

Student Name	Fatema Akter
Student No	1810256
Module Name	Problem Solving and Decision Making
Module No	BMSK4004_LON
Lecturer	Anupam Mazumder
Submission Date	4 th September 2019
Campus	London Oval

Table of contents

SL No	Contents	Page No
1	Introduction	1
2	Back ground of the organisation	1-2
3.	A case study	3
4.	Findings or 7 steps of problem solving	3
	(i) The Problem	3
	(ii) Data collection on lateness at work	4
	(iii) Fishbone analysis with potential causes of lateness	5
	(iv) Why Fishbone?	5
	(v) Decision making/Solution planning	5-6
	PESTLE Analysis	6-7
	SWOT Analysis	7-10
	(vi) Proposed Solutions	10-11
	(vii) Effects of Tardiness at work	11
5	Effects Evaluation	11
6	Benefits of decision making	11
7	Decision implementation	11-12
8	Communication with stakeholders	13
9	Monitor and Evaluation	13-14
10	Conclusion	14-15
11	References	15-17

1. Introduction:

This report discusses lateness at work which affects over all team performance including time management within a small team in a Day care (for learning disabilities and other people with various other disabilities) setting. This report will utilise different problem solving and decision-making tools and techniques to identify the root causes of lateness and related issues around lateness and time management at work while considering the implementation of the effective solutions.

Selected Topic: Lateness at work and affected areas due to lateness or not being punctual at work.

Lateness at work is the key element for people to be disorganised and unsuccessful in their personal as well as professional lives for decades. This report will emphasise on the findings how lateness affects individual as well as others within the professional environment by analysing various problem solving and decision-making tools and techniques.

Objectives of this report:

First, it will identify how time structures and time norms operate in a team and organizational level to increase or decrease productivity through considering a case study through emphasising on lateness.

Secondly, it illustrates how the human concept of lateness influences outcomes of the work environment by analysing the case and providing effective solutions and implementation of solutions.

2. Background of the organisation:

Apasen, a charitable organization, was established in 1984 in the UK by a group of British Asian parents with special needs children. Apasen is one of the nation's renowned and biggest charities that provides a range of Health and social care services across Greater London and the UK.

Apasen managed to employ around 500 employees in UK and around 50 in Bangladesh. It offers Home and community services, Opportunity Zones, Residential Respite, Short break services, Information advice services and women's project.

June 2013 in response to increasing requests from key stakeholders in the UK and Bangladesh and to help the millions of vulnerable children and adults in Bangladesh that are needlessly suffering because of untreated conditions and disabilities such as

autism, cerebral palsy, epilepsy and Down's syndrome, Apasen opened a sister company in Bangladesh.

Apasen UK's thirty years of experience delivering health and social care service contracts for local governments in the UK allowed them to transform the requests into realistic and achievable projects in Bangladesh.

It has entered a new exciting phase where real activities in health, education, and livelihoods are starting to be delivered on the ground in key divisions such as Dhaka and Sylhet in Bangladesh.

Apasen Croydon Opportunity Zone is one of the Opportunity Zone Projects out of multifarious projects in the UK. My placement of work is in Croydon where around 30 service users attend all over the week.

3. Case study:

Tom, Bob, Sarah, Moyin work in a middle management team.

Moyin is the project manager for our day service for people with disabilities. The shifts begin at 9:30 am in the morning. Sarah, Tom and Bob travel from East London to Croydon project. Since Tom is late to work every day, the manager gives up on his attempts to discuss Tom's lateness with him. Although Tom's behaviour is unprofessional, Moyin does not want Tom to quit the job.

Sarah is good time keeper and conscious about punctuality and time management. Because she arrives at work on time, she takes Tom's morning responsibilities even though she gets a lower salary than Tom. Sarah takes the initiative to discuss her concerns on Tom's lateness at work, however, manager Moyin tends to circumvent the issue even though he struggles to accomplish his daily tasks and maintain deadlines with stakeholders and cannot work effectively without her help.

After having all issues with in the team, Bob demands to be late at work occasionally.

