

Problem Solving and Decision Making

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Table of Contents

Introduction Identification of Complex Problem.....	3
Applying Recognised Problem-solving tools and techniques...4	
Find Solutions to the complex Problems	5
Alternate Solution Generations	6
Evaluation of best alternatives.....	7
Implementation	8
Monitoring and Control.....	9
Communicate to the stakeholders.....	10
Recommendations.....	11
Conclusion.....	12
References.....	13
Appendix. (class activities with dates)	14

Morrisons Since 1899.

Introduction Identification of Complex Problem:

Organisation background

Morrisons is a public limited company, type of organisation activity is in retail industry established by William Morrison in 1899, who started the business as an egg and butter merchant in Rawson market Morrisons (morrisonsonline.com).Headquarters is in Bradford, England, UK.

Organisational strategy is very strong, with six business priorities:

- 1-Competitive low prices for everyday needs items.
- 2-High customer services by listening.
- 3-Improving prices store promotions.
- 4-Local solution identifying by deliver to each state's community.
- 5-Improving popular and useful services offered to customers.
- 6- culture of team working create efficient business.

Internal organization complex problems situations:

- Different team cultural forming.
- Types of customers provide common problems.
- Self checkout red light prompt causes stop of sale.
- Disabled people's cars and visitors handwriting registration.
- Coronavirus (COVID-19) pandemic, a lot of customers refusing to wear face cover.
- Pricing strategy
- Elimination of expired items from shelves using personal digital assistant PDA.

External organization complex problems situations:

- Warehouse trucks depot loading and unloading goods takes a long hour from the staff plus physical effort.
- Receiving goods with metal cages trolleys to inside shop floor that has an additional time cost.
- Returning baskets and trolleys after with sanitizers solutions to keep all customers in a safe healthy condition.

Applying Recognised Problem-solving tools and techniques:

Identifying problems factors first of all so we can pass a clear mind vision about this organization complex problems situations, as a demonstration for these complex problems there is a necessity to apply relevant problem-solving tools and techniques

I will apply (Fishbone analysis, ADKAR change model, SWOT analysis), related with investigating that include all problems root cause and with problem-solving solutions:

Fishbone analysis for complex problems solving:

The 6 M's:

Method: Immediate changing for fixed tasks schedules lists.

Machine: Prompt general maintenance.

Materials: Replacing damaged materials to meet standards.

Manpower: Studying staff performance by HR. human resources.

Measurement: Quality of services must achieve all standards.

Management: Transparent communications with organisation structure.

The 4 P's:

Place: Clear high visibility warning colour signs to avoid instructions error.

Procedure: Controlling entrance and exit points.

People: Training staff to guide customer.

Policies: Small periodic modifications.

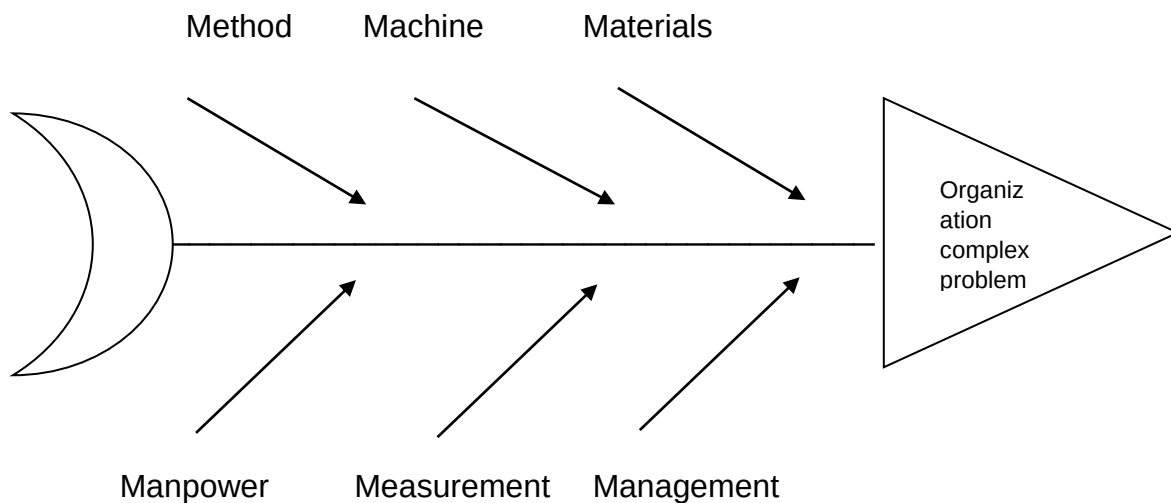
The 4 S's:

Surroundings: Safety clean environment also offering free face masks.

Suppliers: checked laboratory products and their documents data.

