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PROBLEM SOLVING AND DECISION MAKING

Table of Contents.....	1
Introduction	2
Prs key question approach.....	
Problem solving keys.....	
Pestle analysis	3
4 P'S diagram	4
<i>7 points plan: problem solving skills</i>	5
Organizational systems thinking and problem solving	
Consultants and solutions.....	6
Final solutions.....	7
Stakeholders.....	8
CONCLUSION.....	
REFERENCES.....	9

Introduction

In this report I will write about the hotel customer loss, recognising the problems solving techniques and tools, applying them and identifying possible solutions to the work-based problem.

DEFINITION OF PROBLEM:

- A question proposed for solution or consideration
- A question, matter, situation, or person that is perplexing or difficult

Ackoff (1981) A set of two or more interdependent problems constitutes a system. 
CALLED:

a **Mess**: THE PLAN should deal with messes as wholes, systematically.

Following the Hammer and Stanton PRS analysis (1999) we can say that: it put attention to organization processes as the means to improvement.

- How we solve problems?

The problems that arise in workplaces, we must be able to solve them through the use of tools, a framework- structure.

PRS KEY QUESTIONS APPROACH:

Blake & Mouton's, 1982, model

The engagements will be led by problem solvers and the consultants that we can call insiders and outsiders.

The work is directed to the hotel company, the managers and employees that work for conducting it and reach determinate mission and visions, so goals for succeed as a good customer service for the customers that will choose the type of services made eligible from the hotel company.

The team is working on the problem for create a good environment, to avoid conflicts or be able to address them with solutions, new ideas and that will bring an income for the company and a place where employees will feel free to express themselves and that will change or improve the culture of the business. The approach to take will be strategy and action one.

PROBLEM SOLVING KEYS:

Are present two prs and consulting points (sociotechnical concepts):

Viewing how the nature of the organisation enhance the ability to practice and act organisational problem solving and consultations, and how managers to act they have to increase their use of organization system thinking in consultation and to address the social psychology of the company. **(Katz & Kahn, 1978).**

1950s (Trist & Bamforth, 1951; Trist, Higgins, Murray, & Pollack, 1963).

In this organization company I will consider the ***action research scientific method*** that include: Gathering, organizing/managing, planning, follow-up evaluation for the managers to develop their plan and to be able to know better how the company is going and what to take next. **(Hellriegel, Slocum, & Woodman, 1998, p. 592)** This will be associated to the diagnosis-planning-action evaluation cycle in partnership with the org-development approach through a long term (effort) that will be of 2 years.

PESTLE ANALYSIS: business organization

Political: Is referred to the political trade. In this moment we can associate it to the fact that hotels and so on the hotel customers loss is also caused by the (Covid) pandemic. The global health conditions are forcing to close, and to take in action some regulations that prevent the free travel or is limiting and so on the impossibility for hotels to get a chance to earn and growth.