4. Findings or 7 steps of problem solving:

(i) The problem identification:

The term problem is defined as a matter or situation or a behaviour which is unwelcomed and harmful to the individuals and others (Online Dictionary 2019). For this report the above case study will be analysed critically through identifying Tom's lateness at work and it's causes and effects. Finally tom will be given two solutions and implementation plan to overcome lateness issues.

(ii) Data collection for Lateness at work

As per Aeon and Aguinis (2017), there is a high possibility that Tom might have problems with his structures of individual time, or he might have problem with the ability to stick with plan or make precise time estimations of how long his journey from home to work will take.

On the other hand, lateness is that the actions or activities are accomplished after due/expected date or time, (Cambridge Dictionary, 2019). In other words, tardiness is a state of affairs of not meeting the programmes/functions of time/ deadlines are firmly related to the time determinant (Nakpodia & Dafiaghor, 2011).

Lateness affects time management. The definition of Time management was discussed in various discipline to reach towards appropriate outcomes. The concept of time management can be defined as amalgamation of time evaluation, target building, preparing and observing activities, Hafner and Stock (2010) or self-motivated effort to utilise time spontaneously well-organized way to accomplish better results, (Koch and Kleinmann 2002).

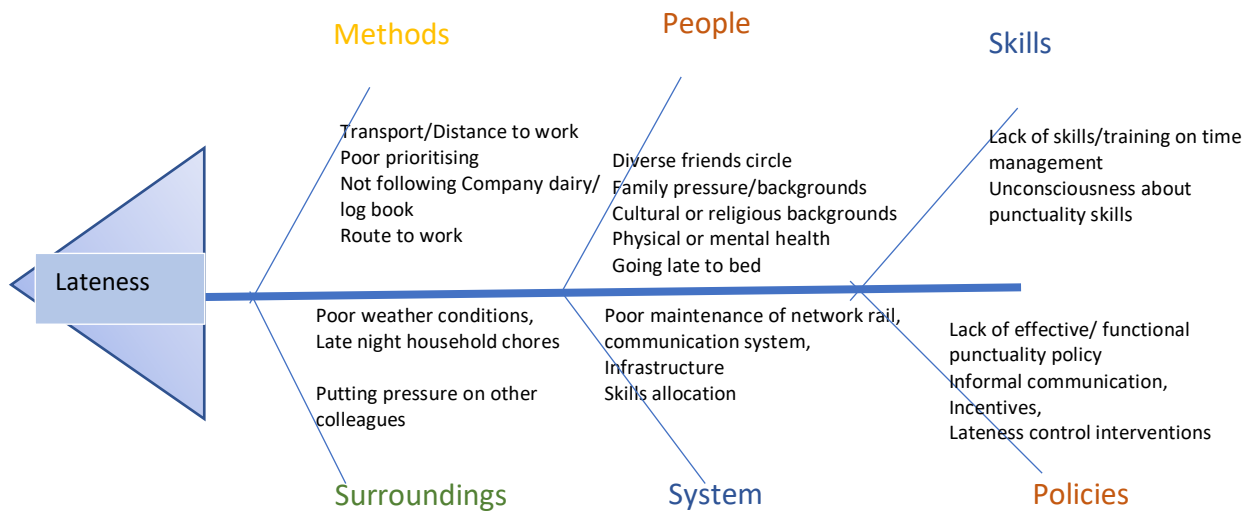
A study suggests that time management activities which are opposite of lateness are positively related to apparent control of time, career fulfilment and well-being however, negatively related with pressure or work-related stress (Koch and Kleinmann 2002)..

Acknowledging the meaning of time, the causes of tardiness will be identified through considering various problems solving tools and techniques. If the root cause is not identified the problem will never be solved. To identify if the actual problem of not having time management or lateness in activities have possible causes which will be identified through using Fish bone analysis.

