

Cover page

Modul Code: BMSW4004

Modul Name: Problem Solving and Decision Making

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INTRUCTION

Importance of problem-solving skills

Problem-solving skills allow people to test accidental situations or critical challenges at the workplace. Most of the organizations need people to easily handle problems and make decisions in a brief period, however they produce some solutions too.

The problem-solving skills advise you to resolve the point of the problem and find adequate solutions. However, most of the times the problem-solving skills are consisted as abstracted skill there are some more analogous skills, they give ability to solve the problem some of them are:

- Active listening
- Research
- Creativity (imagination)
- Communication
- Time management
- Decision making
- Team working

The problem-solving skills are critically important in any professional Carrer, in instance at my workplace in Voco Hotel, I need active listening but same time to execute the plane I need some effective technical knowledges associated with costumers. When it is necessary to ask for advice from the manager and let the manager know how things are going on.

To be effective when you try to solve a problem, you must use some dimension different skills and knowledge to solve the problem. Examples of problem solving at workplace.

- Research
- Analyzing
- Communication
- Decision making
- Creativity

Background of organization

ORGANIZATION NAME: Voco Hotel (F&B) **Departments**

LOCATION: Reading. Berkshire. UK

Member of staff: 15

Number of managers: 3

In F&B department at Voco hotel we serve amazing breakfast 7am to 10am

We serve lunch from 11:30 to 5pm

We start serving the dinner from 5pm to 10pm

Likewise, we provide some alcohol drinks and alcohol-free. Coffees, juices, and some teas.

The workplace problem

The problem we are faced with is that we have some low-motivated employees at the workplace, which effectively affects other colleagues at the same time working in the same environment. However, this problem affects the F&B departments at Voco Hotel.

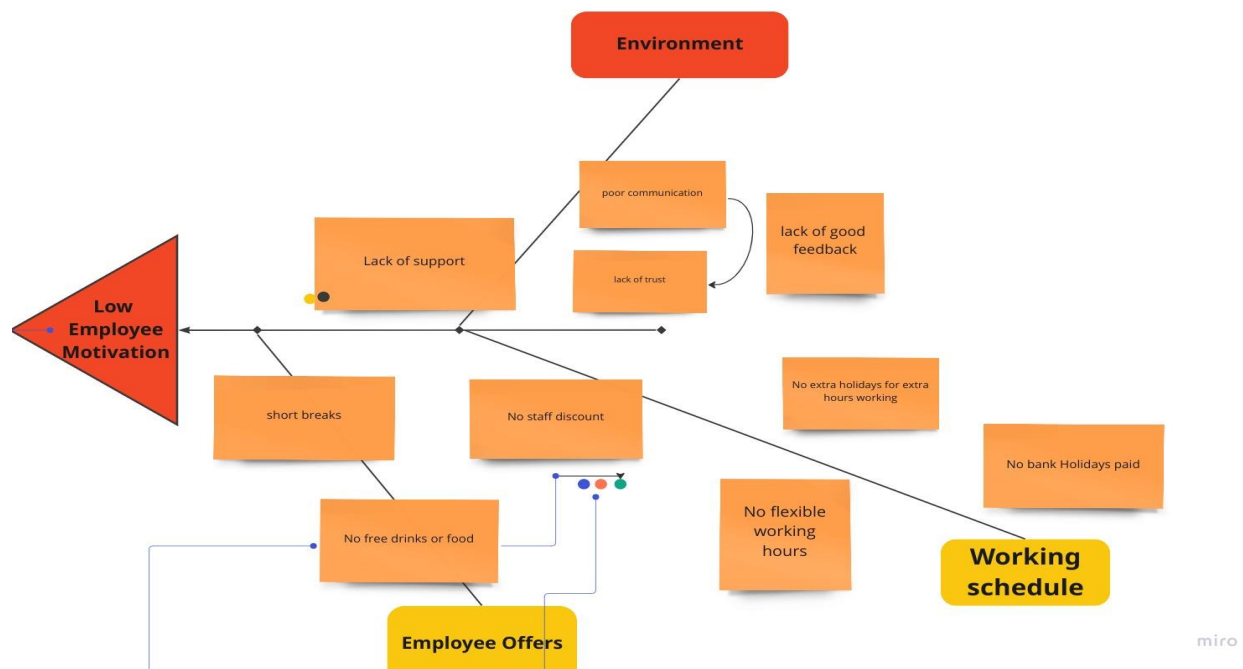
Motivation can be low or High for personal life or at workplace. Low motivation is when employees feel disinterested in moving forward or to do something. Lack of motivation can be caused by several factors at workplace some of them are:

- Unsuitable working environment
- Lack of trust
- Lack of support
- Lack of communication between manager and employees
- Lack of feedbacks
- Working schedules
- No flexible hours
- No staff discount
- No bank holidays paid
- Short breaks
- No free drinks and food

There are some signs the manager needs to look in to and work with, to find out where the main problem is. However, this can be done by building strong relationships with employees. This will benefit to avoid the unresolvable situation.

ANALYSING INFORMATION

ROOT CAUSE ANALYSIS (RCA)



By looking at fishbone diagram, we can see some probable causes, but it may stem from root problem.

I am going to analyze the cause problem and root cause problem.

There are three factors on the fishbone caused by certain events.

Working schedule, employee offers and environment. Particularly if we review the fishbone, the cause can be the lack of support, but if we think why we have lack of support as a result the lack of trust we can identify the root cause which is poor communication. However, we can do analyzing on how the one problem caused by another one. The work schedule shows a problem caused by not flexible staff hours. This benefits to have more low motivated people at work and formerly we can lack of trust after we identify that there no trust between manager and employees this can be caused by not having effective communication between the staff members or between manager and employees. After analyzing the problem and critical thinking I established the root cause can be poor communication.

SWOT analyses; What is it?

SWOT Analyses is a part of any business in strategy plane, it is consisting of four factors:

- Strengths
- Weaknesses
- Opportunities
- Threats

SWOT is the most common strategy tool in modern days, used by many diverse types of businesses or organizations, SWOT is clear to figure out some diagram with no numbers.

APPLYING SITUATIONAL ANALYSIS MODEL

SWOT ANALYSIS

Strengths	Weaknesses	Opportunities	Threats
Part of the IHG Hotels Customers love the Voco Hotel atmosphere The IHG is present all over the world. Strong Management team. Superior quality of product.	Unaffordable prices Not enough staff members. Frequent change of employee.	High reputation of IHG Hotels from different countries. Interest from people to work or collaborate with IHG Hotels.	To integrate people from many diverse cultures in the same environment. To be balanced the prices depend on the country.

RANGE OF ALTERNATIV SOLUTION

I have processed and understood the problem that exists in the workplace, and I have found three alternative solutions.

- Be honestly and supportive manager
- Free drink and food providing at work
- Flexible working times and extra holidays for extra hours working

I have evaluated and found the most effective and important solution by Matrix. I have given the score by how is important is the solution and I found I that first solution is most effective.

Trust is the main reason for having a responsible manager with their employees. Likewise, trust is an appropriate critical factor at the workplace. Without this there cannot be positive cooperation between manager and employees.

Being an honest manager sometimes is tough for some reasons, as a result not having trust the employees with their managers at workplace or in any organization. However, this can be improved by doing some new plan how to be creative and positive manager for your team.

For instance, when the employees have faced a new task or some additional staff training. This can be convoluted for some people. In this direction, the manager must be attentive and decision-making to direct the team in the right direction and support it when necessary.

INPLEMENTING THE SOLUTION

To implement the solution, I used the Gantt chart which helps make planes to be succussed.