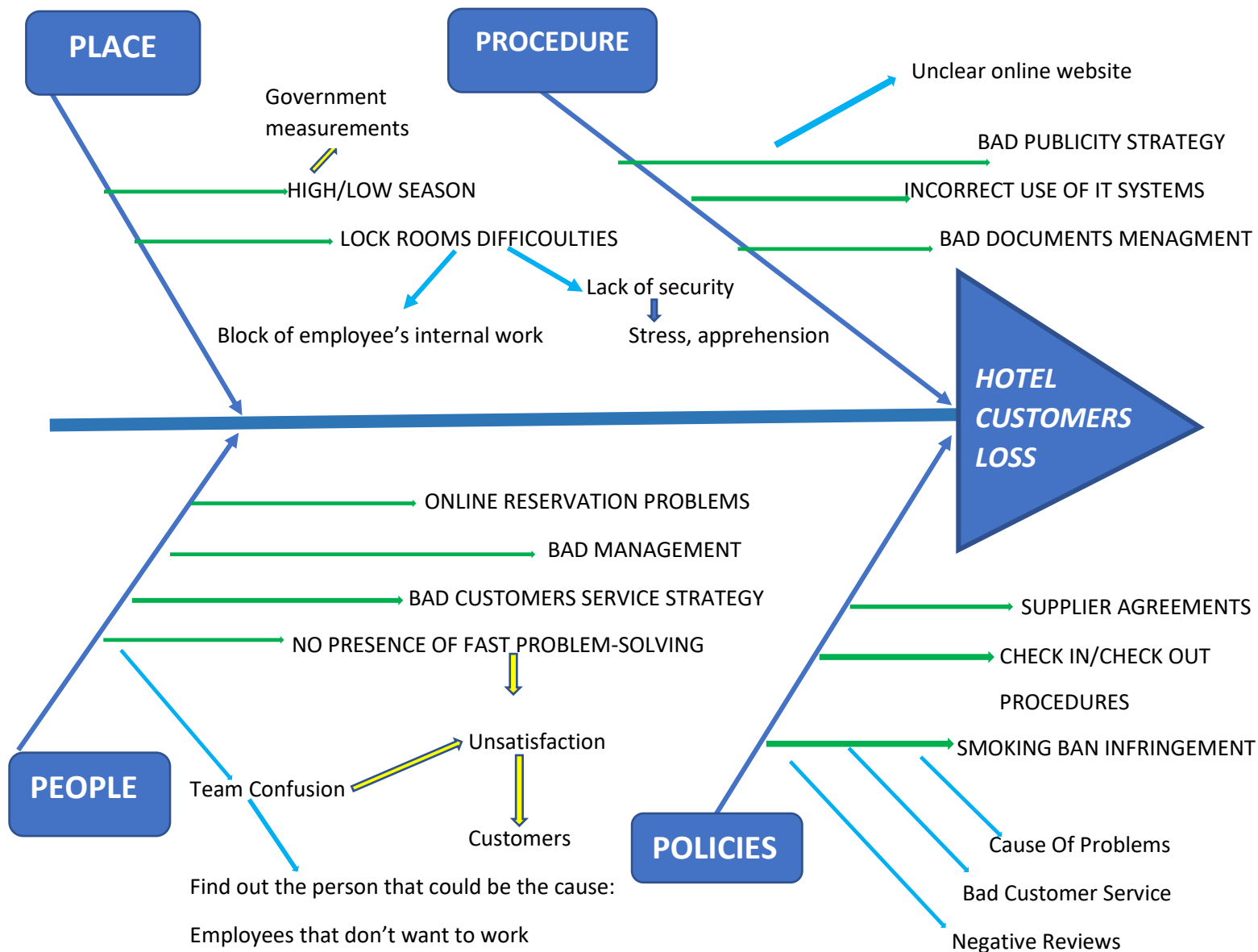
Economic: Could be factors that may influence the selection of the employees and the salary to give them. As could be present a smaller number of customers, the problem could be the less production of any type of service/product, and the category of people that will enter will be restricted only in a second chance solution or in the worst case transforming the company/business in a businesspeople accommodation categorising a specific range of age.

Sociological: the different types of solutions present nowadays that customers prefer instead of hotels, for example taking in rent houses for vacation as gave them the possibility to benefit every type of service. It's a trend problem that could be converted in a realistic possible customer solution and be very problematic for the small companies or even for the small business.

Technological: The problem could be associated to the fact that innovative systems: like IT technologies and even the fast software growth makes difficult the development of the organization, as it will be able to address in every time the new growth possibilities for a better service.

Environmental: the climate change, the way in which the hotels businesses are, and will be based in the high and low seasons and this is a problem of increasement and find the right creative solution for this problem considering and added to the social and legal ones, could cause a breakdown.

4 P'S DIAGRAM:



Action research for solve the problem (best solution). It means going and talk for the issue thinking the possible solution.

7 POINTS PLAN: PROBLEM SOLVING SKILLS:

Investigate, analyse the problems:

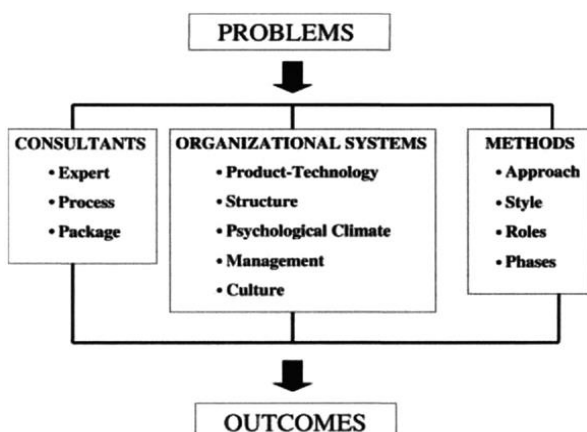
- Problematised, knowing what questions place ourselves.
- Brainstorm: The workers must have a personal idea and ask for the other one's ideas listen to them. Take everything don't criticising. Taking the preferred ones, combine and improve motivating a view of the future, to have possibility to learn more and have a different vision to create something new and a good climate full of creativity.
- Evaluate options
- Simple decision techniques:
 - Routine decision:** Aspects that be alive at work It comes when problems are well defined.
 - Adaptive decision:** something unusual that comes up (must listen the other person creativeness and ideas).
 - Innovative decision:** with unusual problems or unclear so must come creative solutions.
- Effective presentation of a case: in my work experiences, having worked in different hotels I had to face with look rooms difficulties, as customers were asking continuously to change the keys, but in most of the cases the problem was on how to open the door in the correct way, so we were helping them or explaining to them as a receptionist.
- Monitoring: with check-in and check-outs we were knowing how the business was going and if we were having full booked days.

ORGANIZATIONAL SYSTEMS THINKING AND PROBLEM SOLVING

- Organization and management problems sometimes face leaders at all levels of our public and private organizations. we all become problem solvers—as “insider managers” or “outsider consultants.”