(iii) Fishbone analysis with potential causes of lateness/ Cause analysis:

Wakchaure et.al. (2015), Influential cause and effect tool which is called Fishbone analysis guides a problem through identifying, sorting, and displaying possible causes of the problem. The other name for this diagram is Ishikawa diagram as it looks like a skeleton of a fish which also analyses main causes and further sub-causes. In a general fishbone diagram, the head of the fish is considered as the main problem or effect and the other bones or branches resemblance as the causes of the effect sometimes come with sub-causes. Generally, this cause and effect diagram is known to be beneficial in identification or organisation of the known or potential causes of malpractices or services in any system.

Evidence suggests Oghuvbu, (2008) that Poor health condition, lack of transportation, going to bed late, watching late night movies causes people to wake up late in the morning, distance to work, keeping unemployed acquaintance are strongly involved with lateness at work.



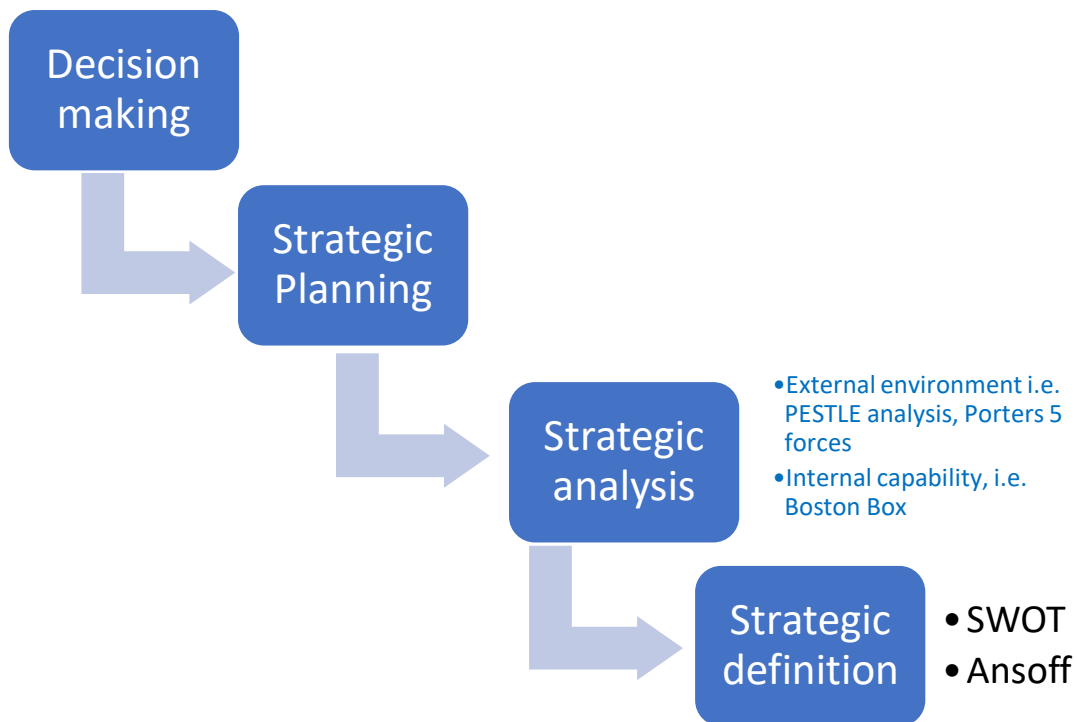
(iv) Why Fishbone?

Wakchaure et.al. (2015), The fish bone analysis not only represents the skeleton of a fish but also establishes main causes and sub causes of a problem. It highlights the importance of group communication, group brainstorming and rekindles further dialogues. This analysis process support s professionals to map main causes/root cause through analysing the problem itself, to communicate and resolve the problem in an effective way.

Wakchaure et.al. (2015), Through analysing and brainstorming professionals identify the causes of the problem with effective resolution. Therefore, there are less possibilities of recurrent or potential problem. Furthermore, this is one of the efficient ways to prevent incident occurring and reach organizational goals. It also stimulates team participation and improve the knowledge in the process.

