



Prifysgol Cymru

Y Drindod Dewi Sant

University of Wales

Trinity Saint David

Problem Solving & Decision Making

(BMSW4004) WRITTEN ASSIGNMENT

Nansi Nedyalkova Tileva (2118440)

LECTURER | BALENDRAN KANDASAMY

Contents

INTRODUCTION.....	3
The workplace Problem.....	3
ANALYSING INFORMATION.....	4
ROOT CAUSE ANALYSIS (RCA)	5
APPLYING SITUATIONAL ANALYSIS MODELS.....	5
RANGE OF ALTERNATIVE SOLUTIONS	6
EVALUATION OF ALTERNATIVE SOLUTIONS.....	6
IMPLEMENTING THE SOLUTION.....	7
Communication plan with stakeholders.....	8
MONITORING AND REVIEW TECHNIQUES.....	9
CONCLUSION.....	12
REFERENCES	13

Introduction

Employers value problem-solving abilities because they demonstrate a variety of other qualities, including logical thinking, creativity, resilience, inventiveness, lateral thinking, and determination. Both in your professional and personal life, it is an essential talent.

In this report I will show you my Problem-Solving skills, I will meet you with one BIG and IMPORTANT problem in the workplace – sexual harassment. Looking on the details, I would like to describe you some about the company I was working with.

Established in 1908, the Dukes Hotel, now simply known as Dukes, is a luxurious 90-room/suite hotel located at 35 and 36 St. James's Place in London. Author Ian Fleming, composer Edward Elgar, and several British royal family members were among the previous visitors, according to *Wikipedia (2022)*. In this hotel works our victim – Zhyulven Bekirova and her colleague – Yordan Petrov.

The Workplace Problem

It all started when Zhyulven came to me, she was upset and worried about what she was going to tell me, but at least she had the confidence to ask for help. The problem has occurred months ago, her colleague Yordan has started to flirt with her and to give her certain looks, asking her on a night out or maybe a coffee somewhere. Reading this, you will probably say that it's normal, but it's not. As she keeps ignoring him and telling him straight that she is not interested in him, he continues to disturb her. As if one of the employers is stressed, that brings down the whole organization, because if just one person is not focused on the target they have to meet by the end of the day or week, the productivity will be less, as well with the communication and teamwork, and according to *JD Spinoza (2022)* *Businesses must find strategies to improve communication because it will reduce production and cause more mistakes*. This is why I was next

to Zhyulven and *Dukes*, to make the hotel safe and calm workplace for the whole organization.

Analysing Information



Having the diagram, it is easier to identify the actual root cause(s) causing the complex problem by filtering out the possible root causes, or according to “ASQ” (2022), the fishbone diagram shows numerous potential root causes of an impact or issue. A brainstorming session can be organised using it. Ideas are categorised instantly into practical groups.