To manage the problems, the managers will have to engage practicing consultant, executives and academics identifying the nature, asking to them:

- Underly assumptions that guide our organization and management problem solving must be surfaced.
- The practical models useful to managers, consultants that must be presented and field-tested.



CONSULTANTS

Many executives' companies don't want to use consultants (role- to tach and coach or be proactive) because they say they don't need them because they think they have all the possible solution inside the company and don't need external help having a good managerial impact. In this case consultant will be necessary.

- Are present INTERACTIONS between the consultants and the customer:
(Problem solvers collect clients data deemed problems.)

Following the **Lippitt and Lippitt's (1975)** authors work steps we consider:

2. Contract formulation and diagnosis/engagement parameters: define the nature problem coming into an agreement, with inside: a committee charge, with outside: an engagement letter. Guide proposal for improvement: Con-Cust.

- Here chosen the stakeholders, and the definition of outcomes. Here training consultants act.
- The leaders must have in mind an idea to improve and be more effective every year, beyond the resistance to change.

Problems can be:

resolved: (satisficing).

solved- select values of the controlled variables,

or dissolved- redesign for remove the problem with CREATIVITY.

SOLUTIONS

- **Organisational development process** – An Umbrella improvement of every aspect of the company.

French and Bell's (1990) improvement Organization development strategy activities in systems:

Table 1.2	
1.	Diagnostic activities
2.	Team-building activities
3.	Intergroup activities
4.	Survey-feedback activities
5.	Education and training activities
6.	Structural activities
7.	Process-consultation activities
8.	Coaching and counselling activities
9.	Life and career planning activities
10.	Open systems planning
11.	Action research

Expert advice consultant: Schein (1987) Doctor-patient model that diagnose:

- ✚ “State of health or illness company: through interviews, meetings and activities observation” Writing a comprehensive report. The time when the consultant offers changes strategies.

1. The diagnostic process: be helpful.
2. The client has interpreted the organization's symptoms, located the sick area.
3. The person or group defined as “sick” will reveal the pertinent information necessary to make a valid diagnosis.
4. The client will understand and correctly interpret the diagnosis provided and implement the prescription offered.
5. The client can remain healthy after the consultant leaves.

PROCESS CONSULTANT: How the work has been accomplished? Must be made a self-reflection where we clarify and identify the organization needs, planning and evaluating needs until the organization's competences will have life.

Problems will pass through this process: it's a long-term relationship process will work

- ✚ 4. * has “constructive intent,” is motivated by goals and values that the consultant can accept and has some capacity to enter in a helping relationship.

- ✚ 5* is ultimately the only one who knows what form of intervention in the situation.

- ✚ 6.* is capable of learning how to diagnose and solve own [sic] organizational problems. –

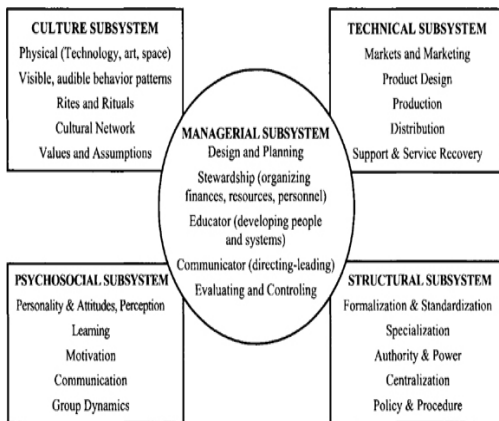
Final one solutions:

1. INTERVENTION TYPES: Blake and Mouton (1982).

4. **Catalytic.** Assists the **client** in collecting data and information to evaluate and possibly reinterpret his or her perceptions as to how things are, based on better or more extensive knowledge of the situation for underlying causes of a problem for address or resolve it.

5. **Acceptant.** Aid the client to develop a basic sense of personal security so that will feel free to express personal thoughts FOR have objective view.

2. MENTAL PROBLEM-SOLVING APPROACH MODEL: the organisation it's composed by five sociotechnical subsystems, and external factors that can include globalization and political factors



STAKEHOLDERS: Mitroff (1983).

Following the three approaches we can say that:

1. *The imperative approach identifies the organization's help through their actions and policies that is given to stakeholders for being able to work following what are their best choices.*
2. *The positional approach identifies the ones that occupy internal or external positions in an organization.*
3. *The social participation method identifies the selected organizations of a policy system, individualizing the ones with the most important relations, such as suppliers or competitors.*

CONCLUSION:

In the organization it's always important to keep in mind and taking in action these few points to have in mind what to do, how to act and address future company's problems:

Create a good climate between co-workers so a good relation, including everyone thoughts following decision making dynamics, don't forgetting to try to bring always new type of ideas that will be followed by initiatives information process (through stakeholders, and a opened system thinking). **(Nadler & Tushman, 1980).**

(ZIEGENFUSS, 2002)

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