

Problem Solving and Decision Making

(BMSW4004_LON)

TASK2- INDIVIDUAL REPORT

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INTRODUCTION

Defining complex issues arising within the organisation due to internal as well as external factors is very crucial for the betterment and progress of the firm. By knowing the flaws within the firm, the management would be able to make corrective decisions towards it and thus can increase the chances of its sustainability within the business environment. Here, the report includes a brief explanation about the complex problems that are faced within the workplace at Hilton Hotel and the impact it creates on the business environment. In addition to this, various alternative best solutions to the problems faced are also discussed and communicated to the stakeholders in an effective manner. Apart from this, reviewing and monitoring techniques are also taken into consideration in the report through which solutions could be made to the problems.

MAIN BODY

COMPLEX PROBLEM IN WORKPLACE, ITS SCOPE, AND IMPACT

According to Bardach (2019) about one-third of the lives of adults are spent at their workplace and therefore, there are different issues that are faced by them during their lifetime. Looking at this, the management of the firm should ensure to solve them so as to decrease the workforce turnover and increase their productivity. Here, the report discusses about the problems that are faced at the Hilton Hotel such as communication barriers, new staff management, training, customer complaint as well as non-availability of the rooms on time. Therefore, in order to deal with such complex issues arising within the organisation, the management at Hilton Hotel has effectively analysed the scope and impact related to them such as:

Communication barrier: This issue arises due to the existence of workforce diversity and therefore, in order to solve this issue, the firm needs to come up with a common medium for the exchange of information and ideas within the organisation as well as communicate effectively with the customers. By not making improvements in communication, the employees at Hilton Hotel would not be able to understand each other perception and thinking and would not be able to satisfy the needs of the customers due to lack of proper communication between them. By doing so, this would highly impact the overall performance of the firm and create a negative image in the minds of the customers (Stevic et al., 2020).

New staff management: Managing the activities undertaken by new staff is very crucial and so the management at Hilton Hotel should try to provide the new staff with proper training as per the requirements of the job role. With no proper training and guidance made available to the staff, a higher level of dissatisfaction have been created in their minds and thus affecting their overall productivity.

Customer complaint: Since customers are the main element for running the business successfully, the Hilton Hotel should try to maintain a good relationship with them by critically understanding their needs and requirements as well as making them avail the best services. Formation of a negative image in the minds of the customer is one of the main impacts that would be faced by the firm attaining losses too and therefore, making their satisfied and happy is very crucial.

ANALYSIS OF THE IDENTIFIED PROBLEM TO INFORM DECISION-MAKING PROCESS

The complex problems that have been identified at Hilton Hotel were lack of proper communication, issues relating to new staff, training, complaints made by the customers as well as lack of proper management of room services. And so in order to solve these issues, the management at Hilton Hotel should undertake the decision-making process with the help of which they could make relevant and effective changes in them and can attain a higher level of satisfaction and success in the future.

Basically, there are few steps which should be implemented by Hilton Hotel in order to resolve the issues faced by them such as:

Identify the problem: The management here should make a critical analysis of the problems faced by them and this can be undertaken by them with the help of customer feedback as well as feedbacks gained from the employees. By attaining both internal and external feedback, the management can now make further decisions accordingly (Sahin et al., 2017).

Search for alternatives: Once the different problems are identified by the management operating at Hilton, various alternatives to them could be found out so that no more hindrance in the services and in their operations could take place.

Weigh the alternatives: For making sure of the alternatives, the firm here would look for its legality, cost associated with it as well as the impact it would create on the overall performance of the firm.

Make a choice: Once the problem has been identified, the best alternative solution is looked up by the management through which they could further attain success and development (Bardach & Patashnik, 2019).

Implement the decision and evaluation: The decision made is then implemented by the Hilton hotel so that no further issues could be faced by them and operations could be carried out easily

ALTERNATIVE SOLUTION

Following are some of the alternative solutions that can be undertaken by Hilton Hotel:

- Making the employees attain various training programs so that improvement could be made in their skills helping them work better and attain a higher level of satisfaction from the job.
- Apart from this, various activities could also be arranged by the firm for the employees as well as for the customers which can indirectly create a positive image of the firm in their mind (Agustin & Jorgensen, 2019).
- Different benefits to the employees should also be provided by the firm which would help in increasing their productivity and attaining higher satisfaction from their job role
- The firm can also make improvement in the housekeeping activities as well as can come up with new and innovative technologies in order to serve better to the customer needs
- Regular monitoring of the activities undertaken by the staff would also help the firm make necessary changes as and when needed

Hilton hotel with the proper application of PMI technique could also find alternate solution to the complex problems faced by them. This technique is basically thinking technique with the help of which the firm would be able to know interesting points related to the issue and then accordingly alternative solution could be find out easily.

Following are the steps through which Hilton hotel management would be able to form corrective solution easily:

Step 1: Consider the plus points of the situation: Here, all the positive aspect of the activities undertaken by the management are noted.