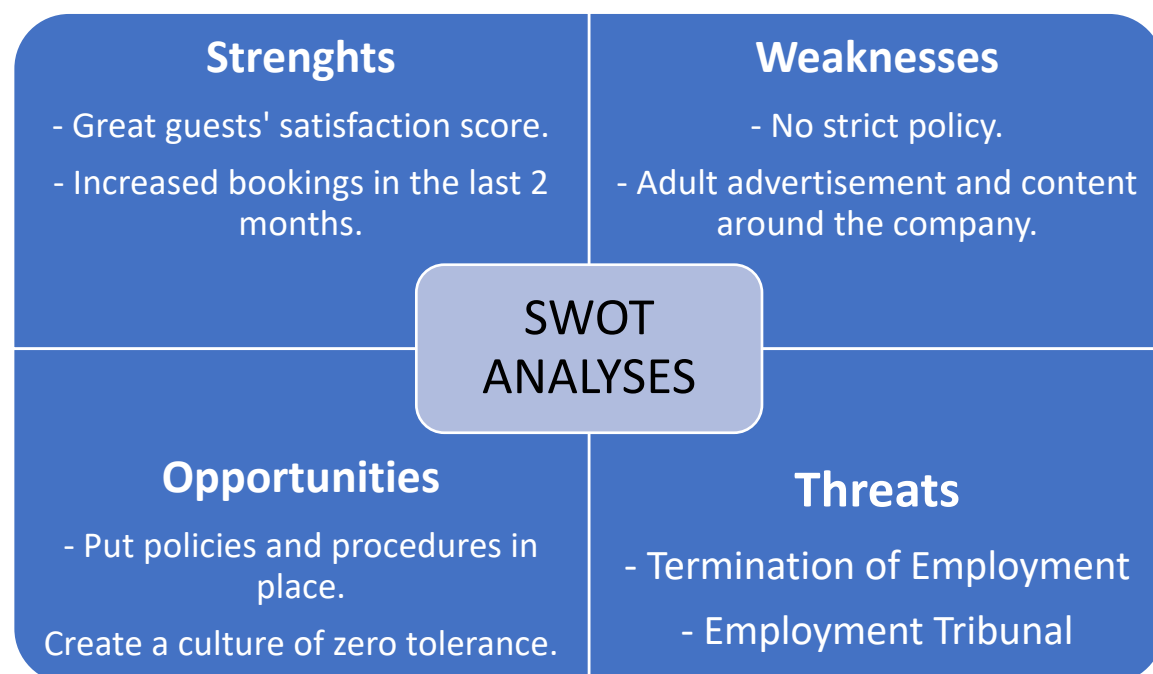
I started by sectioning the diagram, the first section is Policy then Management, Method, Surroundings and People. On the first section I added Teamwork Skills and No Strict Policy because this is what is missing in the organization, and it could be an actual or potential problem. Then on Management I added the people who are responsible for the team, the next one – Method, there is described what Yordan is using against Zhyulven. The next section is important

for me because it contains what surround the whole organization. There are adult advertisements and contents everywhere around us, which push some people to the wrong way.

And finally, I created the last section, where stay the people who are involved, which are Yordan & Zhyulven colleagues', the whole organization of the hotel, and me. For me, the actual root causes are that there is no strict policy in the company, there is no help from the management, and there are lots of adult advertisements surrounding them.

Applying Situational Analysis Model

SWOT analysis is a framework used to assess a company's competitive position and to create strategic planning. It stands for strengths, weaknesses, opportunities, and threats. The SWOT analysis evaluates internal and external variables as well as present and anticipated future situations.



A SWOT analysis is intended to help you take a practical, fact-based, and data-driven look at the advantages and disadvantages of a

company, its efforts, or its sector. The organisation must avoid preconceived notions or grey regions and concentrate on real-life settings in order to maintain the analyses' accuracy. Companies should use it as a reference rather than a strict prescription.

Range of Alternative Solutions

To solve the identified complex problem, I had to think about and develop 3 solutions.

Solution Number One:

- Employment tribunal.

Solution Number Two:

- Termination of Employment

Solution Number Three:

- Create a culture of zero tolerance.

Evaluation of Alternative Solutions

An analyst can systematically find, examine, and evaluate the effectiveness of linkages between sets of values and information using

	<i>WEIGHT</i>	<i>SOLUTION 1</i>	<i>SOLUTION 2</i>	<i>SOLUTION 3</i>
<i>COST</i>	2	3x2=6	5x2=10	1x2=2
<i>EMPLOYERS</i>	4	2x4=8	2x4=8	1x4=4
<i>POLICY</i>	3	1x3=3	1x3=3	4x3=12
<i>GUESTS</i>	4	3x4=12	4x4=16	1x4=4
<i>TOTAL</i>	-	29	37	22

a decision matrix, which is a list of values in rows and columns,

according to *Wikipedia (March 2022)*. Now here, as I wrote the alternative solutions, I have to evaluate them to find the most appropriate one and

for this case, I used Weighted Decision-Making Matrix.

After putting the criteria's, the solutions, and the weight of my matrix, I simply gave each solution and weight in each criteria a number of importance in the complex problem from 1 to 5.

After multiplying and adding the number and I received three different totals. The solution with the biggest score was Solution Number 2 – Termination of Employment, which means that I am going to work with that solution to solve the complex problem.