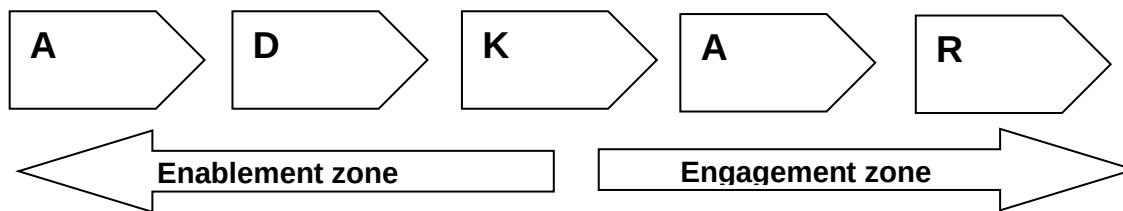
Systems: Resetting electronic engineering department.

Skills: Setting a manager that reviewing individual staff skills and performance for a new department promotion inside the organisation.



(fishbone diagram is my personal design).

ADKAR change model for complex problems solving:



My personal modification from (Lucid chart Blog).

Awareness:

Organisation loss a lot of time in internal and external complex problems so employee must pay attention, to solve these problems that has a negative impact in productivity we must coordinate staff tasks with time table which will be result of our next meeting discussions.

Desire

My observation of employee reactivity it will be changed after offering rewards.

Knowledge

Changes will take place after some training employee will recover complex problems by their new skills.

Ability

Starting listening point will react after monitoring employee performance for that it will be some modification that is practically considered as workplace skills necessity.

Reinforcement:

following employee changes encouragement and rewards will be individually depending on their positive result caused by management main changes.

SWOT analysis for complex problems solving:

Favourable to objectives

Unfavourable to objectives

Internal origin	S STRENGTHS - High organisations standards - Ability of staff results changing - Positive communication -well organising management departments - active listening - creative training staff skills	W WEAKNESSES -long night hour shifts - losing time dealing with goods process - Problem of customers questions during working hours
	O OPPORTUNITIES - large opened commercial market - medial class customers buying orders in store and online shopping - both parts customers and organizations can adapt to new problem-solving and design making new plans	T THREATS - Covid-19 pandemic restrictions and instructions - low financial income because of lockdown - stress behaviour form has negative impact

My personal modification from (businessnewsdaily.com).

SWOT analysis

STRENGTHS

Possessing many factors that can practically applied to decision-making process and problem solving.

WEAKNESSES

Staff stimulating in pandemic situation need a long-time process.

OPPORTUNITIES

Business organisation type can participate to new problem solving and decisions making.

THREATS

complex problems impact in both outside and inside the organisation act as challenges to business activities.

Find Solutions to the complex Problems:

Solutions of complex problems can be considered and founded after applying seven steps for identifying and clarifying obviously problems cause then assisting to above mentioned analysis tools and techniques about development need changes that help to form and create the right decision-making process (Latest Quality).

Problem solving and finding solutions by seven steps:

Step 1: Identifying the Problems:

Identifying Internal and external organization complex problems situations problems which are mentioned above in organisation background section, gives clearly technical approaches tools by clarifying and indenting to all complex problem's issues when they occur.

Step 2: Defining Goals

After Identify complex problems next step is goals, establishing a writing list with diagrams analysis solutions which are in mentioned above in applying recognised problem-solving tools and techniques section.

Step 3: Brainstorming

Possibilities suggested solutions by applying Fishbone analysis that do make real changes leading for a variety of solutions styles.

Step 4: Assessing Alternatives

- changing tasks schedules list to be flexible.
- General maintenance.
- HR. human resources data.
- Active listening.
- High and low communications.
- Considering complexity of organisation structure.

Step 5: Choosing the Solution

- Considering complexity of organisation structure.

Step 6: Active Execution of the Chosen Solution

- Applying modification on some staff tasks and additional managers responsibility

Step 7: Evaluation

Examining all suggested solution to achieve process of solving and decision making.

Alternate Solution Generations:

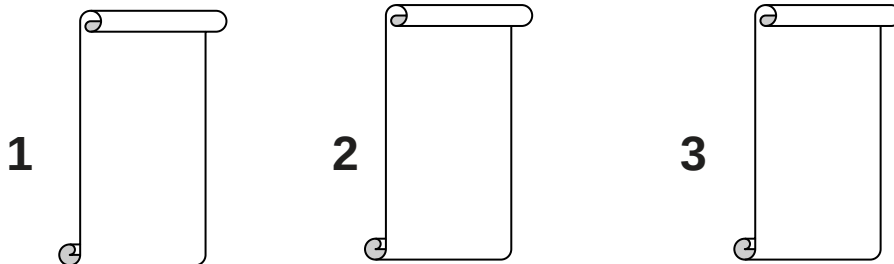
Generating Solutions techniques is after the step of defining the problem to arrive in solving and decision-making process.

