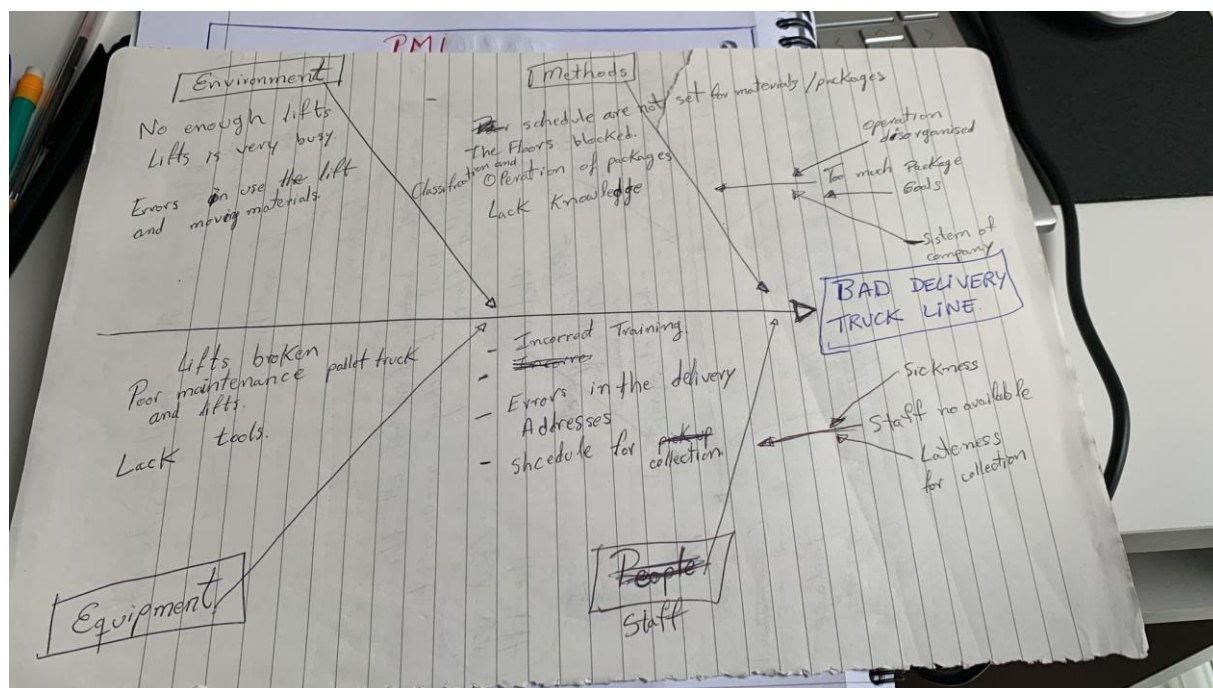
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APPENDIX

Case study 2. (week3) DIAGRAM OF FISHBONE

Problem-Solving and Decision Making



Activity two.

Read through the case study and conduct a SWOT analysis. ?

The case study below is wholly fictional and purely hypothetical for the purposes of discussing the beneficial use of SWOT analysis for problem solving and decision making.

Case study: Syed's business opportunity

Syed runs his own enterprise which he established three years ago in an area on the outskirts of Dhaka, Bangladesh. He manages a skilled, committed and productive workforce who make Bangladeshi puppets in a traditional style, mainly selling to tourists through local shops, and pays them a basic salary as well as a profit share. The products are handmade, well marketed and several new stores have made enquiries about selling Syed's line of product, while one tourist has made an enquiry about export quantities. The puppets are all made to Syed's own designs, and are quite different to the standard items in most tourist stores. These unique designs are only possible because Syed's employees possess complementary skills; but this has also led to heavy dependence between employees during the production process. Overtime, Syed has developed a very good relationship with the local traders as they respect his work ethic and his quick response to changing trends for example, sometime last year everyone was selling baby horse-puppet and Syed introduced his new baby horse-puppet design into their shops within a week. While Syed's relationship with the local traders is good, his relationship with his supplier has gone stale as his sole supplier has recently failed to deliver his order for raw materials on numerous occasions.

His quirky designs and their popularity with shoppers have come to the attention of Muhammad, who runs a relatively large factory producing puppets and other tourist-friendly wares. Muhammad approaches Syed to suggest that he buy his enterprise, including his designs, and that Syed and his employees all come and work at Muhammad's factory. He is offering a lot of money, and Syed doesn't know whether he wants to maintain his independence or go for the security offered by a lump cash sum and guaranteed employment.

Activity three

Looking at the case study above, including Syed's SWOT analysis, imagine you are helping Syed make his decision. What points would you highlight? Would you recommend him to sell to Muhammad?