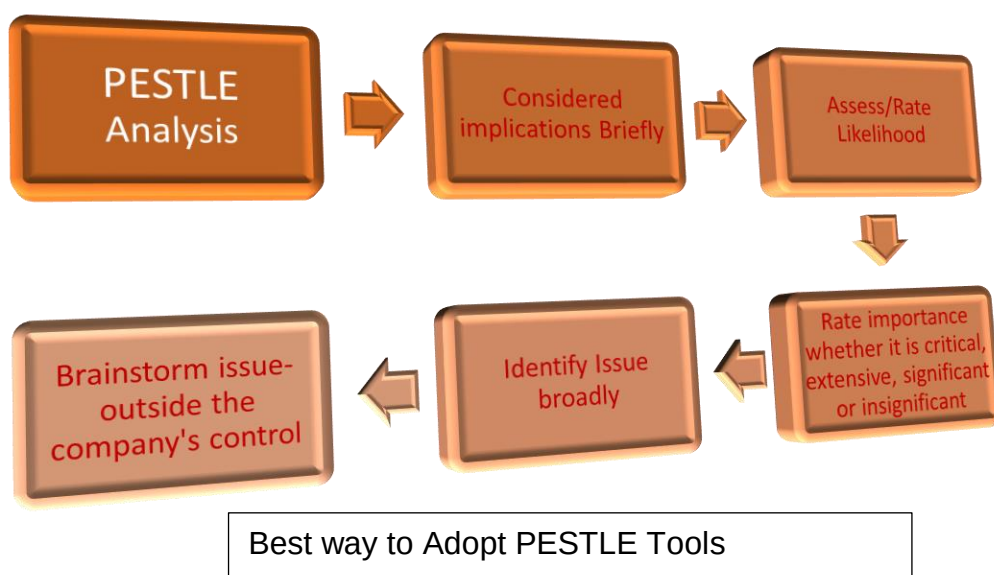
(v) Decision making/ solution planning:

To make any business decision making an organisation should analyse the external environment, assess internal capabilities to respond with external forces, assisting with the definition of the organisation's strategy and aiding the implementation of the strategic process. In recent times, there are five famous business analysis tools and techniques widely used with the acknowledgement of their restrictions.



PESTLE analysis for decision making:

In order to identify the external factors of lateness within the selected environment another problem-solving tools which PESTLE analysis is considered through utilising its implications of Political, Economic, Social, Technological, Legal and Environmental.



Team FME, (2013), This generic orientation tool or process provides richer understanding to assess the potential risks of lateness and its scope within the environment. Therefore, this process is important in taking strategic decisions making in this case to deal with lateness at work.

Political:

- ❖ Government stability which relates to infrastructure and communication system of a country
- ❖ Employment, Taxation and operational law that make employees and employers competent in terms of contributing positively and efficiently.
- ❖ Leadership and it's handling of bureaucracy and corruption which is related to stability of a country.

Economic:

Team FME, (2013), Economic factors deal with some possible deviations like an economy's inflation rates, taxation, interest rates, exchange rates, statutory regulations on economy and excise levies. These Financial terms are widely considered in our company's operational efficiency for instance, recruitment process, assessing skills levels, capabilities or availability of the team or expertise, remuneration plans, employment practices, inter-company cost effectiveness.

Social:

Social factors are broadly considered within the age distribution, population growth rate, engagement level in employment, income statistics, education or career trends such as social valuation of job or designation, religious beliefs, cultural or social conventions such as cross-cultural communications (Team FME, 2013).

Technological:

Technological factors in business analysis and decision making are divided in two influential categories such as manufacture such as improved quality of product and services through outsourcing the job market and infrastructure (Team FME, 2013) such as global competitive market ranges, automation of services, culture of incentives and cost savings.

It provides greater freedom of choice for international operation coverage and access of global marketing through networking capabilities.

SWOT Analysis:

Emet & Marba, (2017), the usage of SWOT analysis provides a better understanding in a strategic process to evaluate strength and weakness to identify Apasen's resources and capabilities while considering external environmental factors like threats. It helps employers to assess harmful factors and weaknesses.