-First alternative solution generations (For customers):

For customers this is a new plan shopping buying by electronic APP. card (ID. credit card)

that can eliminate many problems inside the organisation such as:

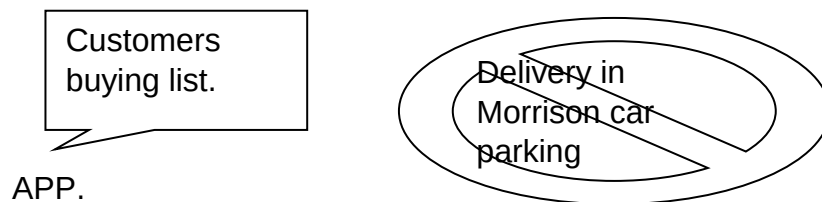
- Pressure on the staff at self-checkout cash paying counters.
- Increasing financial incomes.
- Buying process can easily executed by personal digital assistant BDA.
- Delivery outside the shop floor Morrison car parking.
- Respecting government pandemic law for COVID-19.



1-Electronic card APP 2-Customers buying list. 3- Delivery in Morrison car parking

-Second alternative solution generations (For organizations):

- Managers must be in the level of this new modernisations
- New training courses and instructions for customers buying by personal digital assistant PDA.
- Renewal quick delivery customer services and creating a space for trolleys deliver parking spaces with free parking.



These complex problems require from me to applying identifying all problems causes and effects to develop a creative range for alternative solutions to the problems solving but the exception in this case for a good decision making it forced me to apply the three types of decision-making routine, adaptive and Innovative decisions and Brainstorming to solve it.

Evaluation of best alternatives:

Engaging with what I had learned and understand for lessons there are tool and techniques that are used by human resources HR. and managers to approach all workplace problems to evaluate and identify it by an academic analysis method plus decision making tools with academic methods plus+minus+interesting and conclusion.

PMI – Weighing decision:

Step 1. Plus, Points	Step 2. Minus Points	Step 3. Interesting Points
Further developments (+5)	Small parking spaces available (-2)	New innovations plan (+1)
Easily executed APP. by personal digital assistant BDA. (+5)	Difficulties of transferable skills (-3)	customers buying by personal digital assistant PDA. (+2)
Total +10	Total (-5)	Total

-Results: $+10-5+1+2= +8$.

-The outcome: The result shows an active plan which can be put in action immediately.

Step 4. Conclusion

Departmentalization of new trends factors value and causes that participated reflect a new experience process cognitive, using a decision-making technique to evaluate a range of solutions to identify the most appropriate option

that can be apply as an examination tests for decision making are PMI can achieve high elevation for critical thinking and for starting a new business with a new suggestion's stringent ideas.

Implementation:

Reflecting on gap of ability that create frustration after above analysis of ADKAR for change model and SWOT analysis.

Definition: execution Implementation in term long

Strategy: Implementation process by training courses staff (Latest Quality).this strategy apply actions in the organisation (Business Jargons) to achieve objectives for Implementation solutions by the following process:

Successful decision for implementation plan:

- Changing staff ability possess to put the strategies into successfully actions.
- Applying new reward structure.
- Enhance new policies to encourage strategy.
- Successful strategic leadership.
- positive discussions with all team members.
- Monitor regularly range level of success by applying tools of successful plan.
- Requirement of strong supplying resources.

Difficulties of implementation plan:

- Not obtaining any support from stakeholders.
- Team obstacles the actions of implementing plan.
- Disappointed members reactions and opinions can change by encouraging tools.

by winning transferable skills time-taking part of the overall process actions by formulated plans to objectives (Business Jargons).

Monitoring and Control:

To guarantee success of implementation plan I had applied ADKAR change model and the others models for complex problems solving, in monitoring and reviewing changes techniques in organisation, monitoring by control process we can define controls stages that help us to understand organization mine objectives and activities (toppr.com), the three organizational strategy control types systems (iedunote.com) give us a clear vision about how to measure and control organizational achievement.

Control Process:

1. Basic goals with high standards.
2. Size of actual performance compared with goals and standards.
3. Direct reformative action plan.
4. Managers can monitor and control by their logical conclusion
5. Subordinate participation must be mentor by a manger personally

Three organizational control systems:

1-Financial controls.

Method used by managers in companies to identify this size of financial performance.

2-Output controls.

Managers follow their performance prediction of each department and employee

3-Behavior controls.

Procedures about employees behaviors and actions to each level inside the organization how did they achieved targets.

Monitoring and control provide data for decision-making to managers and staff that involved in this stage and what changes do strategic plan need to accomplish objectives.

Communicate to the stakeholder:

After reading and studying my lessons also understanding the aims of monitoring and control organization to the mine objectives and activities forms and how to measures financial performance such as (ROI), (MBO), (SOPs), ADKAR Model techniques to manage successful management changes plan that is the main business objectives to communicate with stakeholders, but we must understand and define who are internal and external stakeholder so we can communicate with them (healthknowledge.org.uk). with seven principles of working effectively with stakeholder management:

To communicate the plan implementation with stakeholders' groups:

-The first stage:

Gathering information's and defining the business stakeholders as a primary stakeholders' groups or secondary stakeholders' groups.

