

Problem solving and Decision Making

(BMSW4004_LON)

Rafaela-Andreea Veletean-1916795

Lecturer: Yajesh Kumar

Table of Contents

Task 2 - Individual Report	3
Reference List	8

Task 2 - Individual Report

Introduction

Problem Solving is the method through, which a business is able to eliminate different types of issues in the enterprise (Frensch and Funke, 2014). It is important that problem-solving strategies are understood as it allows the scope of being a position where different problems are solved. In this assessment, Marks & Spencer (M&S) will be selected. Through this research, problem solving techniques and plan development for eliminating problems will be elaborated here. Through this research, decision-making techniques for a business will be pinned down in the assessment as well through which development can be obtained. Several different contexts in the case of the business will be elaborated here.

Define a more complex problem in the workplace with its purpose, impact and scope

In the context of the workplace, there are a number of complex problems that can emergence the business and cause there to be ineffectiveness. These different types of problems can interpersonal conflict, discrimination, low motivation, performance issues, and others issues (Dörner and Funke, 2017). There is a huge margin of scope when it comes to eliminating problems in the workplace. The managerial heads, leaders, executive heads are some of the individuals who are able to eliminated the different problems that relate to problems in the workplace. In the context of M&S, it is important that complex problems such as workplace discrimination, inadequate decision-making and other aspects shall be elaborated here.

In case of M&S, different types of complex problems have different types of impact. For instance, if there is discrimination, it creates a negative environment in which there is least amount of productivity. Furthermore, hatred is created amongst individuals owing that, interpersonal productivity is impacted. In a similar vein, it inadequate decision-making can lead the business towards being a position having insufficient products, services and other aspects are present. This prevents the business from able to perform better than other individuals in the UK market do. In the event that too many complex problems are overlooked in the M&S then the chances of there being a higher margin of ineffectiveness rises as well

Analyse information on the identified problem, to help inform the decision-making process;

In the context of M&S, the increased margin of corona has caused the business and its retail stores to face huge losses. This is because the physical stores are no longer able to work effectively as before as a consumer is not coming to the stores. This is because the spread of the contagious disease has led towards there being an increased level of de-motivation present in the workplace. Presently employees are unable to understand if the business will be able to sustain itself effectively in the market and progress forwards. Furthermore, several different front line employees are removed from the business as well, due to which the employees that are present in M&S are insecure about their employment retention as well. In such circumstances, the business is unable to progress effectively and makes headway into e-commerce. This is because presently online platforms have emerged as the pathway through which a business is able to extend its own reach and be able to setup itself in the global market. This will enable M&S to be able to use different delivery agents as well through which it will be easier for the business as well to be in a position where effectiveness can be obtained.

Apart from these, the business environment of M&S is also being effected from the location, which is being created in the enterprise. This is a major concern when providing employees with work from home opportunities as teamwork processes deplete and the business is in an unfortunate position where only online working opportunities can be provided to employees. The business also has the issue of automation presently as many work processes online can be performed by robotic and computerised coding patterns, software and others online formulation and strategy. This allows the case of being in a position where a higher margin could be performed. In this context, there is an insufficient level of skills that are present in M&S due to which, decision making processes in relation to HR activities are required to be started (Wood, 2020).

Propose a range of alternative solutions to the problem;

Several types of decision-making processes that can be undertaken by the business in order to mitigate all of the areas, which have been illustrated. In M&S specific decisions such as implementation of recruitment and selection process is one of the methods through which the business can bring in individuals with e-commerce skills. This will allow the scope of being in a position where more individuals with digital and online skills can help the business to perform better. Furthermore, create training and development programs can within the businesses well through which it will be easier for the business to make employees that their skills are being

invested within. Through this a much more focused business environment can be created through which it will be better for the business to be in a position where motivated can be elevated within M&S (businesstoday.in, 2020).