Strengths and opportunities are always positive and valuable to make creative changes within the work environment. Strengths consist of skills, knowledge and experiences of the manpower to deal with competitive market.

On the other hand, weakness comprises negative and unfavorable factors like lack of resources (financial, management), skills and capabilities which leads to inefficiency and ineffectiveness.

Emet & Marba. (2017), Environmental opportunities: it the advantages of having opportunities and a driving force to move an activity forward to accomplish goals. Intense work and convenient time provides opportunities to minimize the threats for the organization

Environmental threats: Threats are always negative to jeopardize the environment and refers to disadvantageous situations to reach organizational goals.

Emet & Marba, (2017), All environmental factors that prevent organizations to perform efficiently and effectively are threats. On the other hand, the effects of globalization enhancing threats as well as opportunities to make sustainable development for Apasen.

Strengths		
<i>Strengths elements</i>	<i>Tom's strengths</i>	<i>Strengths for Apasen</i>
Competence and skills	Outstanding expertise on Health and Social care, IT and Graphics Designing to support Croydon project	He has competitive skills in the market
Resources	Highly skilled and fit for the purpose manpower	Competent workforce
Knowledge	Excellent social networking skills	Global connectivity strengths
Attributes	Literate and smart - fit for the project	Educated team
Data	Good rated service users care	Flexible in providing service.

Weaknesses		
<i>Weakness elements</i>	<i>Toms weakness</i>	<i>Weakness for Apasen</i>

Competence and skills	He can update his existing skills	Old fashioned skills
Resources	He can avoid lateness	Losing valuable time
Knowledge	Financial loss due to his lateness	Losing money
Attributes	Proving inefficiency through lateness	Losing reputation
Data	Follow personal achievable improvement plan	Lack of resources

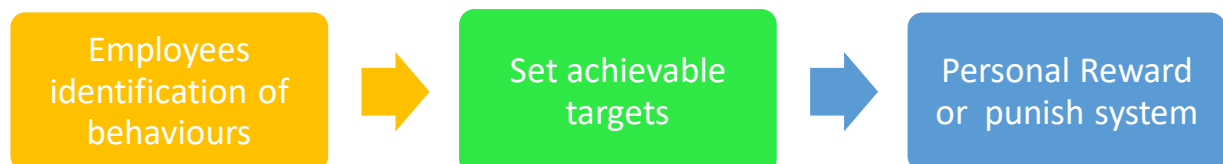
Opportunities		
<i>Opportunities elements</i>	<i>Tom's opportunities</i>	<i>Apasen's Opportunity</i>
Changes in technology	Unlimited access of broadband	Global Availability
Changes in government policy and regulation	Contemporary frameworks with better facilities and freedom	Government security through enacting law
Local and global events	Global skills events and comparability	Better access and excellent results
New products and services	Global market but local supplier	Innovation of better products and services
Usage of marketing promotion	Global networking and connectivity through internet and social media	Global marketing village
Social or population structures	Professional groups like women's group, accessible facilities for vulnerable people	Anyone from all over the world
Lifestyle fluctuations	Eating habits with health consciousness	Health conscious workforce

Threats		
<i>Threat elements</i>	<i>Tom's Threats</i>	<i>Apasen's threats</i>
Changes in technology	Global skills availability and competitive job market Information technology v Disruptive technology	Risks of losing Reliable and experienced staff
Changes in government policy and regulation	Better framework to improve service however, no space for tardiness. Greater responsibility and accountability	Controlled to provide employee rights

Local and global events	More focus and discussions on creativity and productivity	Demotivating experience shared by local people
New products and services	Skills compatibility required	Search for innovation and creation for better services and quality
Usage of marketing promotion	Improved skills holder availability	Greater competition in the market
Social or population structures	Growing number of ageing managers and experienced workers	Attracting new generation of skills with less experience
Lifestyle fluctuations	Outgoing and clubbing culture	Exhausted workforce.

(vi) **Proposed solution 1:** Self-management training

According to Employee Time Optimization, (2018), employees can take their own initiatives to change their punctuality through establishing short and long term goals. Then they can assess their progress by keeping daily records. After evaluation they can establish self-reward and self-punishment system, create own contract to them and identify situation to improve further.