- The second stage:

Specifying group and mapping the group name to segment the groups map(Study.com).

Organisation	
internal stakeholders' groups	External stakeholders' groups
Employs	Customers
Mangers	Shareholders
Owners	Creditors
	Society
	Government
	Suppliers

The Third stage:

Understanding each stakeholder business necessity, to collaborate effectively, strategy of success action that include implement mental low cost convince which has direct approval.

The fourth stage:

Open and transparent discussions and analysis to achieve their points of view, by monitoring their feedback for a good relationship, following the key issues.

Recommendations:

Identifying both Internal and external organization complex problems situations, next step providing and applying recognised problem-solving tools for techniques analysis provide a big evident that there are tools and methods that help to solve complex problems by clarifying what are the problems, considering the size or dimensions of the problem, factors of complex problems resources, doing an academic way of diagnosing to generate solution and alternative solutions.

Researching after factors of complex problems resources, doing an academic way of diagnosing to generate solutions and alternative solutions for a clear evaluation to choose the right solutions options then the stage of implementation.

some examples of organizational change models (usu.edu) that personally apply when in my work when facing a complex problem solving and decision making are three change models:

1-ADKAR Model.

2-Lewin's Change Model.

3-John Kotter's Eight Steps for Leading Organizational Change.

sometimes one model is effective than other because it depends on the problem itself which specific change model needs, generally they are seven fundamental change management models (Lucid chart Blog) that are practically applied from managers and in human resources HR.

Conclusion:

Engagement with new knowledge from learned lessons a fundamental academic vision gained and add to my life as a professional practice experiences for problem definition. understanding control process steps, skills of different managerial levels and TQM., develop effective evaluation plan (cdc.gov), cause and effect analysis, three main types of decisions PMI. Tools, CPS process, that reflect on decision making processes BPR, identifying stakeholder groups, all mentioned skills help me to apply problem solving and decision-making awareness.

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Appendix

Discussion in class activities with dates:

Week 1 16.02.2021

Task 1

Think of your workplace situation when you faced a complex problem. What was that? How you approached to solve that problem.

In my workplace I face every day different problems one of them was that our team leader was absent and shift manager has been so late and we must deal with customers without any daily plan we had ran out of face masks also we cannot as

a security officers offers any face masks and the customers keep coming in the store, I contact the control room at the headquarter and in a short time they solve that problem.

Task 2

What are the employer expectations from an employee? What are the employee expectations from an employer?

The employer expectations from an employee:

- Ability to understand the job targets
- Recent and the new futures workplace policy
- keeping up and following all organization instructors also to respect all stages of safe environment
- To be honest and show respect
- Give their best in working
- Shorting the gaps between problems and the solving the problem (solutions bridges)

The employee expectations from an employer:

- Appreciate their daily job work efforts
- knowing the meaning of limit
- listening to their work suggestion

[16:50] Yajesh Kumar

Task 3:

Identify the various types financial and non-financial benefits that may be awarded within the workplace.

[16:51] Yajesh Kumar

On completion, discuss in the class or share in the meeting chat.

-Financial awarded it is like an extra money from the employers it can be also extra holidays days or a reward

- Non-financial benefits it is like a friendly discussion that shows appreciation from the employer these words can be used also:

-Excellent

-well-done

-nonverbally smiling

Task 4:

Read the case study on “Making things better - A Philips case study” available in week 1 folder on Moodle.

Make notes

Answer the questions given at the end of case study.

Making things better

A Philips case study

Q1 – Identify different problems at different stages in the Philips and how it managed to solve those problems?

Problems at stage**A -Problems at stage of making things better:**

- 1-Transforming Philips organisation and culture in order to be competitive in the modern world.
- 2- Operating with environment changing because it is so dynamic.

How Philips organisation managed to solve those problems:

- Philips's organisation decided it is so crucial for organisations to constantly 'reinvent themselves.'
- Discovering the importance of adapt and move on.
- Technology becomes out-of-date within a short time and in which there is intense global competition as firms jostle for the new “huge markets” that are opening up and they must solve these problems.

B-Problems at stage of Turning things round:

- 1- Markets sharing size occupation as a world's leading electronics companies
- 2- products are diverse and range from coffee makers to silicon chips, from recordings of Mozart's symphonies to cancer screening systems.
- 3- Responsibility for many centuries as a greatest of most useful products.

4- The 1980s was a significant period for the electronics industry over which enormous changes took place worldwide.

- a period of high growth for the consumer electronics market.
- innovative new products were introduced, many driven by Philips, such as VCRs and CDs.
- the actions of newer competitors, many of which were entering the electronics market for the first time, were underestimated.

5- This rapidly changing industry has been characterized by better quality products with higher reliability and higher value for money.

6- Competitors from Japan, had advantages over Philips marketplace

7- Japanese companies gained economies of scale which enabled them to reduce their prices.

8- Philips were left for major consumer electronics companies in Europe and that was a difficult time for Philips.