Furthermore, installation of computer systems to homes of employees can help in providing a secure method through which official work can be performed effectively. In these types of systems, the necessary software of the business can all be installed and web conferencing features can be implemented as well. In addition to this, it is important that quality-checking measures be implemented for employees that are working remotely. This will enable the prospect through which it will be easier for the business to be in a position where there will be higher margin of effectiveness present (bbc.com, 2020).

Use a decision-making technique to evaluate a range of solutions to identify the most appropriate option

Multiple different types of decision-making techniques through which effectiveness over different circumstances can be undertaken, some of these strategies will be elaborated here in order to elevate what will be the best course of action in the case of M&S. This will enable the prospect of having many options for leaders, managerial heads and other people in the departmental position. Conjoint analysis, Cost/benefit analysis, Decision-making trees, Game theory, Heuristic methods, and Influence diagrams approach (IDA) (Magill *et al.*, 2015). For instance in the case of Game Theory, this is the process through which, the business is able to model and strategise based on the rules and outcomes that have been illustrated through the board of directors of the M&S. This helps the business to face issues such as interpersonal conflict amongst employees, which whelps in there being much more effectiveness (marksandspencer.com, 2020).

In a similar vein, cost benefit analysis is the process through which a business able to be in position where it is able to measure the amount of cost or expense. It is putting in the organisation through its business activities and focusing upon being able to attain a certain margin of income back from the amount that is put into production process. In this context, the subordinates puts in over 2.1% of its revenue in to the business through its reserve capital through which it is easier for the business to be able to be in a position where over the business can generate over 10.2 billion pounds capital (Lerner *et al.*, 2015). This illustrates the way in which the business has put emphasis on

being able to be in a position where a limited margin of costs is used in order to created services for the market that are able to yield a higher rate of income (Habermas, 2015).

Develop a plan for implementing the solution

In order to implement the above-illustrated plan effectively, it is important that focus be given upon being able to create a series of different meetings that will enable the scope of easier work processes to be initiated. Through this meeting, an orientation of all the activities that will take place in the business that be elaborated. This will allow the scope of being able to providing the internal change that is taking place in M&S and help in establishing a much more driven workplace through which the requirement of the business, resources management that are required by subordinates will all be managed within the enterprise.

This will allow the business to be able to be in the position through which it will be possible for the organisation to allocate work effectively through which it will be possible for there to be work started online. The different types of activities that must be achieved should include creation of website, creating social media posts, and performing more activities. In order to measure progress, tracking profit rate, employee conversion, are some of the aspects that will allow the business to be a higher margin assessment of the workplace (Zhang *et al.*, 2015).

Communicate the plan to stakeholders;

Two types of stakeholders that is present for M&S that includes external and internal stakeholders (Jones *et al.*, 2017). These different stakeholders will include employees, executive heads, board of directors for internally and other externally people such as investors, employees, and media are individual and parties that are able to be in position where provide purchases, investment, and other aspects for M&S. In order to communication to effectively take place within the business and with external stakeholders as well, issue of notices, minutes, circulars are some of the methods through which an individual is that are in the internal lower level in the business are informed about different aspects that goes on within a business (Bhargava, 2015). Similarly, in order to inform M&S investor and consumers, the utilisation of media individuals, advertisement and publication of financial data is the method through which it is possible that more individual are informed the ongoing process that take place within the business. In the context of M&S, the business uses all of these work processes through which an individual is able to be in a position

where stakeholders are compressively informed about the ongoing of the business. In the mordent era, the utilisation of the internet through official websites, blogs, and other news media platforms and pages, more business are able to inform stakeholders able business work processes at an international scale (Fischer *et al.*, 2017).

Assess appropriate monitoring and review techniques to ensure successful implementation of the solution.

