



Problem solving and decision making

Moodle code – BMSW4004_LON

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Decision making Proses

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Introduction

Job happiness is crucial for maintaining employee motivation and productivity. It's crucial that, as an employer, you should be able to recognise the warning signals of unhappiness or poor morale and take immediate steps to address them. Early intervention can help bring workers onto the right path and helps them to resume appreciating their career, (Therecruitmentbar.co.uk,2018).

In order to increase employee happiness, Make sure the company offers fair and equitable compensation, and that those benefits contribute to fostering a positive work atmosphere. Organizing social occasions is a fantastic approach to allow employees to recharge and foster positive relationships with their colleagues. This also significantly contributes to developing a positive workplace culture, (Therecruitmentbar.co.uk,2018).

Here are some reasons why employees are not happy in their workplace. Paying too little salaries, No opportunities for professional development, Poor workplace environment, An unhealthy work-life balance, A boring regular schedule, dislike of the working time availability, Dislike superiors, A difficult commute, dislike co-worker, Personal problems that have an impact on the job, (Therecruitmentbar.co.uk,2018).

% of professionals in the UK express dissatisfaction regarding their occupations, (Glover, 2022).

In respect to an employee's need, this report will examine the problem and solution of flexible working schedule in McDonald's restaurant Ltd.

Problem

A staff who is working in a McDonald's restaurant branch, mostly working night shift. Due to University schedule she needed to go to class Saturday morning, but she is working Friday night shift. So she requested her business manager to give her day off from the Friday shift and schedule her for another available shift. Her business manager denied her request to change day off as Friday night is very busy and store has less staff to cover her shift. So she asked the manager to allow her finish work at least midnight so she can go home and sleep few hours and rest before going to university. This request was also denied by the business manager. So she asked for a transfer to another store. Manager forced her to work Friday night shift and said he will not allow her to take a transfer to another store.

Employee thinks this decision is not fair, so she had to contact the head office.

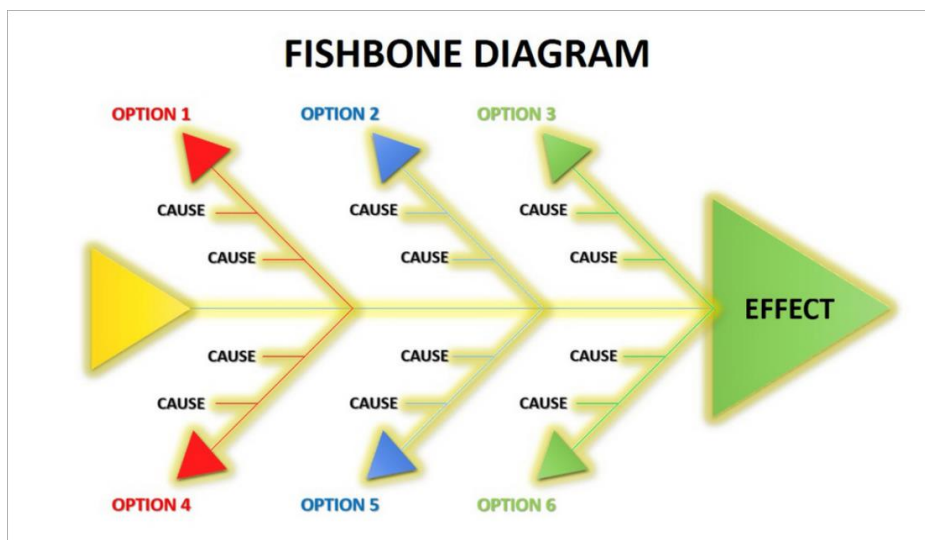
The Operations consultant looked through with this matter seriously, they examine the problem and some possible solutions. After they invited her for a meeting and discussed about her issue.

The Operations consultant used some analysis method and find best solution for both, store, and employee.

FISHBONE analysis

A fishbone diagram is a graphic technique for classifying a situation's possible sources. This technique is employed to determine the true factors of an issue. A fishbone diagram blends brainstorming with a kind of mind map template and is usually used for root cause evaluation. It must be effective as a test case method to establish cause and effect, (Lewis, 2020).

In business development and troubleshooting procedures, a fishbone diagram is helpful because it can be utilized to centre a discussion on a specific issue. The guide works with the team to rank possible explanations in order of priority and create a structure once the team has brainstormed every potential source of the issue. The term is derived from the way the image is drawn, which looks like a fish bone. The usual way to draw a fishbone diagram is from left to right, with each big "bone" of the fish able to branch out more detailed bones, (Lewis, 2020).



(Kajal, 2022).

Causes in a Fishbone Diagram are categorised below:

Methods: This section of reasons relates to the functioning of specific company procedures where the error has been discovered in documentation and guidance.

Machines: All items linked to the equipment employed in the organisational processes .