9- External investors and analysts were becoming more critical.

10- Philips organisation faced with serious financial crisis with serious financial crisis they must change leadership because of this crisis.

How Philips organisation managed to solve those problems:

-In this stage, it continued to innovate, which helped it to survive many of the threats and challenges to its competitive position.

- Inventing new products such as video system developed which failed because Philips had begun to lose touch with the market.

- We will survive because we are Philips!'

- changing leadership because of this crisis.

- Introducing a new structure of the company.

C-Problems at stage of Benchmarking performance

-Number of 100 managers in Philips included the Board of Management, Product division and country managers were forced to conclude that drastic changes were required as Philips' performance did not measure up to the competition.

How Philips organisation managed to solve those problems:

Three steps were applied:

1-Restructuring and cost cutting.

the most painful step was to do more work with a fewer people. reducing staff in range of 15%, roughly 45,000 people, changes also involved product rationalisation with a small involved for too many product areas business that justification it so weak.

2- Fundamental business change in order to get a reasonable return on capital employed.

3- Implementing changes of:

- Change projects for all levels from corporate wide task forces at the top of the organisation down to local change projects on the shop floor.

- 'Customer First,'

 - aimed to make staff aware that customers are number one priority.

- Customer Day.'

Local projects included reducing the backlog of customers' orders.

Q2 – What do you understand of employee empowerment? How did Philips empower its employees?

-I do understand that employee empowerment is improving business performance by encouraging employees to take more responsibility for decision making at all levels.

-How did Philips empowered employees:

By allow teams who involved in production processes to contribute their knowledge in decision

-making, then the results are so much better than if everything is given by management department orders.

Week 2

23.02.2021

Task 1:

Have you been part of any decision making in the workplace situation?

What kind of decision you took?

What do you think the most important ingredients of effective decision making?

ask 1:

-Yes, I had been part of any decision making in my workplace situation.

-Our staff was complaining that one is working more than the others that was unfair as a part of our time.

-My decision was a rotation solution which is which was that we must choose one of us as time to be as a team leader so he can provide your timetable in equal parts.

- identify the type of the problem where are my options to achieve a good solution.

2nd Session:

Guiding students to progress on their assessments.

Providing formative feedbacks.

Select an organisation or workplace situation of your choice.

Provide brief introduction about the organisation background.

Identify complex problem/s in the selected organisation.

Do not share your assessment work on meeting chat.

Send me the work on my email to get formative feedbacks:

y.kumar@uwtsd.ac.uk

Next week – Creating breakout rooms to prepare you for role play exercise.

Hi everyone - I hope you are progressing well in completing the introduction and identification of problems in your workplace situation.

[17:31] Yajesh Kumar

Morrisons organisational activity in retail

Morrisons is a public limited company type of organisation activity is in retail industry established by William Morrison in 1899, who started the business as an egg and butter merchant in Rawson market Morrisons Headquarters is in Bradford, England, UK

Complex problems

organisation activity is non-stop when it's closed night shift staff they have a limited time till morning to put products on the top of shelves, preparing daily new pricing list, cleaning and washing store floor with a special mechanical equipment's plus refitting customers sanitizers trolley services before the opening hours.

- 1-limited time
- 2-Daily new pricing list
- 3- customers sanitizers trolley services.

Class Activity Tasks

1. Create a new menu for a restaurant.
2. Create a new fragrance for Calvin Klein.
3. Launch a new clothing line.
4. Decide where to open a new branch of a restaurant.

Using the Seven Steps Problem Solving

1. Problem Definition
2. Data Collection What?
3. Cause Analysis Why?
4. Solution Planning and Implementation – How?
5. Evaluation of Effects
6. Standardisation
7. Evaluation of Process Instruction:
 1. Form a group of 5 persons, select a task from above, and decide the “Best option”.
 2. Solve the problem using the different techniques learnt.
 3. Remember, there is no one process to solve a problem; Your critical thinking skills and creativity are essential.
 4. Check your options with other groups and identify what they did differently.

Class Activity Tasks

1. Create a new menu for a restaurant.

The menu is Mediterranean salad:

Our problem was that this Mediterranean salad has more than 30 kinds but one of these salad menu was not accepted by customers and we cannot remove it from list because it is included as a traditional food.

1-We asked our customers about their reason for not ordering this kind of salad so we can define the problem.

2-we tried to have some information's based on customers opinion and the kitchen staff so can clarify and fined what is the problem.

3-By applying a quick and a small survey we discovered after analyses that salt present was so high so now, we understand why.

4-How we resolved this problem by putting a small salt quantity

5- we had element a strong reason that affects not order this kind of salad

6- we had achieved high level standard

7- process was keeping food quality in good standard without changing the main ingredient.

Week 3

02.03.2021

ask

Create a mind map diagram of your favourite birthday party.
On completion, share your diagram on meeting chat or discuss in the classroom.

Mind map diagram of your favourite birthday party.

Birthday

Location: home, hotel, restaurant

Cost: 500-1000-2000-3000.