Implementing the Solution

One popular graphic representation of a project schedule is a Gantt chart, according to *"Investopedia" (2022)*. It is a specific kind of bar chart that displays the beginning and ending dates of various project components, including resources, planning, and dependencies. Here I created my implementation plan via Gantt Chart.

Down below are described my steps of Terminating the Employer, by putting policies in place and creating a culture of zero tolerance for the whole organization, with start date and deadline next to them and finally on right I have the time that will take me and the company to complete them.

TASK	ASSIGNED TO	START	END	M	T	W	T	F	S	S	M	T	W	T	F
DUKES HOTEL															
Task 1	Put policies and procedures in place.	12/12/22	14/12/22												
Task 2	Create a culture of zero tolerance.	13/12/22	16/12/22												
Task 3	Ask for statements from employees and others who witnessed the episode.	14/12/22	19/12/22												
Task 4	Meet the person accused of harassment.	20/12/22	22/12/22												
Task 5	Inform the employee of his termination at the end of the meeting.	23/12/22	23/12/22												

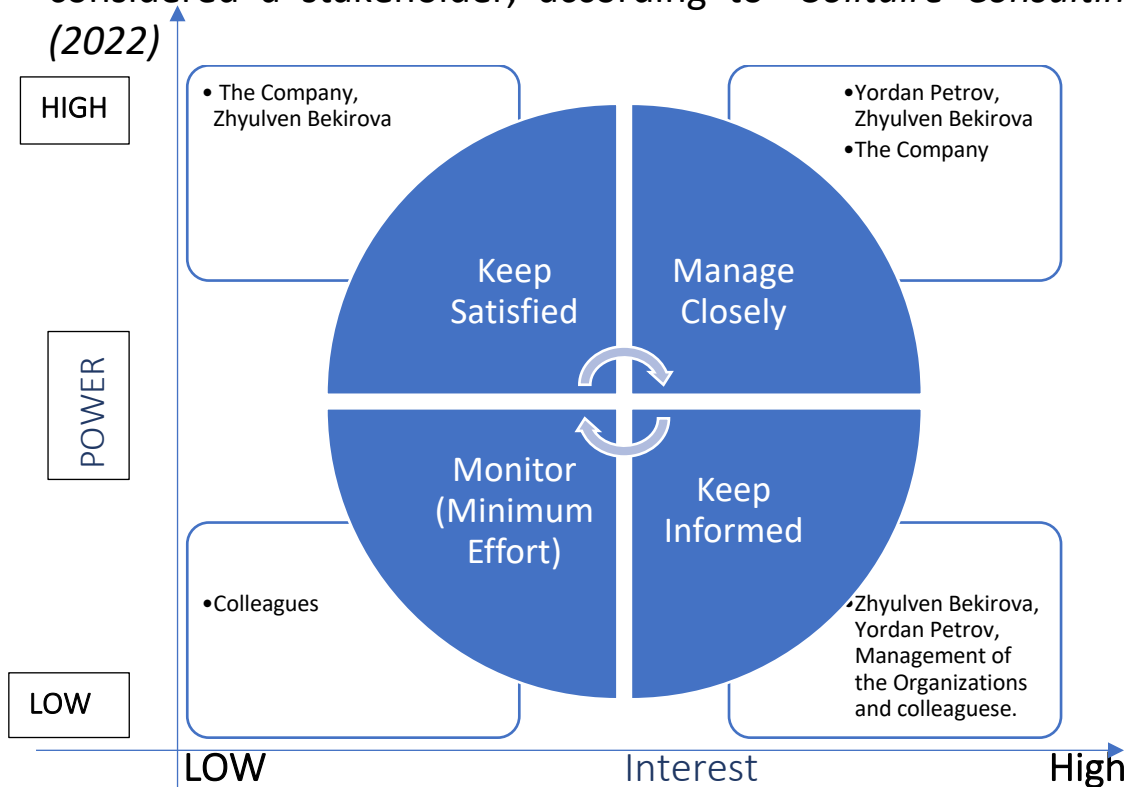
Communication plan with Stakeholders

Any person, entity, or party with an interest in a business and the results of its operations is considered a stakeholder. Employees, clients, shareholders, suppliers, communities, and governments are typical examples of stakeholders, according to “CFI Team” (2022) Companies frequently have to make trade-offs when attempting to appease all of their stakeholders because they all have distinct interests.