Materials: This component comprises any raw ingredients or comparable items employed in the organizational processes.

Measurement: This category includes examples of performance standards or measuring tools used in company operations.

People: This section includes a list of every individual connected to or engaged in the organizational processes.

Environment: This category is for outside elements like workspace environment, preparation methods, and other things that have an impact on how the workflow functions generally.

(Kajal, 2022).

Regarding employee issue, there are some errors pinpointed which we can identify as route cause of restaurants activity flow dropping down and Possible effect with the business.

Cause

Workers:

- Not getting day or time off.
- Tired from no rest.
- Not available staffs
- Stressed from University

Request:

- Employee requests are not considered
- Forced to work
- Not able to take preferred day off
- Preventing employees from transferring to another store

Low quality products:

- Exhausted and uninspired employees
- Poorly maintained
- Poor calibre
- Less employees
- Less customers
- Less sales and profits

Customers:

- Receive poor quality products and services
- Unhappy clients who won't return
- Decreased sales and profits

Effects

- Upset employee causing business loss.

PEST analysis

What is PEST analysis ?

PEST analysis (Political, Economical, Sociological, and Technological) is a decision-making technique that enables a company to evaluate the key external elements that affect its performance in order to increase its competitiveness in the marketplace. According to the terms, these four categories represent the foundation of this paradigm, (Investopedia, 2022).

PEST analysis is a valuable tool for determining the benefits and drawbacks of a strategic planning and can be utilized in company's strategic development, (Corporate Finance Institute, 2020).

Political

The government has set numerous rules and regulations for the entitlements and safety of employees. If the employee is not approved to take time off, they can refer this to HR in acting upon their rights in work, as they can demonstrate to be inflicted by stress from being forced to work. This can create legal difficulties for the company in which can ruin the reputation. This can all be avoided if the employee is granted their request, (Corporate Finance Institute, 2020)

Economic

If the employee is denied their request. The employee will work and help the business in generating more income. If the employee is granted their request, there will be less employees to serve customers, leading to longer wait time and risk to losing customers and losing income, (Corporate Finance Institute, 2020)

Sociological

If the employee is denied their request, the culture of the business can change, as other employee will hear of this and see the company's culture to be forceful and harsh for something a current employee must take time off for. This information can also travel outside of the company to potential employees, this can cause them not work in the company, (Corporate Finance Institute, 2020)

Technological

If the employee is granted their request, there will be one less person to work, this role may not be able to be replaced by a machine and it can only be done manually by someone. Cover for this role may not be found making it more difficult for other employees to handle workload, (Corporate Finance Institute, 2020)

SWOT analysis

What is SWOT analysis ?

A methodology for identifying and analysing internal and external elements that may have an effect on the success of a project, product, location, or individual is known as a SWOT analysis (strengths, weaknesses, opportunities, and threats), (Mindtools.com, 2021).

Using SWOT in The organization

Using a SWOT analysis, one can evaluate key facets of a company. SWOT analysis is a method which can assist us in identifying the current strengths of a business and developing a winning strategic plan. SWOT can also reveal business sectors which are restricting company growth or which, if left unchecked, competitors may take advantage, (Mindtools.com, 2021).

In respect to the employees need, a SWOT analysis been conducted as below:

Strength

If the request is granted employee will be happy and won't resign.

Create loyal employees.

More productive on the next shift as they are happy and will take on more work as thanks.

If the worker is more productive, more work is being done and better-quality products are produced for the customers. This creates loyal customers because of Quality food and service. This brings in more sales and so the firm generates higher revenue and profits.

Weaknesses

Risk of being understaffed which effect business directly.

Stressed workers from work overload and will become tired easily, which lead to produce less products.

Lower quality products produced, unhappy customers because of bad products and service, causing loss of sales so the company generates less revenue.

Opportunities

Head office can find cover workers from other branches.

Threats

There won't be any workers willing to cover the shift for the missing worker.

If there is low staff, Effect will be long lasting. Products will be bad, less sales and less revenue. Company will make workers redundant to cover labour costs which is bad for economy and government.

Alternative solution

Allow to take day off

Allow to take Time off

Transfer staff to another store

Denied request

An alternative solution that can be taken for this matter to allow the employee to take the requested day off as it is a matter of high importance for them. If however the manager cannot allow a full day off, the manager can approve a half day off so the employee can attend their class and also work later on during the day. If both solutions are not viable, and the employee is not happy, in which they have requested to be transferred to a different store, this request must be acted upon as this is something that can help the employee be satisfied.

SMART solution

Specific: Approve the employees request to availability change.

Measurable: will this change have any other causes? It should be monitored.

Achievable: is the request from the employee something that can be approved?

Realistic: can the change requested by the employee be done with the resources available?

Time-Bound: can the changes that have been requested be done on time, or will it take too long?