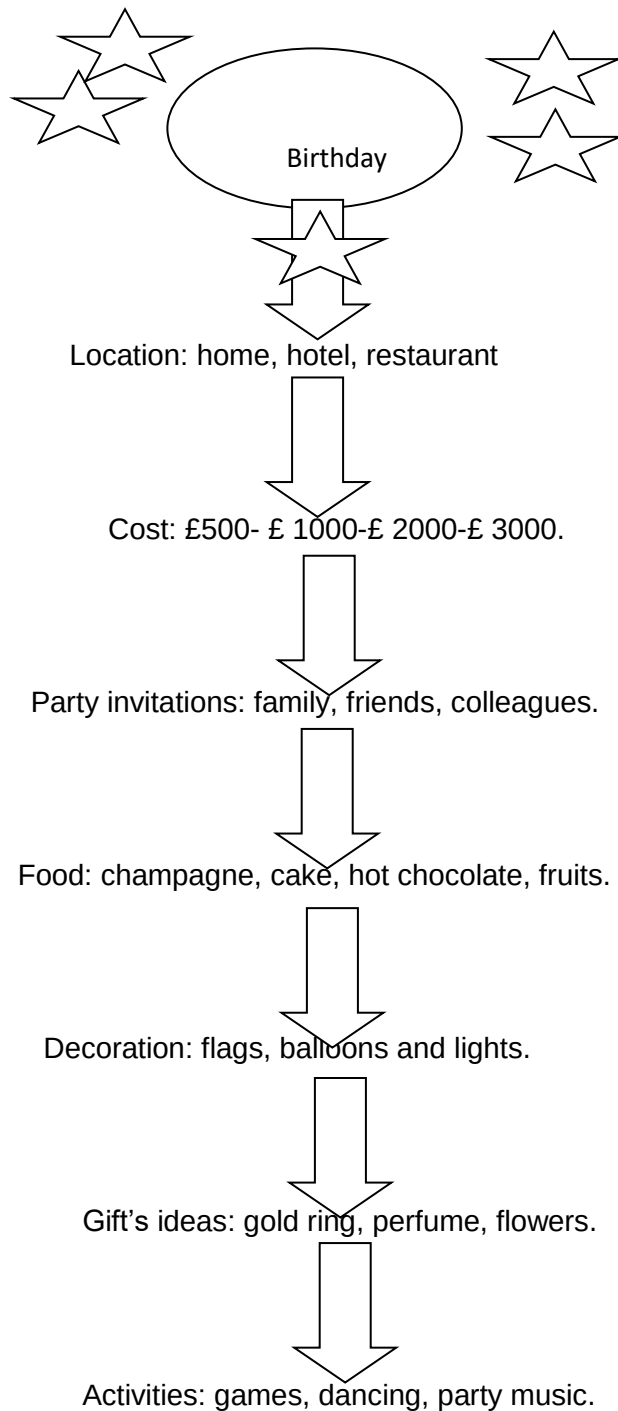
Party invitations: family, friends, colleagues.

Food: champagne, cake, hot chocolate, fruits

Decoration: flags, balloons and lights.

Gifts ideas: gold ring, perfume, flowers.

Activities: games, dancing, party music.



Week 4

09.03.2021

Task 1:

Think of a situation your organisation is facing or has experienced (e.g. loss of customers to competitors, untrained staff, poor 'brand' image etc.)
Explain the impact this situation might have on your daily work.

Task 1: In my latest experience my organisation facing low level in selling in financial incomes are so small regarding the pandemic situation it is about the selling process it is slow because of limited number of customers allowed in shop floor

the impact is so powerful on the internal and external business environment.

Task 2:

Apply SWOT Analysis and PESTLE Analysis to your workplace situation. Use the resources available on Week 4 folder on Moodle.
Do not share it on meeting chat or classroom.
Send your progression to my email for the formative feedback.
y.kumar@uwtsd.ac.uk

Task 2:

SWOT analysis

Strengths:

Organisation in the workplace base of the business sales income it is a brand that has nonstop sales orders 24 hours plus online customers orders with delivery

Weaknesses:

In this business about customers do not know the internal situation of customers' service problems with the orders and what it is so slow and has late in delivery

Opportunities:

Sales order are growing up frequently this lead to good market present occupation part

Threats:

COVID-19 is the biggest threat to the business because it does not allow organisation in the workplace to achieve financial sales goal.

PESTLE analysis**Political factors:**

Regulation imposed because of the COVID-19 pandemic is the most important political factor because the country is again in the state of lock down it will be hard for the business to operate as it was before.

Economic factors:

Individual financial income decreases also family's income decreased a lot of peoples lost their jobs.

Social factors:

Because of the pandemic situation people stay at home which generate a negative impact to this business because if the people do not get out how the business will provide services

Technological factors: Online delivery sales is a good customers option this advanced technology is a factor which is in favour of the business.

