

***Organisational Consultancy Assignment 1 2019 –
PDD-Solving HR problems in Chinese Restaurant***



MARCH 2019

MODULE NAME:	ORGANISATIONAL CONSULTANCY
NAME:	SITING YE
STUDENT NUMBER:	1805252

Table of Contents

1. Project justification.....	3
1.1 Project Definition	3
1.2 Background Information	3
1.3 Project Rationales	3
1.3.1 Existing Problems	3
1.4 Project Aim.....	3
1.5 Project Objectives	3
2. Business Case and Project Approach.....	4
2.1 Potential Issues	4
2.2 Benefits to the organisation.....	4
2.3 Outcomes of the project.....	4
2.4 Key literature	5
3. Research Methodology	5
3.1 Situation Analysis	5
3.2 Primary research	5
3.3 Secondary research.....	5
4. Project management team structure.....	6
4.1 Reasons of qualifications	6
4.2 Quality Management	6
4.3 Communication strategy	6
5. Project Plan	7
6. References.....	7

1. Project justification

1.1 Project Definition

This project is aimed at solving human resources problems in WILD SWAN, a Cantonese restaurant, by consulting and conducting relevant research during two months.

1.2 Background Information

Located in the centre area of Swansea, WILD SWAN has been in operation as a traditional Chinese restaurant for more than 20 years and enjoys great reputation for service and good taste among local customers. However, since the owner changed in December 2018, problems due to personnel changes appeared constantly and even resulted in a loss of customers.

1.3 Project Rationales

1.3.1 Existing Problems

The new owner is unfamiliar with daily operating conditions of the restaurant and tries to cut down the cost on human resources by changing the way to arrange part-time waiters/waitresses, which has led to a declined quality of service, loss of customers and complains from employees. At the same time, problems also occurred in internal communications among part-time workers, full-time managers, chefs and the boss due to HR problems mentioned before. If these problems cannot be solved quickly in a reasonable way, the restaurant will lose more customers and may confront with liquidation in the end.

1.4 Project Aim

As a direct stakeholder of this restaurant, the project performer aims to identify and solve the HR problems in WILD SWAN and hence improve the operating performances and make this job stable and highly paid.

1.5 Project Objectives

Firstly, this project aims to find out the current detailed personnel arrangement policy and related costs and provide measurable advice on HR problems based on relevant research.

Secondly, the source of internal communication problems also needs to be figured out and current situation should be improved in this project.

Thirdly, customers' satisfaction and financial performance should be measured and related advice can be proposed to improve both two problems.

2. Business Case and Project Approach

2.1 Potential Issues

While conducting internal research in the WILD SWAN, a potential possibility is that the employees including part-time waiters, full-time manager and chefs may not be completely honest with the project performer since they are all direct stakeholders and concerned with HR problems and salary allocation issues. So it is crucial to make use of interviewing techniques to collect reliable information when doing research. At the same time, the result of organisational consultancy may lead to a negative influence on the relationship between employees if the project performer expose the hidden aspects (Biggs,2010)of the HR problem to workers and are unfair and far from employees' expectations. The situation may even be out of control and arouse employees' anger and further movements such as resignation(Keenoy 2011), which may put the restaurant in a worse position. On the other hand, organizational consultancy would become a costly waste if the outcome did not work well.

2.2 Benefits to the organisation

In a restaurant, the service quality and food taste are two key components to attract customers and keep operation performance in a good condition. And these two important factors are directly connected with waiters, waitresses, managers and chefs' working attitudes and working techniques. If employees are more satisfied with their work after taking advice from the result of organisational consultancy, it is more likely to improve WILD SWAN's image and attract more customers so that the restaurant can make more profit. At the same time, the loyalty of employees to the organization saves the cost of hiring and training new employees to some extent.

2.3 Outcomes of the project

This project will deeply explore the current HR problems of the restaurant and find the root of the problem. Secondly, it can provide personalized solutions for the problems of human resources in the restaurant, such as a new employee management system, which enhances the overall image of the restaurant, greatly reduces the work errors caused by the lag of problem solving, and improves work efficiency, enhance service quality and attract more customers(Suiilvan 2011).

2.4 Key literature

Since the main problem in WILD SWAN is related to human resource management, the key literature will surround human resources theories such as Maslow's Hierarchy of Needs, expectation theory, motivation theory and two-factor theory(Baron 2007).

3. Research Methodology

3.1 Situation Analysis

A typical SWOT analysis is adopted in this project, which is usually used to evaluate an organisation's competitive position and therefore to make strategic decisions. SWOT stands for strength, weakness, opportunity and threat respectively, which not only assess internal factors, but also considers external factors(Pandya 2017). In this case, SWOT analysis can provide a general situation of WILD SWAN and so that the project performer is able to focus on internal problems as well as seeking solutions to improve overall performances.

3.2 Primary research

First of all, as a waitress in the restaurant, observation can be easily conducted while the project performer is working. She can observe customer satisfaction, restaurant operations, employee attitudes, interaction between customers and waiters and record what have been observed after work.