Step 2: Consider minus points of the situation: Here, all the negative aspect of the firm are noted down by the management.

Step 3: Consider all the interesting point: Based on the situation, here all the interesting and to be known points are looked after by the management.

Step 4: Forming decision: Based on positive, negative and interesting points, the management could not form corrective alternate decision for solving complex problems easily

USE OF DECISION-MAKING TECHNIQUES

Following are some of the techniques that can be used by Hilton Hotel for making effective decisions:

Affinity diagrams: With the help of this technique, the management can attain the ideas and perception of the employees in a visual form which would avoid the time consumption and help them attain the best solution quickly (Chai & Ngai, 2020)

Conjoint analysis: This is the technique through which by undertaking analysis and research of the market, the management at Hilton Hotel could know the choices and attributes needed by the consumers in terms of product and services.

Multi-voting: This is another method wherein the firm could prioritize their activities based on the majority of votes attained by all the members of the organisation and then accordingly decisions are formulated by them.

Mind mapping: This is one of the best creative techniques with the help of which the management at Hilton Hotel could map out different ideas with the help of which they could remove the complex problems arising within the organisation.

Pro/con technique: In this technique, the firm could analyse the pros and cons related to the decisions made by them through which they could further decide their operations (Proctor, 2018).

From the discussed technique, the most appropriate that should be undertaken by Hilton Hotel is the Affinity diagram wherein the management can attain the perceptions, ideas, and thoughts of all the employees within the organisation and then accordingly can make decisions.

SWOT ANALYSIS

Strength	Weakness
• The hotel is well able to manage its performance in the business environment • Employees attain excellent benefits • Good brand image	• Lack of communication • Increased customer complaints • Lack of proper management

• Loyal customer base	
Opportunity • Development of new product • Can come up with new marketing campaign	Threat • Increasing competition • Hindrance due to various legal issues

PESTEL ANALYSIS

POLITICAL FACTORS • Disturbance in political activities along with terrorism may disturb the performance of the firm • The contract law existing different in various countries faced by the firm may also act as a hindrance in the operations of the hospitality sector	ECONOMICAL FACTOR • Increase in GDP in new markets • High movement of currency
SOCIAL FACTORS • Different preferences and choices of the customer • Product promotion based on customer population	TECHNOLOGICAL FACTORS • Increase in digitalization • Implementation of AI and robotic technology
LEGAL FACTOR • Different rules imposed on traveling to different countries • Various legislation framework imposed on entering a new market	ENVIRONMENTAL FACTOR • Adoption of environmentally friendly products • Weather condition affecting customer choices

FISHBONE DIAGRAM

With the application of this technique, the management operating at Hilton Hotel could easily track various reasons through which imperfection, failures or defects in being seen in the operations leading towards highly dissatisfied customers. Through fishbone

diagram, quality problems could be identified and can be then solved by the firm (Luo et al., 2018).