(Boogaard, 2021).

By examine smart proses operation consultant decided to allow employee to take Time off from midnight.

Implementing the decision

Communicate with business manager and ask for reschedule

As a company McDonald's restaurant ltd has a mission to provide flexible schedule to all staffs, (McDonald's.com,2022).

When making a request to take time off, it should be done in advance notice, so the manager has time to allocate resources efficiently. Is in the matter it is of short notice, the manager should be informed as soon as possible. This way the manager can also help to all you to take a day off and offer you to make up that shift another day. Another option is that the area manager can approve the store to hire

new staff and train them so that the store will have more people to cover more areas of the store when changes in the manner needs to happen.

Monitor progress

Follow up email every month until university finish.

Conduct an employee survey on level of satisfaction every 3 months

Monitor the performance of staffs by visiting the store often.

Manager should regularly meet with employees to ask how they are finding their work and if they have any sorts of concerns. This way the managers will know what their employees are satisfied about and what they can take from their employees to see what needs to improve. Conducting these regular meeting will allow the business to perform well in the future as they are taking active feedback from their employees to help them perform better by keeping the happy.

Conclusion

To conclude, we have seen that there are multiple methods that can be used to analyse a situation and theses methods can be used to make changes and adjusts to the matter to make improves or diminish the situation at hand. We have explored the fishbone diagram and analysed the factors that causes an issue to change and how it can used to identify where to make improvements in the business environment.

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Appendix



Problem solving and decision making

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Introduction

In UK, 36% of workers say they are dissatisfied with their jobs, (Glover, 2022).

This presentation will explore the issue of flexible working schedule that McDonald's faces in relation to an employees need.

Problem

Work – Friday over night
 University – Saturday morning
 Requested for Friday day off or time off from midnight.
 Denied by store manager and scheduled to work forcefully.
 Staff – unhappy
 want day off
 or time off
 or want transfer to another store

Fishbone Analysis

Is a cause and effect analysis method. Identifying possible cause for a problem and effect, (Asq.org, 2022)

Cause

Workers

Not getting time or day off
 Tired from no rest
 Lateness
 Not available staffs
 Stressed from university

Low quality products

Unmotivated and tired staffs
 Poor maintenance
 Bad quality
 Less staffs
 Less customers
 Less sales and less profit

(Asq.org, 2022)

Request

Employees request not excepted
 Forced to work
 Cant take time or day off
 Not allowing staff to transfer to another store

Customers

Receive bad quality products and service
 Unhappy customers and won't come back
 Less sales and less profit

Effect

Upset employee causing business issues

Pest Analysis

Pest is a problem solving and decision making method, (PEST Analysis, 2011).

Political

The government has set rules and regulations for the entitlements and safety of employees. If the employee is not approved to take time off, they can refer this to HR. This can create legal difficulties for the company in which can ruin the reputation, (PEST Analysis, 2011).

Economic

If the employer denied the employee request, employee will work unwillingly to help the business in generating more income. If the employer granted request, there will be fewer employees to serve customers, leading to longer wait time and risk to losing customers and sales. Less profit, (PEST Analysis, 2011).

Sociological

If the employee is denied their request, the culture of the business can change. Other staff will see the company is forceful and harsh. This information can travel externally and effect the company's reputation, (PEST Analysis, 2011).

Technological

If the employee is granted their request, there will be one less person to work. Position may not be replaceable by a machine. Tasks needed to operate manually. If replacement is not found, workload for others will increase, (PEST Analysis, 2011).

Swot Analysis

Is a frameworks used to analyse and to develop a plan, (Mindtools.com, 2021)

Strength

Happy worker.
Less tired from work and University.
More productive.
Better quality products and service.
Happy customers.
More sales and more profit.

Weakness

Risk of being understaffed.
Stressed staffs, from work overload.
Might produced lower quality products.
Service quality will drop.
Unhappy customers.
Less sales and less profit.

Opportunities

Head office can find cover workers from other branches.

Hire new staff and train for the role.

(Investopedia, 2022)

Threats

There wont be any workers willing to cover the shift for the missing worker.

Hiring new staffs and training will cost.

Because of low staff and bad products, sales and profit will drop. Company will cut the labour cost to bring a balance which is bad for people, economy and government.

Alternative decision and select best one

Alternative decision

Allow to take day off
Allow to take time off
Transfer staff to another store
Denied request

Select best solution

Allow to take time off from midnight

Conclusion

Implement the decision

Communicate with business manager and ask for reschedule.
As a company, McDonald's Restaurant Ltd has a mission to provide flexible schedule to all staff, (Mcdonalds.com, 2022).

Monitor progress

Follow up email every month until university finish.
Conduct a employee survey on level of satisfaction every 3 months
Monitor the performance of staffs by visiting the store often.

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