Secondly, Face-to-face interviews can also be considered to provide a better response to respondents since it is a relatively personal approach(Norris 2015). The project performer can have separate face-to-face interviews with waiters, managers, chefs, and bosses in the restaurant, taking their respective views on current work arrangements. The interview questions are not limited to salary, but their suggestions for improving the restaurant's business can be considered either. If possible, the project performer can also interview familiar customers to take their views on recent personnel changes and evaluation of service quality.

3.3 Secondary research

Unlike primary research, secondary research involves existing data including similar documents or materials published by authorized sources(Jackson 1994). For instance, books related to human resources in physical libraries, or related journal documents provided in online libraries. Similar restaurant problem solutions are also available as a reference. And specially in this project, the performer can also take a customer's evaluation of the restaurant on the tripadvisor or similar software to understand their true views on the current restaurant

staffing and service quality. Besides, financial statements can also be utilised to analyse the changes in operating conditions in a more specific and accurate way if it is available.

4. Project management team structure

4.1 Reasons of qualifications

The project performer has worked for WILD SWAN since November 2018, which means she has long working experience in the restaurant and familiar with the ongoing issues, and most importantly, she is able to compare the previous and current owners' way of arranging personnel, find out the difference and the source of problems. Furthermore, as a waitress, she can conduct reliable primary research while working or after work. On academic level, the performer has taken business related modules such as strategic management, marketing, Financial reporting and human resources management, which makes her qualified as an organisational consultancy in this project. Besides, through the university communities and related part-time experience, the project performer has good communication skills and ability to judge objective things, and are also sensitive to changes that occur, so that she is able to find the problem and solve it.

4.2 Quality Management

Since the project performer is the only person that conducts primary research, the quality of the interview cannot be guaranteed since there is a certain relationship between the interviewer and some interviewees such as colleagues. And project performer does not work everyday and cannot observe daily operating performances. Therefore it is necessary to introduce a quality management method such as QMS (quality management system) to eliminate the impact of uncontrollable factors on research results (Razaei 2011).

4.3 Communication strategy

To conduct primary research, project performer needs to communicate with part-time workers, full-time manager, chefs, boss and customers possibly. Those people are all stakeholders of WILD SWAN, however, they play different role and has different relationship with the interviewer. So interviewing colleagues should be more frequent and detailed, and interviewer should make the talk more casual to collect genuine information (Gui 2017). While communicating with boss or customers, interviewer's attitude should be more respectful and formal, and making an appointment should be considered.

5. Project Plan

- 6/2/2019-13/2/2019: The project performer completed the initial idea form after considering academic background and related experience, and communicated with classmates and workmates about this project in detail
- 14/2/2019-20/2/2019: During this period, the project performer contacted the owner of WILD SWAN and asked for permission to conduct primary research. At the same time, the performer started to observe the ongoing issues in the restaurant.
- 21/2/2019-27/2/2019: The project performer should prepare for the PowerPoint presentation and at the same time, write an outline for the Project Description Document.
- 28/2/2019-6/3/2019: Complete initial situation analysis in form of SWOT and the project description document and start to collect related data and information online. At the same time, the project performer should continue observing in the restaurant and interview several colleagues.
- 7/3/2019-20/3/2019: Conduct further primary research and set to secondary research based on previous observation results and try to analyse existing problems and find out the root.
- 21/3/2019-6/4-2019: The project performer should summarise the findings and sort out reliable and useful information by quality management.
- 7/4/2019-26/4/2019: Complete a draft of the project report with gathered information previously and submit the draft to tutor for guidance
- 27/4/2019-7/5/2019: Revise the report with the feedback and complete the final version of project report.

6. References

- Anonymous. (2010). Primary research on existing data. *Nature Genetics*, 42(6), 467.
- Baron, A. and Armstrong, M. (2007) Human capital management. London: Kogan Page.
- Biggs, D (2010) Management Consulting: A Guide for Students, Andover: Cengagea
- Gardiner, P. (2005) Project Management: A Strategic Approach, Basingstoke, Palgrave.
- Gui, Lu, Deng, & Liu. (2017). Flexible resource allocation adaptive to communication strategy selection for cellular clients using Stackelberg game. *Ad Hoc Networks*, 66, 64-84.
- Jackson, P. (1994). Desk research (The Market Research Series). London: Kogan Page.

- Keenoy, T. (2011). Human Resource Management. In The Oxford Handbook of Critical Management Studies (p. The Oxford Handbook of Critical Management Studies, Chapter 022). Oxford University Press.
- Maylor, H. (2010) Project Management, 4th edition, Harlow: Prentice Hall
- Norris, John M., Plonsky, Luke, Ross, Steven J., & Schoonen, Rob. (2015). Guidelines for Reporting Quantitative Methods and Results in Primary Research. *Language Learning*, 65(2), 470-476.
- Pandya, S. (2017). Improving the learning and developmental potential of SWOT analysis: Introducing the LISA framework. *Strategic Direction*, 33(3), 12-14.
- Rezaei, Çelik, & Baalousha. (2011). Performance measurement in a quality management system. *Scientia Iranica*, 18(3), 742-752.
- Sullivan, C. (2001). Developing Organisational Consultancy. *Leadership & Organization Development Journal*, 22(5/6), 302-303.