Task 1 have more often dialogue individually with employees

Task 2 be positive and creative manager

Task 3 suggest some solution and support for further challenges

Task 4 provide some additional training to be more effective team

Task 5 offer and suggest some more flexible hours

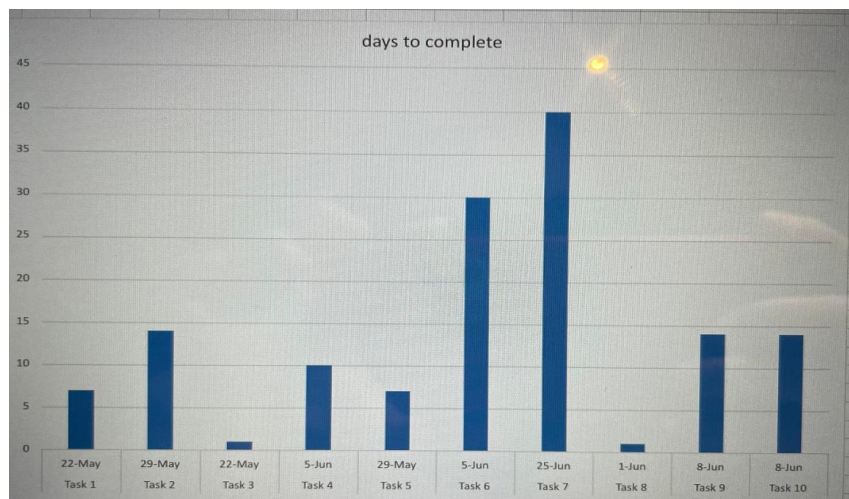
Task 6 make an offer for longer breaks

Task 7 make some discount and some addition bonus for employees

Task 8 provide some free lunch at lunch time everyday

Task 9 give extra holidays foe extra working hours

Task 10 some free food (breakfast) only for people who are working between 6am to 3:30 pm



COMMUNICATION PLAN WITH STAKEHOLDERS

What are the stakeholders?

Stakeholders can be a particular group or an organization who may affect a project or can be affected by a project. In the stakeholders' group are investors' clients, employees and suppliers.

An organization or business can have internal or external stakeholders. Internal stakeholders are working directly with the company; however, these people can be employees, managers, contributors and owners. Further an organization or business has some external stakeholders, external stakeholders are communities who are not working directly for company or organization, but they can be affected by Company's behavior or reaction they can be customers, government suppliers or creditors.

Stakeholders are essential for the organization or business for many reasons, for internal stakeholders, they are critical because the business actions build to achieve the company's goals. However external stakeholders can affect diffusely.

<u>Meet their needs</u> Service administration Directors Senior manager Sales department Booking department	<u>Key Players</u> Top management group Operation managers Supervisors Staff members
<u>Least Important</u> Service experience Knowledge of operation the till Modern technology influenced	<u>Show Consideration</u> Suppliers Promotion support Business partnership

STAKEHOLDERS COMMUNICATION PLAN

stakeholders	Power/Interest	Key Interest & issues	Communication Vehicle	Frequency	Comments
Owners	High	High	Via email	Every 6 months	More often visiting face to face
Directors	High	High	Via email/phone	Every 3 months	Focus more on development of services
Senior manager/operation managers	Low	High	Face to face /via email	Every month /every week/everyday/when they must update	Increase the communication with staff members and increase the motivation
Sales department	Low	Low	Phone /email	Every day	Increase sales, by increasing relationship with costumers and sales assistant
Team members	Low	Low	Face to face or text messages via what up	Every day	Be creative, motivated likewise friendly with costumer

MONITORING AND REVIEW TECHNIQUES

For my problem solving I have used Gantt chart. Which benefits me to plan for my organization and be successful, I have some tasks and I have given some time frame to be successful.

For each task I have given individual time frame, because that they are distant.