Legal factors: This factor has negative impact upon this business because the government introduces different types of legislations that limited sales operations to be in high operational level such as social distancing of 2 meters, mask which customers has a big problem to respect it some of them do not come in the workplace to buy because they forgot to wear a mask by law.

Environmental factors: Business are in conflict between law and customers position in this stage this factor has provided disadvantage environmental businesses operation also long queuing line has a negative impact factor on customers behaviors they try to find an alternative solution.

Week 5 16.03.2021

Task 1:

How to make toasts?

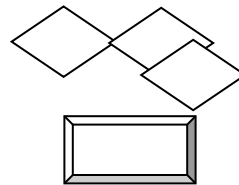
You need not to write the process.

Just use visualisation and present in form of figures and diagrams.

Use blocks/ arrows etc. to draw the process of making toast.

Draw it on a piece of paper and share in the meeting chat.

1-The process starts there when we put the toasts



-In the electrical device and there is another option

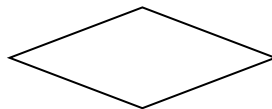
-we can use also the kitchen oven



2-Time duration * -1 minute + 1 minute

then we must wait for at least 2 minutes

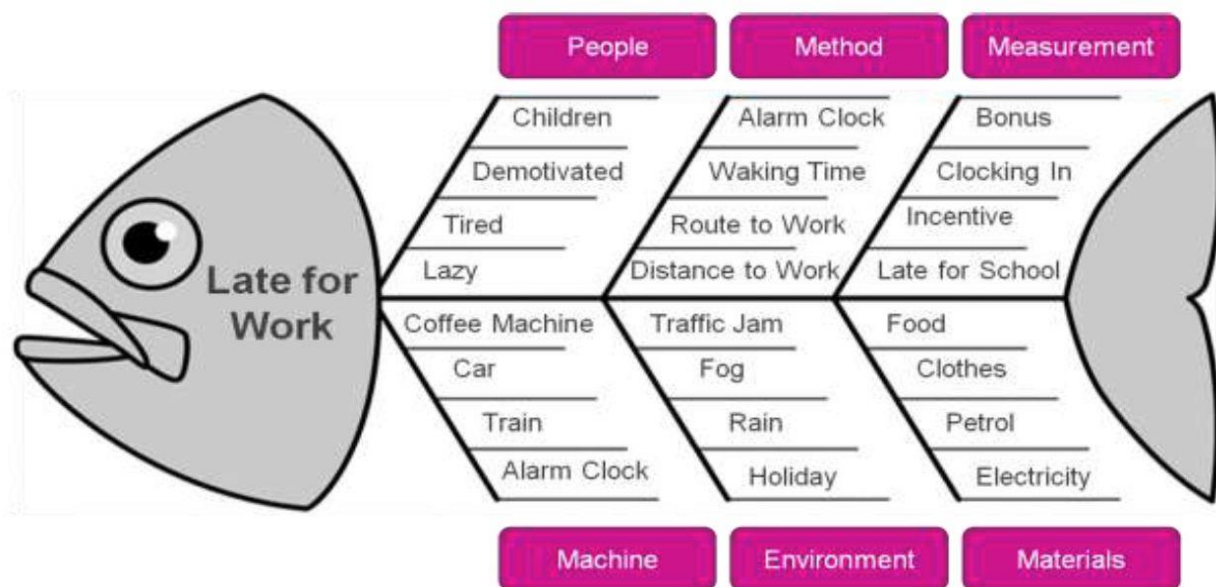
3-we put on the dish



Task 2:

Read the article "Using fishbone analysis to investigate problems" available in Week 5 folder on Moodle.

Draw the fishbone diagram for your selected workplace situation.

Fishbone Analysis: An Example

Task 1:

What do you understand by organisational structures? Why do organisations need structures?

Organisational structures

it is the internal organizational system form of its employee rolls, responsibility, activities in different positions

Needs and benefits of organizational structures

quick decision making

different business goal

powerful operating efficiency

testing employee performance

specified work tasks

elimination employee conflict effective communication

Task 2:

To what extent do you agree or disagree with the following?

Product and service design – or redesign – should be closely tied to an organization's strategy. Support your answer.

Agree, because it is related to sales marketing and organisational target.

Task 3:

Read the Capco case study "Organisational structure in an innovative environment".

Make notes

Answer the questions given at the end of case study.

Share your answer in the class.

Organisational structure in an innovative environment:

Notes:

- Capco is a global in financial services sector.
- Needs of a creative employee to provide problem solving and design making for client's services
- organisation structure helped Capco to develop an innovative and entrepreneurial culture to facilitate its success.
- hierarchical structure company

Exam-style questions:

1. Explain the difference between a formal and informal team. (2 marks)

- In workplace teams can be formal in that people are brought together from different functions or departments to work on a specific project.
- informal teams in the same workplace can organise other activities and events outside the organisation

2. Describe two different organisational structures. (4 marks)

Different two types of organizational structures

- Horizontal or flat org structure
- Divisional org structures (market-based, product-based, geographic)

3. Analyse two ways in which employee innovation and creativity can be developed.

(6 marks).