FISHBONE DIAGRAM

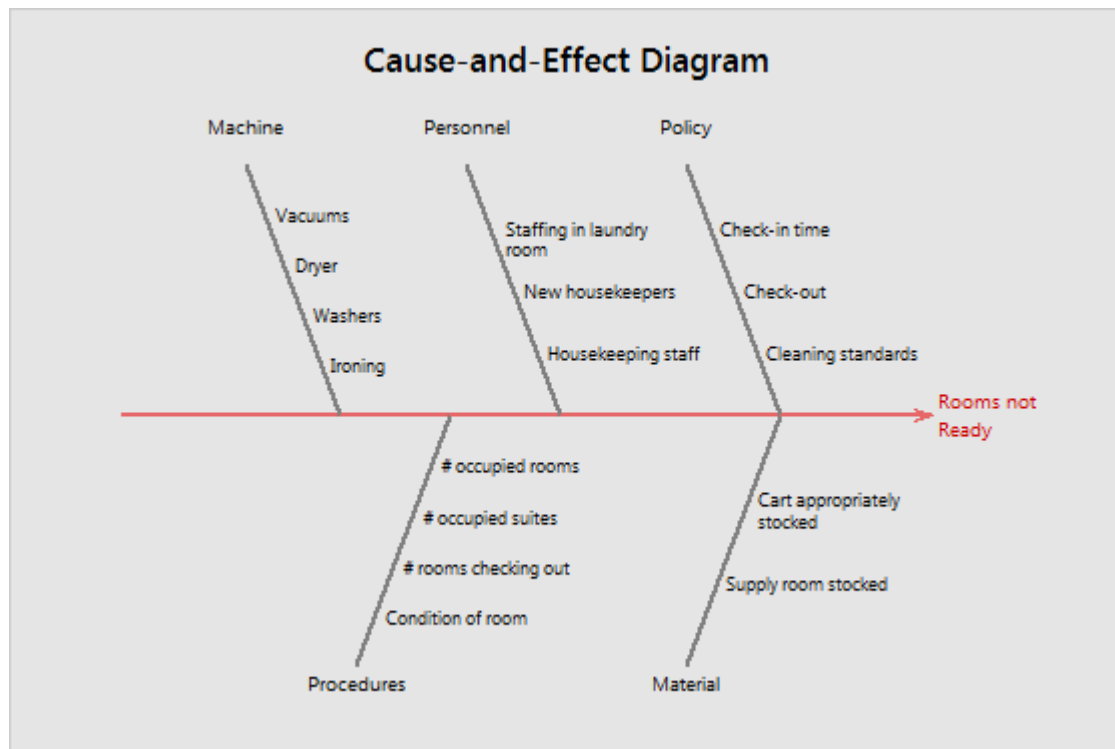


Figure 1 FISHBONE DIAGRAM FOR HILTON HOTEL

SOURCE: Coccia,2018

PORTER'S FIVE FORCES

Following are the elements that are looked after by the management at Hilton Hotel so as to solve complex problems:

Threat of new entrant (High): With the new entrant bring up innovation in the business along with lowered price and reduced cost, there is a high risk of new entrant coming up in the business environment.

Bargaining power of suppliers (Low): Here, suppliers can decrease their margin and thus have good hold in the business environment (FFU, 2020).

Bargaining power of buyers (High): Since the buyers are the main asset for the company, Hilton hotel tries to make them well satisfied with their services and offerings.

Threat of substitute (Low): The substitute for Hilton Hotel is not available since the hotel has got its unique style in the business environment.

Rivalry among the existing competitors (Low): Since the company has got good position in the business, there is much less competition faced by them (FFU, 2020)

PLAN FOR IMPLEMENTING THE SOLUTION

In order to solve the complex problems arising within the organisation, Fishbone diagram is the best that can be taken into consideration by the management operating at Hilton Hotel wherein with the application of this concept, the management would be able to track down the reason behind the feedbacks, imperfection, defects, failures, and variations taking place in their operations. By knowing the cause as well as the effect of the problem faced by the firm, relevant decisions could be made based on them, helping the firm in further attainment of profits (Luo et al., 2018).

Through the fishbone diagram, the firm would be able to pinpoint the main problems that are faced by them and can find the best solution to overcome such issues. Along with this, the management at Hilton Hotel would also be able to look towards the threat that may arise within the organisation and accordingly can take relevant steps in advance.

COMMUNICATING OF PLAN TO STAKEHOLDERS

STAKEHOLDER	VEHICLE	FREQUENCY	TIMING	RESPONSIBILITY	FEEDBACK
EMPLOYEE	Email	Weekly	Every noon	To complete the task assigned to them effectively	At the time of group discussion
OWNER	Face-to-face	Daily	Every morning	To look towards the management of the firm and delegate the responsibilities to other authorities	Attain feedback from internal and external sources

SHAREHOLDER S	Monthly	Quarterly	Every 4 months	To help the firm undertake fundraising activities and promotion	Survey and email request
CUSTOMERS	Email	After the completion of a milestone	Second Monday of the month	To attain the products and services offered by the firm	Email request

APPROPRIATE MONITORING AND REVIEWING TECHNIQUES

Following are some of the different techniques that can be used by Hilton Hotel management in order to have proper planning, monitoring and implementing of the solutions undertaken by them to solve the issue arising within the organisation:

PDSA: With the application of this technique, the firm can undergo 4 steps through which they could attain sustainability in their operations such as the changes that are implemented by them could be tested, after which they could carry out their operations. The outcome attained through the operations could be studied and reflected upon and according to the outcome, further operations could be carried out by Hilton Hotel. With the application of this technique changes before the final implementation could be tested by the firm.

SMART: According to this technique basically these can be said as the objectives which need to be planned out by the Hilton Hotel management wherein such goals are formulated by them which answer the topic who, what, where, why, when, and which.

Implementation plan: This technique can also be undertaken by Hilton Hotel management wherein they could plan out the activities in advance so that the smooth functioning of their operations could take place. Apart from this, the management could also be well prepared about the activities and resources that are needed to them in advance avoiding last-minute confusion in the operations undertaken.

Apart from this, the management at Hilton Hotel can also go for tracking of the activity undertaken by them wherein they can plan out their activities with the help of Gantt chart

wherein they could also set the exact dates for the research to be undertaken by them and for the activities to be completed on time (Owen, 2018).

In addition to above-mentioned techniques, the management at Hilton Hotel could also use techniques such as observation, communicating to the customers, feedback sheet, survey of the employees, benchmarking, looking towards the complaints of the customers, undergoing questionnaire survey, financial recording, etc through which proper monitoring of activities could be taken by them.

CONCLUSION

Form the above discussion made in the report, it could be said that problems that are occurring within the organisation need to be properly solved by the management of the firm so that a smooth and effective flow of operations could take place. Apart from this, maintaining the satisfaction of the employees and of the customer is very crucial for the progress and development of the firm. With the help of the decision-making process the right solution to the complex problem faced by the Hilton Hotel could be solved effectively and the best alternative solution and techniques could be found out to reduce the increase in problems will also help the firm in its future progress and success.

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