Stakeholders:

- The Company
- Management
- Colleagues
- Zhyulven
- Yordan

Anyone who has an interest in the project or is likely to be impacted by it (during the course of the project or after it is finished) is considered a stakeholder, according to “Solitaire Consulting LTD” (2022)



Here, I used Power/Interest grid, to identify and list all the possible stakeholders involved in the case. Then I put them in place,

according to their power over my work, and their interest in it. On High Power (Keep Satisfied) we have the most important Stakeholders – the company and Zhyulven Bekirova, because they're our common players, the Low Power&Interest goes to the one who we only keep updated sometimes which are Zhyulven and Yordan's colleagues. Then we have High Power&Interest (Manage Closely) – where Yordan Petrov, Zhyulven Bekirova and The Company take place due to involving in projects, engage on regular basis, and work to maintain a relationship, according to *Georgina Guthrie (2021)* And the last one, which is the High Interest – there I listed everybody involved in the case, because they consult on their area of interest, and they can be good support.

Stakeholder engagement plan

On this task I need to complete an communication plan, according to my stakeholders' power and interest identified above.

A stakeholder engagement strategy outlines the level of participation and influence of my project's stakeholders. Additionally, it describes how I will communicate with stakeholders, including when I will do so, on what platform, and with what level of detail, according to *Team "Asana" (2022)*

STAKEHOLDER COMMUNICATION PLAN					
STAKEHOLDER	POWER/ INTEREST	KEY INTEREST & ISSUES	COMMUNICATION VEHICLE	FREQUENCY	COMMENTS
The Company	Zero tolerance policy	No strict policy	Emails	Once a day	
Management	Teamwork, Training against sexual harassment	Not enough interest	Face to Face /Emails/Calls	Once a week	
Colleagues	Teamwork, training against sexual harassment	Not enough skills	Face to Face	Once a week	
Zhyulven	Training against sexual harassment.	Lack of confidence and calmness due to mental health issues caused of the sexual harassment.	Face to Face/ Calls	Every 2-3 days	
Yordan	Training against sexual harassment, employment tribunal.	Employment Tribunal	Emails/Calls	Every 3-4 days	

As described in the plan, I have created what will improve, the issues, the communication and how frequent to communicate with each stakeholder.

I believe that with the right decisions for creating a zero-tolerance policy, give training to the management and their teams to prevent sexual harassment in the workplace, and then, unfortunately, to put Yordan Petrov over employment tribunal. The needs of important groups are identified via a stakeholder engagement strategy, and the sponsor is crucial in ensuring that these business demands are addressed, according to *APM (2020)* The company then after will continue to manage as usual, confident than ever, glad that successfully prevented one serious complex problem.

Conclusion

I want to highlight once again that sexual assault is an impediment to peace and security. Women are prevented from taking part in democracy and peace-making processes, as well as post-conflict reconstruction and reconciliation. It can persist long after the last shot has been fired as a weapon of war because it has ingrained itself in society. Rape causes many women to lose their health, livelihoods, husbands, families, and support systems. Those who are exposed to rape as children may grow up to accept it as the norm. We will be able to support a selective zero-tolerance policy, and then if nothing change, the company could put in action the employment tribunal.

References

https://en.wikipedia.org/wiki/Dukes_Hotel

<https://www.zoomshift.com/blog/workplace-challenges-and-solutions/>

<https://asq.org/quality-resources/fishbone>

https://en.wikipedia.org/wiki/Decision_matrix

<https://www.investopedia.com/terms/g/gantt-chart.asp>

<https://corporatefinanceinstitute.com/resources/accounting/stakeholder/>

<https://www.solitaireconsulting.com/2020/07/stakeholder-management-using-the-power-interest-matrix/>

<https://nulab.com/learn/strategy-and-planning/manage-your-stakeholders-like-a-pro-with-a-power-interest-grid/>

<https://asana.com/resources/stakeholder-engagement-plan-template>

<https://www.apm.org.uk/resources/find-a-resource/stakeholder-engagement/>