CASE STUDY Syed's

Strengths:

- Productive work force
- Handmade products
- High product demand
- Good relationship with workers
- Quality products
- Good customer relationship
- Profit share scheme to employees
- Creative/experienced designers
- Responding to trend

Weaknesses:

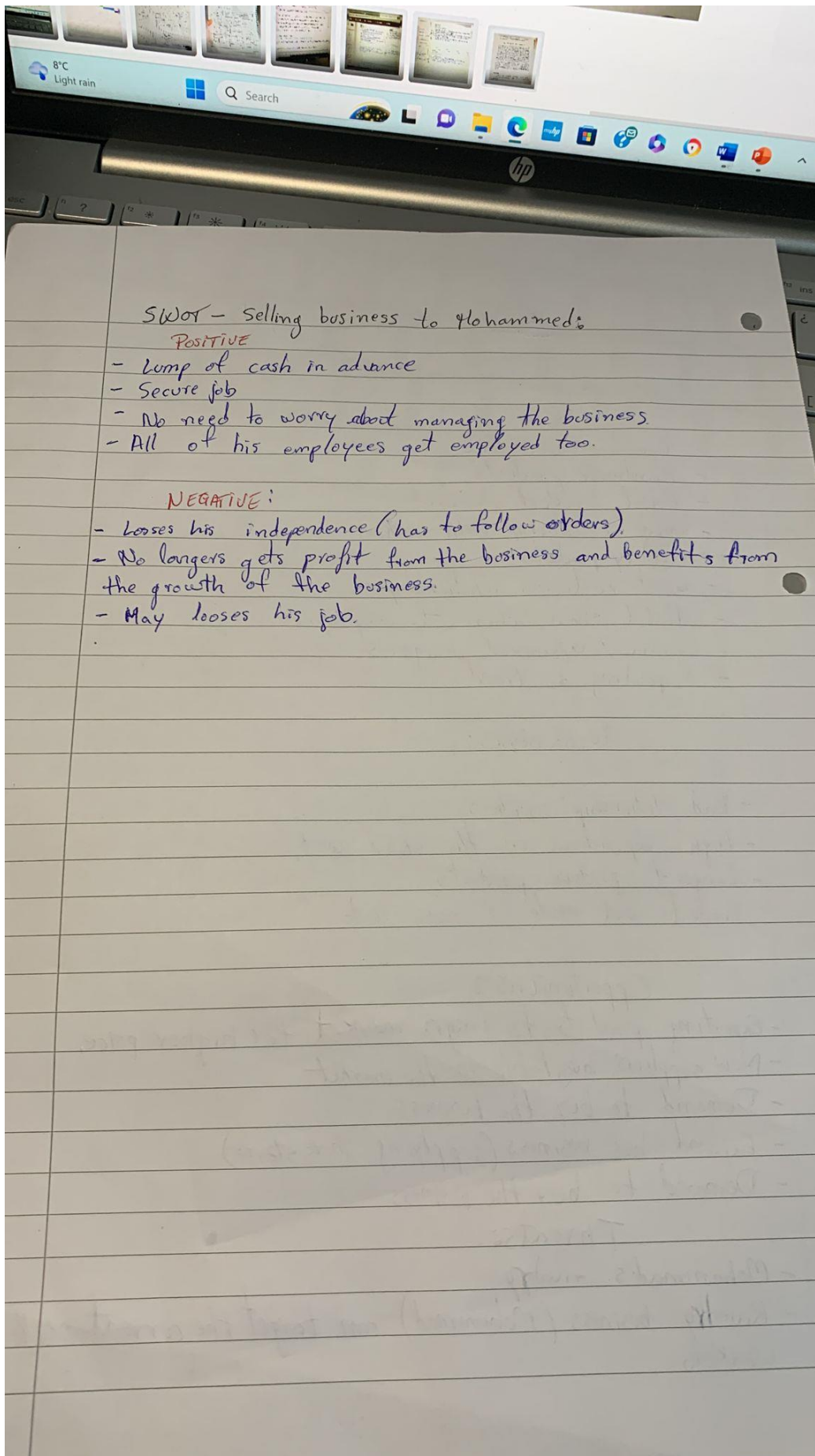
- Bad relationship suppliers
- High dependence on the skilled workers
- Longer to produce products
- Products not made in mass scale

Opportunities:

- Exporting products to foreign market for higher price.
- New suppliers available in the market.
- Demand to buy the business.
- Expand his business (supplying more stores)
- Demand to buy the business.

Threats:

- Mohammad's rivalry
- Rivalry business (Mohammed) can target the current skilled workers.