Proposed solution 2: Organisational Solution

Tom can be advised to start the day a bit earlier than normal time. Moyin as Manager can motivate Tom as well as other staff members to reinforce punctuality. He also can award most punctual person in the team to motivate Tom and others (Nakpodia & Dafiaghor, 2011).

Vee-Berkx. et.al. (2014). There are plenty of hours which are wasted due to lateness at work have considerable amount of impact on nationwide economy. However, this problem could be resolved through providing direct professional feedbacks, implementation of various agreements and interventions.

Lateness at work could be handled by providing appropriate counselling services, professional constructive feedbacks, discipline employees, electronic monitoring system, short term employment contract and effective administrative policies (Oghuvbu, 2008).

(5) Effects of tardiness at work:

Nakpodia & Dafiaghor, (2011), Problem with organising personal tasks/activities leads to personal failure in life.

Lateness not only hinders the process of attaining the goals of the work place but also leads to team time management problem. Moreover, tardiness leads to absenteeism and professional failure. It creates distraction to other colleagues and to the wider systems.

The location of the workplace from Tom's house had been creating distractions or obstacles for him to reach work on time (Nakpodia & Dafiaghor, 2011).

Some people naturally can not go to bed early which creates major problem in their professional alertness about punctuality.

Some are night owls who are addicted to watching late night films or movies suffer from tardiness at work (Nakpodia & Dafiaghor, 2011).

(6) Benefits of decision making/ Creative problem solving:

Decision making or shared decision making is one the best practiced impression for improved NHS services to achieve smarter outcomes with the slogan of, 'no decision about me without me' (Ryan & Cunningham, 2014).

There are numerous benefits of decision making such as improved patient knowledge, reduced anxiety, improved self-esteem, more accurate risks perception. However, all the benefits come with some limitations because it is time consuming, not many people want to get involved in decision making process, lack of training and understanding affects appropriate decision making and its outcome (Ryan & Cunningham, 2014).

Ryan & Cunningham, (2014), Decision making processes are widely practiced all over the health and Social care sector to work on the best interest of the individual as well as to comply with legal imperatives, ethical obligations.

(7) Decision implementation:

Executing a decision like a standard of practice of punctuality in this case in the work place is implementation of the solution.

Actionable goals	Responsible person	Priority	Status	Start date	End date	Comments
Major tasks i.e. Informing the consultation to solve lateness	Line manager	Top	100%	6 th Sept 19	7 th sept 19	None
Management overview on punctuality	CEO	High	90%	Sept 2019	Sept 2019	
Implementation schedule of policy i.e. Arrange meetings, Follow Gantt chart	Service manager	high	60%	8 th Sept 19	19 th Sept 19	None
Support/ resources list i.e. Information gathering, Documentation	Project manager	high	100%	10 th Sept 19	11 th Sept 19	Discuss with team members
Monitoring performance i.e. PERT	Project manager	Moderate	70%	Sept 2019	Sept 2019	Inform team members
Plan approval	Service manager	Moderate	80%	12 th Sept 19	15 th September	Let the team know
Communication	Project manager	Moderate	100%	20 th Sept 19	20 th Sept 19	None

Implementation varies depending on the nature of the organisation. According to Maund, et.al. (2017), Mediating a problem that can arise from culture systems, management and psychological climate includes using several methods. A manager like Moyin can solve their problems by, often, following certain phrases or steps. In the first step, informing an external consultant of the situation is vital. Although internal staff may have knowledge of the issue, the addition of an external person means that it is more likely for the problem to be solved, and the need to solve the problem becomes emphasised. Courage is required from both internal and external consultants since their goal must be to 'understand' the client. In phase two, the issue

is diagnosed in order for all parties to understand the depth of the problem and how to efficiently solve it.