For task 1 it takes 7 days

For task 2 it will take 14 days (about 2 weeks)

For task 3 it will take 1 day

For task 4 it will take 10 days (about 1 and a half weeks)

For task 5 it will take 7 days

For task 6 it will take 1 month

For task 7 it will take 40 days (about 1 and a half months)

For task 8 it will take ½ week

For task 9 it will take 14 days (about 2 weeks)

For task 10 it will take 14 days (about 2 weeks)

I have analyzed the problem which exists at my workplace, and I have made some plans to achieve my goals. Likewise, I have identified how to be a creative manager and supportive for my organization. To analyze this, I have used some techniques such as a fishbone, which helps me to identify the problem. However, I used the Gantt chart to plan for future goals.

CONCLUSION

In this report we have discussed problem solving and decision making. I have identified the problem at my workplace and tried to find three solutions which can be effective to solve the problem. After the discussion with my employees, I identified the problem with honest conversation at the workplace. The main problem at my workplace is that we have low-motivated employees. He tried to explain the problem and why it was happening. As a manager my task is to find suitable solutions. By summarizing all the solutions, I have found one most effective solution by helping the matrix, which helped me to evaluate the problem and find the solution. Further I have used the SWOT analysis to find out the company's **Strength, Weaknesses, Opportunities and Treats**, this helped me likewise to find where I need to focus most of my organization. SWOT analyses is the most attractive and simple strategy for any organization with no need number to create it. subsequently by identifying all this I have explained all the task step by step which need to be done first. And then I used the Gantt chart to explain how much time is needed for each task to be done.

By identifying all this above further I should find what is the Stakeholders, in this case I have made the stakeholders diagram which help me to identified better who are the stakeholders and what need they need to have. I have identified the **Meet Needs, Key Players, least important and Consideration**, afterwards I have made some Stakeholders communication plan and I have explained how often we need to communicate and the way they communicate. Likewise, I have included the comments on what they need to improve and how they can improve it. The last part of the report I have included monitoring and review techniques where I have explained that I have used the Gantt chart and the way I have used.

I have analyzed the manager's role at work and have learned some management skills which will help for future career development. I also have identified my weaknesses and strengths which I must work on for myself. I feel ready to face a problem and find a solution. For instance, if I am faced with a problem, I will have suitable skills to solve it.

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Appendix:

Dialogue:

This Dialogue is between the manager of the Voco Hotel in Reading and an employee of the Voco Hotel. The discussion is about how can be improved low employee motivation.

Lika: Hello Felipe, how are you?

Felipe: I am fine, thank you. What about yourself?

Lika: I am great, thank you for asking me.

Lika: So, Felipe tells me about yourself, how did you find working with us?

Felipe: well, everything is all right, in general. But I would appreciate discussing something with you today.

Lika: More than happy to help Felipe, so tell your problem please

Felipe: I have been working here for 3 years now. And I can see there is no motivation for employees. I mean, looks like we are at the same level of motivation.

Lika: how did you find out that there is no employee motivation?

Felipe: I have, and I have heard that customers have made some complaints about the services we provide. Likewise, some people had taken more sick days than usual, mistakes have been increased. Some people already have left their jobs and are looking for new ones

Lika: Sorry to hear that Felipe, I really appreciated you coming to me and talking honestly about the problem you and your colleagues are facing.

Lika: So, what happens now, I will have a meeting with our Senior Manager Mr. Mohamed to inform him about the problem we are facing currently. We will find some suitable solutions to keep you all happy.

Lika: until then. Please keep me updated if you notice if anything goes wrong. I will update you soon.

Felipe: thank you for your support. Appreciated

Lika: no worries. Any time we are here for you

Low motivated people

Cause of problem

Motivation is when we feel inspired to do something. We can be motivated to do something personal or about our work.

Low motivation is when we feel disinterested about to do something

This happens when we feel we do not do something.

Lack of motivation can be caused by several factors in the workplace, some of them are.