Group class: Vangeliya, Yana, Diego

Political

1. Currently, the UK government is slowly but surely cutting down on its education budget, which could prove a serious problem for universities in the future.

Economic

1. to take on large amounts of students debt to pay for their degrees.

2. The students may wonder why they would want to study in the UK if they can study elsewhere and have more favorable, better-paid career prospects.

Social

1. Likely that new student will take an adverse stance on student debt.

2. Move from favoring a higher education degree to relevant experience.

Technological

1. be possible that high school graduates forego further education to pursue online learning
2. could change the way we learn at higher education institutions.

Environmental

Similarly, we couldn't see any environmental factors at play in the higher education industry more so than in other industries.

Legal

We were unable to identify any particularly significant legal factors affecting the higher education industry in the UK.

ADKAR

Awareness of the need for change.

Desire to support the change

Knowledge of how to change

Ability to demonstrate skills ~~and~~ behaviours behaviour

Reinforcement to make the change stick

AWARENESS

- What is the nature of the change?
- Why is the change happening?
- What is the risk of not changing?

DESIRE

- Personal motivation to support the change.
- Organizational drivers to support change.

KNOWLEDGE

- Knowledge, skills and behaviours required during and after the change.
- Understanding how to change.

ABILITY

- Demonstrated ability to implement the change.
- Barriers that may inhibit implementing the change.

Reinforcement

- Mechanisms to keep the change in place.
- Recognition, rewards, incentives, successes.

File Home Insert Draw Design Layout References Selection Document

EVALUATION OF ALTERNATIVE SOLUTIONS

have identified a range of alternative solutions (three or two) to
identified actual root causes.
to select the most

To Spanish

En la sección anterior ha identificado una
gama de soluciones alternativas (tres o
dos) para resolver el problema complejo
para eliminar las causas raíz reales

Example TASK 2

MATRIX

Purchase a house for the budget of £600K to £800K

- 1.- Select three houses from right move within budget.
- 2.- Select the deciding factors.
- 3.- Evaluate the three houses using 'decision making matrix' tool to select the best one.

1 house → 700K

	House 1	House 2	House 3
COST	700K	700K	750K
bedrooms	4	3	4
bathrooms	1	1	1
locations	10 min walk from stations	15 min walk from station	7 min walk from station
parking space	Only 3 cars on the street	Only 3 cars one car	No parking

		House 1	House 2	House 3
COST	5	$4 \times 5 = 20$	$4 \times 5 = 20$	$3 \times 5 = 15$
bedrooms	5	$4 \times 5 = 20$	$3 \times 5 = 15$	$4 \times 5 = 20$
bathrooms	3	$4 \times 3 = 12$	$3 \times 3 = 9$	$4 \times 3 = 12$
Location	4	$4 \times 4 = 16$	$3 \times 4 = 12$	$5 \times 4 = 20$
parking space	4	$2 \times 4 = 8$	$4 \times 4 = 16$	$2 \times 4 = 8$
		76	75	74