In order to monitor the progress of the business and its communication along with decision-making plan to be effectively achieved. It is important that focus be given upon appointing quality-checking individuals in the business that will enable the business to be in a position all of the products that are being created within the business will be checked if they are able to meet quality measures effectively. In order to review if correct performance checking is taking place, it is important that the board of directly are performing sample checking for different types of employees. This will allow the scope of effective development to take place through which a total quality approach at all different levels for different departments can take place. This will enable the scope of long-term growth to be enabled effectively. The amount of teamwork in the business and the way in which conflict resolution can take place is also another avenue that the business has the chance of evaluating. This will enable the business to be in a position through which M&S has the chance of creating united front in the business through which effectiveness can be obtained (Chevallier, 2016).

Conclusion

In this above research, several aspects in relation to M&S has been conducted where emphasis has been given upon understanding the problem solving aspects of the business and the way in which the enterprise is able take appropriate steps to imitate issues. Through this assessment, the current problems of the business to be unable to operate its business through retails physical stores have been detailed here. Moreover, the communication plan and other monitoring steps that can take place within the business shall be elaborated here as well. Moreover, the ways ruin, which the stakeholders of the business can be approached through effective strategies, has been illustrated here as well.

Reference List

bbc.com, 2020. Coronavirus: Shopping may never be the same, says M&S Available at: <https://www.bbc.com/news/business-52724901> (Accessed: 5 December 2020).

Bhargava, A., 2015. System and method for optimizing communication. U.S. Patent 9,124,692.

Buckingham, M. and Goodall, A., 2015. Reinventing performance management. *Harvard Business Review*, 93(4), pp.40-50.

businesstoday.in, 2020. COVID-19 effect: Marks & Spencer to slash 7,000 jobs Available at: <https://www.businesstoday.in/sectors/jobs/covid-19-effect-marks--spencer-to-slash-7000-jobs/story/413382.html> (Accessed: 5 December 2020).

Chevallier, A., 2016. Strategic thinking in complex problem solving. Oxford University Press.

Dörner, D. and Funke, J., 2017. Complex problem solving: what it is and what it is not. *Frontiers in psychology*, 8, p.1153.

Fischer, A., Greiff, S. and Funke, J., 2017. The history of complex problem solving.

Frensch, P.A. and Funke, J. eds., 2014. Complex problem solving: The European perspective. Psychology Press.

Gould, W.T., 2015. Population and development. Routledge.

Greenwood, S., Perrin, A. and Duggan, M., 2016. Social media update 2016. Pew Research Center, 11(2), pp.1-18.

Habermas, J., 2015. Communication and the Evolution of Society. John Wiley & Sons.

He, F., Deng, Y. and Li, W., 2020. Coronavirus disease 2019: What we know?. *Journal of medical virology*, 92(7), pp.719-725.

Jones, T.M., Wicks, A.C. and Freeman, R.E., 2017. Stakeholder theory: The state of the art. *The Blackwell guide to business ethics*, pp.17-37.

Lerner, J.S., Li, Y., Valdesolo, P. and Kassam, K.S., 2015. Emotion and decision making. *Annual review of psychology*, 66.

Magill, M., Quinzii, M. and Rochet, J.C., 2015. A theory of the stakeholder corporation. *Econometrica*, 83(5), pp.1685-1725.

Malmendier, U. and Nagel, S., 2016. Learning from inflation experiences. *The Quarterly Journal of Economics*, 131(1), pp.53-87.

marksandspencer.com, 2020. Our Year in Review 2020 Available at: <https://corporate.marksandspencer.com/annualreport> (Accessed: 5 December 2020).

Perlman, S., 2020. Another decade, another coronavirus.

Schaal, E., 2017. Uncertainty and unemployment. *Econometrica*, 85(6), pp.1675-1721.

Van Dooren, W., Bouckaert, G. and Halligan, J., 2015. Performance management in the public sector. Routledge.

Wood, Z. 2020. Marks & Spencer falls to first loss as Covid crisis hits clothing sales, the Guardian. Available at: <https://www.theguardian.com/business/2020/nov/04/marks-and-spencer-falls-to-first-loss-as-covid-crisis-hits-clothing-sales> (Accessed: 5 December 2020).

Zhang, G., Lu, J. and Gao, Y., 2015. Multi-level decision making. New York: Springer.