Unsuitable working environment

Lack of trust

Lack of communication between manager and employees

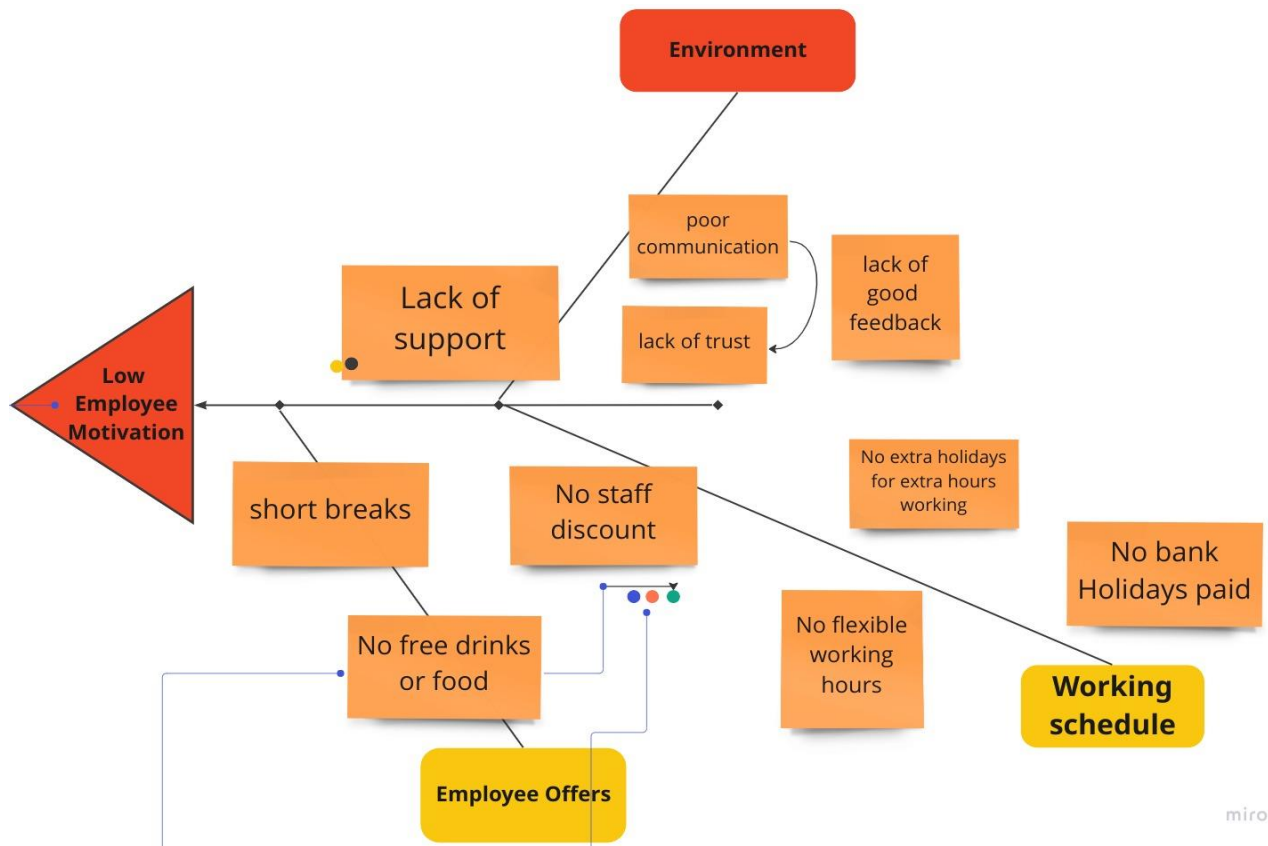
Lack of support

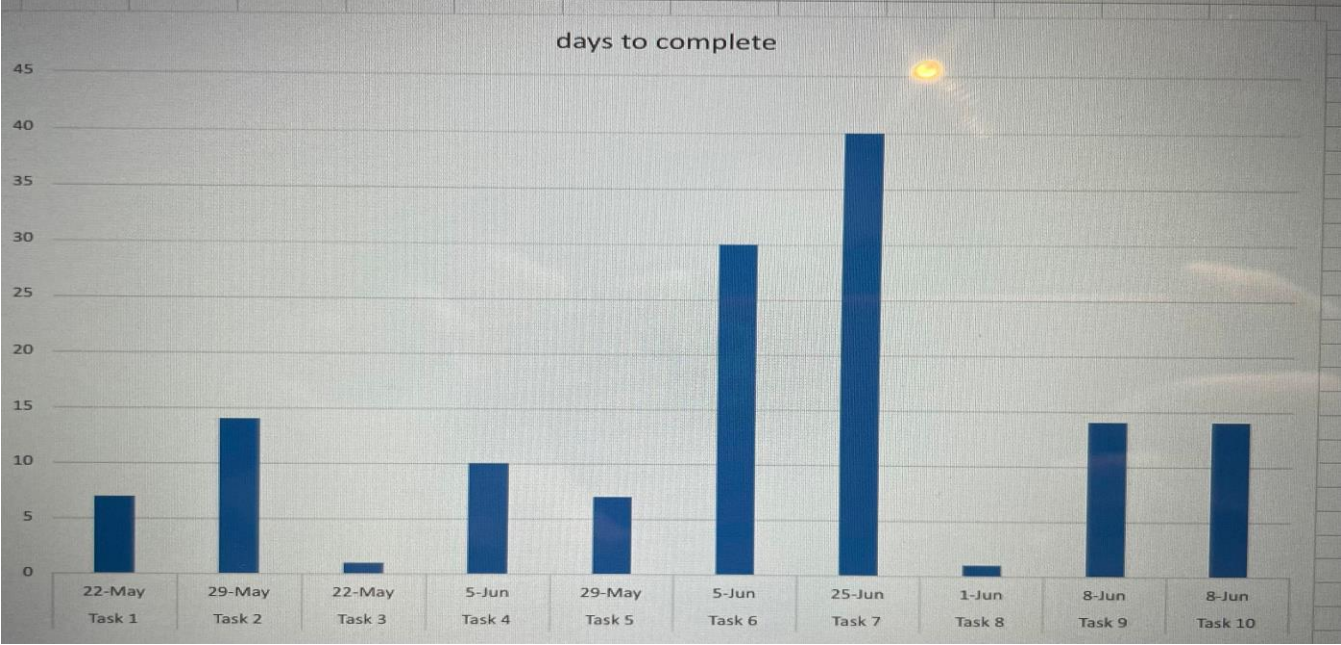
Lack of Career progression

There are some signs we need to look out for as a manager when we have some demotivated employees. By building strong relationships with employees this can be avoided.

One person who is low motivation can affect other colleagues and make a negative atmosphere.

There are some ways to motivate people to be happy and motivated.





Importance	Factors		Solution 1	Solution 2	Solution 3
1	Factor 1	Practicality	$3 \times 1 = 3$	$3 \times 1 = 3$	$4 \times 1 = 4$
2	Factor 2	Performance	$5 \times 2 = 10$	$4 \times 2 = 8$	$5 \times 2 = 10$
3	Factor 3	Reliability	$5 \times 3 = 15$	$2 \times 3 = 6$	$3 \times 3 = 9$
Score			28	17	28

Activity in the class

Activity. Week 2.

SWOT Analysis.

Strengths	Weaknesses
He is skilled to make these special Bangladesh carpets ^{Traditional} ~~Handmade~~ _{style}	many He is depending from the local shop.
Good Relationship with local trades. Relationship.	He has not hard good.
Opportunities	Threats.
To sell to tourist in local shops.	He has someone to buy
Handmade	Mohamed ~~is~~
Good Reputation	wants to buy his businesses.

Weaknesses.

↓

only one supplier