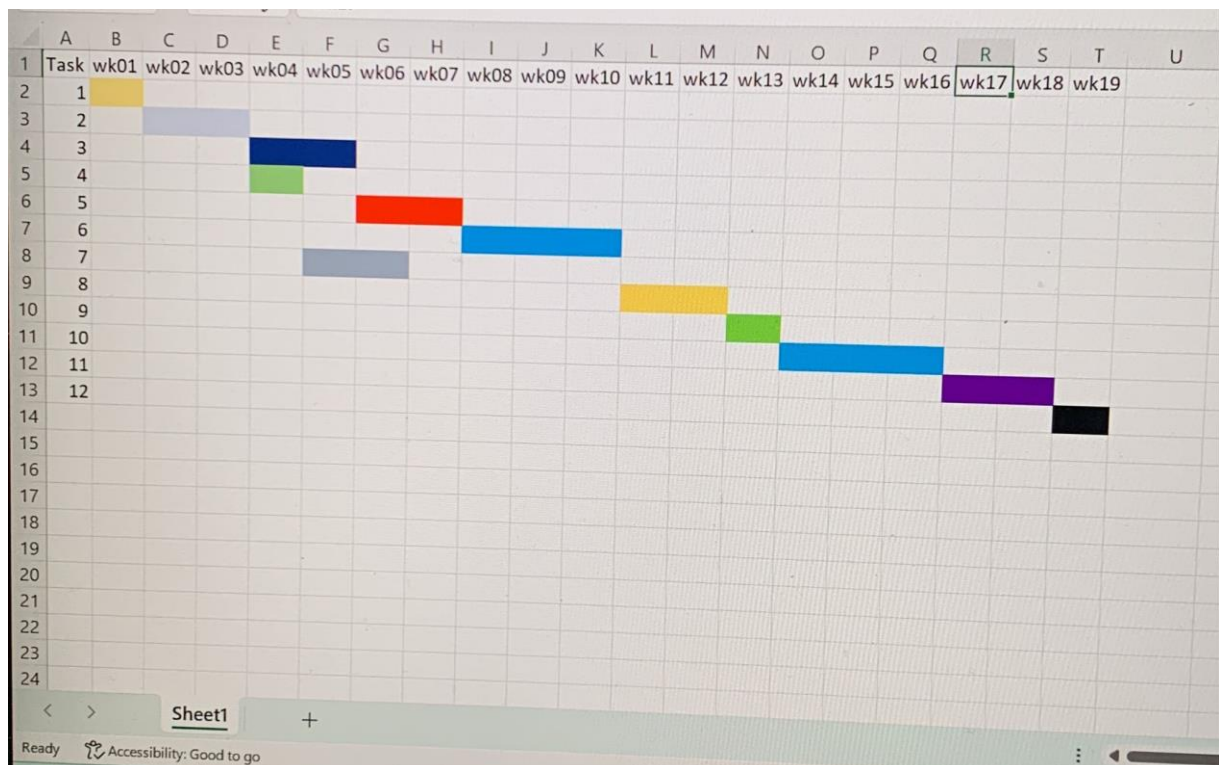
Problem-Solving and Decision Making

Exercise

Exercise: Form a team of 2 and Construct a Gannt chart for the following Project Task schedule

Task	Activity	Predecessor	Duration
1	Task A	-	1
2	Task B	1	2
3	Task C	2	2
4	Task D	2	1
5	Task E	3	2
6	Task F	5	3
7	Task G	6	2
8	Task H	6, 7	2
9	Task I	8	1
10	Task J	9	3
11	Task K	9, 10	2
12	Task L	11	1

Problem-Solving and Decision Making



Staff (TASK1) • Saved ▾ Search diegoarn

out References Mailings Review View Help

Role-play Unhappy Staff

Diego: good afternoon, Mr Vasuruban, welcome to the meeting
How are you doing?

Vasuruban: good afternoon, I am ok but I am not happy with the work.

Diego: Tell me What happened?

Vasuruban: I've been at Homerton Hospital for 1 year and I'm not happy with the job, because it's gone from bad to worse. The medical secretary no longer has the necessary skills, it is only there to answer the phone and card printouts that often look nothing like letters and on the other hand, the system often crashes. The hospital is dirty and dishevelled, and the state of the bathrooms is pitiful. There are low wages, overtime is not paid with a bonus, lack of professional development opportunities, it could be a difficult job sometimes, long hours because of that there are bad relationships in the workplace there is no balance between work and life of the worker. The lack of communication between teams since the hospital only allows the medical and nursing staff to speak in English in front of patients is a great reason why they cannot be happy and develop fully, in their workplace. There is little recognition since a simple "thank you" is enough to feel appreciated and motivated but on the contrary, they do not receive any kind of choice from management, this is because in the workplace there is some favouritism to some employees. There is a lack of rules, procedures, rapid changes and executions. Most of the staff live on the outskirts of London, there is also a lack of staff both doctors and nurses, staff are regularly missing, another part of the staff is missing due to illness and also a lot of staff are missing due to lack of motivation, anxiety or stress. Because there are few staff is not supplied to attend to all patients according to their needs, there are always many patients waiting especially in the emergency area, there are no chairs, and the hospital staff in general have to endure poorly educated and stressed patients for so many hours of waiting.

(dom) Accessibility: Investigate

Search

ASK1) • Saved ▾ Search diegoarmando

References Mailings Review View Help

Impact of Complex Problem

- Lack of interest
- Lack of efficiency
- Anxiety
- Depression
- High personal turnover
- Constant errors
- Decreased patient care
- Low motivation
- Low recognition
- Punctuality

FISHBONE DIAGRAM

CAUSES

LOCATION

- distance

TASKS

- Claims appointment unavailability
- No Shows
- Long patient waiting time
- Regular tardiness

MANAGEMENT

- Low standards
- Procedures ineffective
- executions
- Communication between teams
- quick changes

WORK ENVIRONMENT

- Poor maintenance
- Workplace frustration
- little recognition
- system crashes

SALARY

- Low salary
- too much hours
- No bonus system
- No bonus punctuality

TRAINING

- stressed shift
- insufficient training in the administrative area
- claims
- Low motivation

PROBLEM OR EFFECT

UNHAPPY STAFF