(8) Communication plan with Stakeholders:

The communication can be done in the form of letter or meeting in order to guide organisational change. Identifying the diagnosis allows for consultants to gather stakeholders and to assign tasks to expert consultants. In phase three, the problem is solved. Transparency between Moyin, Tom and consultant allows them to maintain a stable relationship and so any data analysed from the diagnosis is shared. This helps to support the problem-solving community in the work environment as per (Maund, et.al. 2017).

Stakeholders communication plan					
Stakeholders	Power/Interests	Key interests and issues	Communication vehicle	Frequency	Notes
Local Authority	Social Workers	Framework on punctuality	Email	high	None
Trustee board	Area manager	Handling of lateness	Email	urgent	Update them in board meeting
Employees	Service manager	Punctuality policy	Writing letter	immediate	Communicate as soon as possible
Service users	Project manager	Effects of lateness at work	Telephone	Less urgent	None
Family and carers	Team Leader	Smooth running with time keeping	Text message	moderate	None
The community	Team	Benefit of being punctual	Social media`	Low	

(9) Monitor and Evaluation plan:

Both solutions are practicable in different levels however, to achieve better result Apasen should try organisation solution first. Then Tom should be monitored and evaluated through professional supervision.

Tom's workplace should operate and implement punctuality policy without any prejudice or favoritism (Nakpodia & Dafiaghor, 2011). Staff members should be briefed with the policy and its effects on lateness. Also, they can create zero tolerance on punctuality policy in compliance with local authority; inter company policy and other stakeholders.

Research suggests that lateness at work has many negative effects on the individual as well as others in the environment.

Apasen has been losing its resources due to Tom's persistent lateness. His lateness is stressful for manager Moyin, another colleagues Bob and Sarah. People or service users in the setting who are waiting for Tom drain Moyin, Bob and Sarah's energy and resources which eventually reduce the process of productivity. Therefore, all his colleagues cannot accomplish substantive work (Lehmann-Willenbrock & Allen, 2017).

Furthermore, Tom's lateness creates obstacles for manager Moyin and other colleagues' goal achievements which in turn make the team's performance and outcome of satisfaction affected (Lehmann-Willenbrock & Allen, 2017).

Overall, lateness demotivates others tom set goals and achieves better outcomes.

(10) Groundworks/remedies to avoid Lateness:

Strict attendance register may benefit the company through maintaining punctuality. They can provide mandatory training on time management and punctuality to avoid lateness and tech on virtue of time-consciousness.

Family members can support Tom to be punctual by removing any late-night domestic chores or helping him to wake up early. Government can provide improved transportation to save time and efficiency of the workers (Nakpodia & Dafiaghor, 2011).

(11) Conclusion:

Overall, lateness changes the behaviour patterns of the person as well the sufferers since their ultimate outcome of the projects is muddled up.

Tom's lateness was frustrating for his colleague Sarah as she always shows up on time (Lehmann-Willenbrock & Allen, 2017).

Problem solving and Decision making are the most significant strategic management processes for creating, implementing a work environment sustainable and successful.

Fish bone analysis (Wakchaure et.al. 2015), not only supports to determine the positive and negative outcome of the factors but also determines the root causes of the problem specified. In addition, I focus on the key issue rather than sorting less important or irrelevant complains as well as identify the areas where there is information gap.

Decision making tools like SWOT and PESTLE create a proactive team to shape the future of the organization. In order to sustain in the competitive environment strategic management provides analysis, decision making and implementation to generate sustainable productivity and accomplishable mission (Emet & Marba, 2017).

Furthermore, the process of decision making should be considered through external and internal SWOT and PESTLE analysis. External analysis recognizes the opportunities in the competitive global market with upcoming threats. On the other hand, internal analysis determines company's strengths with resources and capabilities as well as weaknesses, (Emet & Marba, 2017).

However, after giving him appropriate solutions it is highly like that Tom changes his attitudes towards maintaining workplace time or punctuality. Also, it is believed that the lateness problem between Tom and Apasen will be resolved.