- open lines of culture communication created a honest channels of communication.

- Working creatively together as a rocket team

4. Evaluate the extent to which Capco's 'innovation process' meets the needs of its clients. (8 marks)

- Teams work together to build prototypes of an idea after that they make a test with customers.

- Taking the idea out in the market.

- By this innovation process' Capco gives her client the confidence that the idea is going to be worth a long-term investment.

Portakabin - Worksheet The importance of quality in creating competitive advantage

Task 1- Individual task

We are going to use the example set by Portakabin and concentrate on developing quality practices and gaining a competitive advantage for any company of your interest, ABC Corp. As we read the Portakabin Case Study, highlight key sections you feel are important. Key words to look out for are whilst highlighting are:

1. quality.

factory-based production process combines standardisation with customisation. modules are standardised sizes and shapes, interior design depends on clients' individual specification

2. competitive advantage.

Ways of seeking to gain competitive advantage include:

- offering lower prices
- offering clearly excellent products at above average prices
- delivering products quickly
- offering premium customer service and after sales service.

3. quality systems.

-Ensuring guarantee quality throughout the group.

-Manage quality, the QSM has created an electronic system that all PCs throughout the whole company can access.

-key features is the 1-page Quality Manual that defines the requirements of the Quality Management System. This is easy to communicate for organisation and customers.

Task 2 – Individual Work We have now looked at how another company has reviewed how they provide 'quality'.

Using the case study, write five ways in which you think ABC Corp. could provide or improve the 'quality' it provides to customers.

1. Identify problems when they occur.
2. Commando team' as part of its quality team.
3. Team led to the fault being eliminated before it became a problem for the customer.
4. Making changes to prevent the problem recurring
5. Contact's customer and deals with any difficulties within 24 hours.

Task 3 – Individual Work We have looked at how to create 'Competitive Advantage', think about ABC Corp. and how we could gain this for them.

For example, how can we use quality systems for improvement, like Portakabin did?

Working effectively to create efficiencies and address the needs of customers. Improve outcomes, associated with continuous quality improvement, implement, monitor, and provide corrective action.

Task 4 – Individual Work Explain in brief what Portakabin were looking to achieve.

- Achieve the required standards in all aspects of quality.
- Achieve outcome result.
- Achieve careful planning
- Achieve education and training skilled dedicated the workforce.

Task 1:

What do you understand about change management? Why do organisations need to implement change management? Share your experience when you have been part of change management in your workplace situation.

1-What do you understand about change management?

Doing changes in organization helping team individuals, reviews internal organization process to approach and select the right decisions.

2- Why do organisations need to implement change management?

To implement change management in organisation

Successful decision for implementation plan:

- Test and experiment ideas.
- lunch practical application.
- positive discussions with all team members.
- Monitor regularly range level of success by applying tools of successful plan.
- communicate with stakeholder.

Task 2:

Read the case study "Organisational Change - A Dixons Case Study" available in Week 8 Folder on Moodle

Answer the questions given at the end of case study.

1. By showing a passion for what they are doing 2. Being able to communicate clearly with others 3. By encouraging others to get involved in decision-making 4. By being a good role model for the ideas that they are advocating 5. By clarifying objectives 6. By clearly setting out the benefits to all parties of decisions that are made.

Leadership power

The power of the leader is very important in motivating others. There are a number of sources of power:

1. Personal power is possessed by certain individuals and is sometimes termed 'charismatic' or 'referent' power. Some individuals have tremendous charisma and are able to build up personality cults.
2. Legitimate power is based on people having positions within a structured framework. In a particular culture, power will be delegated to different offices or positions and this will be accepted by members as being legitimate.
3. Expert power is based on the specialised knowledge possessed by certain individuals. It frequently arises where there is complex knowledge that can be gained only through education and training.
4. Political power stems from being supported by a group. To gain political power the leader will need to be able to work with people and social systems to gain support and allegiance from them.

Motivational leadership involves striking the right balance between these four sources of power, and using them when appropriate.

The culture of an organisation is the pattern of relationships and typical behaviour within that organisation. It is sometimes referred to as 'the way we do things around here'.

Questions: Group discussions and presentation

1. Do different industries or business cultures require different leadership style? Why?

-Yes, different industries or business cultures require different leadership style.

- Because it can help to eliminate disadvantages of implementation like leak of communication active resistance and pattern of relationships and typical behaviour.

2. How can the leadership style motivate or demotivate employees within organisations?

-Leadership style of motivate:

Motivational leadership involves striking the right balance between these four sources of power, and using them when appropriate.

-Leadership demotivates employees within organisations:

-Not Possessed by certain individuals' skills sometimes termed 'charismatic' or 'referent' power.

- fail of knowledge possessed by certain individuals. in education and training.

- Not able to work with people and social systems to gain support and allegiance from them.