(12) References:

1. Aeon and Aguinis (2017). 'It's about time: New perspectives and insights on Time management', *Academy of Management Perspectives*, [Online] Available at: <http://hermanaguinis.com/AMPTime.pdf>, Accessed: 29th August 2019.
2. Cambridge Dictionary, (2019). [Online] Available at: <https://dictionary.cambridge.org/dictionary/english/lateness>, Accessed: 31st of August 2019.
3. Claesens et. al. (2005). 'A review of the Time management Literature', *Time Management Literature*, [Online] Available at: <https://core.ac.uk/download/pdf/6750696.pdf>, Accessed: 29th August 2019.
4. Emet & Marba, (2017). 'SWOT Analysis: a Theoretical review', *The journal of International Social research*, [Online] Available at: http://www.sosyalarastirmalar.com/cilt10/sayi51_pdf/6iksisat_kamu_isletme/gurel_emet.pdf, Accessed: 4th September 2019.
5. Employee Time Optimization, (2018). *UCF Performance Solution*, [Online] Available at: <https://sciences.ucf.edu/psychology/performancesolutions/wp->

[content/uploads/sites/90/2018/11/OD-Series_Session1_TimeOpt_updated-04.10.18-1030am.pdf](content/uploads/sites/90/2018/11/OD-Series_Session1_TimeOpt_updated-04.10.18-1030am.pdf), Accessed: 3rd of September 2019.

6. Lehmann-Willenbrock & Allen, (2017). 'Well, now what do we do? Wait...: A Group process Analysis of Meeting Lateness', *International Journal of Business Communication*, [Online] Available at: <https://pdfs.semanticscholar.org/3eab/5329d718205b5f237a0e4e8060be321cbb1e.pdf>, Accessed: 3rd September 2019.
7. Maund, et.al. (2017). *Certificate in Higher Education: Skills for the Workplace Student Yearbook*, London, Sage Publications.
8. Nakpodia & Dafiaghor, (2011). 'Lateness: A major problem confronting school administrators in Delta State, Nigeria', *International Journal of Science and Technology Education research*, [Online] Available at: http://www.academicjournals.org/app/webroot/article/article1379515879_Nakpodia%20and%20Dafiaghor.pdf, Accessed: 31st of August 2019.
9. Online Dictionary, (2019). [Online] Available at: <https://www.bing.com/search?q=problem&form=EDNTHT&mkt=en-gb&httpsmsn=1&refig=9a5bed431bff470793de6f43a09f4a19&sp=-1&pq=problem&sc=8-7&q=s=n&sk=&cvid=9a5bed431bff470793de6f43a09f4a19>, Accessed: 4th September 2019.
10. Ryan & Cunningham, (2014). 'Opinion', *Faculty of Dental Journal*, [Online] Available at: <https://publishing.rcseng.ac.uk/doi/pdf/10.1308/204268514X14017784505970>, Accessed: 3rd of September 2019.
11. Team FME, (2013). 'PESTLE Analysis', [www.free-management-ebooks.com](http://dl.icdst.org/pdfs/files/2d89fe2521e3327388a4e68bbf59a72b.pdf), <http://dl.icdst.org/pdfs/files/2d89fe2521e3327388a4e68bbf59a72b.pdf>, Accessed: 2nd of September 2019.
12. Oghuvbu, (2008). 'Absenteeism and lateness among Secondary School Students in Nigeria: Profiling causes and solution', *Academic Leadership Journal*, [Online] Available at: <https://scholars.fhsu.edu/cgi/viewcontent.cgi?article=1206&context=alj>, Accessed: 3rd September 2019.
13. Veen-Berkx. et. al. (2014). "Successful interventions to reduce first-case tardiness in Dutch university medical centres: results of a nationwide operating room benchmark study", *The American Journal of Surgery*, [Online] Available at:

<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.890.9463&rep=rep1&type=pdf>, Accessed: 31st August 2019.

14. Wakchaure et. al. (2015). 'A Review on: Fishbone Diagram', *World Journal of Pharmaceutical Research*, [online] Available at: <https://pdfs.semanticscholar.org/d9b8/b35130342ff704fe1aafe1b60dee8c495e72.pdf>, Accessed: 2nd of September 2019.