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**PROBLEM SOLVING AND DECISION MAKING
(BMSW4004_LON)**

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1.Introduction

This academic report is about how to analyse and solve a complex problem in an organization. Problem tools has been used to identify every single aspects of a problem and its solution.

A problem has been always part of the life, no one ever had not face any difficulties in life. All the organization or businesses face challenges every day, from the management team, staff productivity or daily targets.

It is rarely that businesses find quick or easy solutions for its problems, most problems are complex, and it require to be analysed from a number of perspectives before having a solution. No one can avoid problem, but we can reduce it by finding the perfect solution with our problem-solving skills.

2. Problem Description

A problem is defined as any past or present life situation or task that requires a response for adaptive functioning but has not got any effective response to the person confronted about that situation due to the presented obstacles. The causes of a problematic situation may come from directly to the person or the environment (*Chang, n.d*).

Problems might not stay solved, they might resolve, unsolved or dissolved. The words problem resolving, problem un-solving and problem dissolving designates three types or error connections. Problem resolving involves analysing correctly the structured problem to decrease errors, problem un-solving is about abandoning the solution. Problem dissolving demonstrates leaving the incorrect formulated problem and get back at structuring a problem a create a new one. Problems do not stay solved because identifying the problem may result to create another issue that cause new worries and sign of stress. (*Dunn, 2017*).

I have been working in the company for five years, there is a lot of problems to face in the store. One of the problems is staff turnover. Only thirty percent of newly hire staff member in Uniqlo (Japanese retail brand company) stays for more than a year, seventy percent only stays for a maximum of three months. The store requires certain number of staffs in each store in the UK to maintain standards of the store and achieve targets. It would be harder to achieve the company's daily target if we do not have enough staff members, and it reduce our productivity if we always need to train new staff as it requires a certain of time to get perfectly trained staffs.

3. Analysis of the problem (seven steps tool)

3.1 Identifying the problem

One of the problems that the manager is facing is the retention of staff in Uniqlo. Why do people leave? most of them do not stay more than a year in the company. This affects the company and especially the human resources team as it requires a lot of paper works to hire new staffs. Imagine the load of paperwork's that they need to do from the contracts signing, rotas, documents to submit, health and safety trainings and a lot of more to mention.

The overall problem will have a huge impact the company sales as if we constantly hire new staffs, we will not be able to meet demands in certain time as training takes time. This happens all the year around especially in Christmas season as people know that there are a lot of hiring opportunities during this season.

Our branch has the highest percentage of staff turnover, as we are constantly hiring for the whole year not like other stores are might be only hiring for Christmas seasons.

3.2 Identify the causes

We can identify a wide range of causes of this problem. It maybe because of the management attitudes and approaches to staff members. One of the main reason of staff member leave the job because of unfair treatment from their managers, as sometimes they feel like a slave, overall managements and the whole company expect too much. Long shifts and long hours done by staffs are completely overlooked as they know that can easily hire new staffs.

It could be also the pay rate as the job require a lot of physical movements and it is hard job therefore pay rate is not compensated. High percentage of overtime for example closing shifts rarely finish on time as you need to tidy up the whole store properly according to the store standards regardless of the overtime.

3.3 Clarify objectives

The main objective of our company is to reach the goal, to be the number one retail brand over the world. In order to achieve this goal, it requires a lot of teamwork between all the staff members and management teams. We hope to fix our internal problems in each store. This internal problem can be fixed by the collaboration for each staff members and management team.

Once the problem is sorted by the managers, by changing the way they treat the staffs, eventually more staff member would be more motivated to work therefore it will have a great impact on the daily business productivity.

3.4 List workable solutions

We need to try as much as possible to have a good work environment, as it is important for everybody to have a happy environment. As part of a daily living, this affects people health and wellbeing.

Mental health issue may affect staffs, it is the way we think and feel and ability to deal with ups and down, most of us can suffer a mental health like when we feel down, stressed or frightened. Most of the time those sensations it goes but sometimes it can develop a serious mental health condition. (*Foundation, 2020*)

We should try to avoid developing this mental health issues therefore creating a good environment reduces this kind of problem for our staff members.

Motivation creates goal directed behaviour and it is a mental feeling which is when someone needs something to fulfil. This something that missing in the mind of someone can cause tension. The person tries to overcome this by engaging their self in a behaviour which satisfies its needs. Persons who succeed on fulfilling their needs overcome the tension. However, when one satisfaction is already fulfilled it leads to another needs. This goal behaviour is a continuous process (*Goyal, 2015*)

Staff motivation is one key to achieve the store daily target as if they are motivated, task would have done quickly and properly, therefore results will be positive. This all connected to the managers, because who will motivate the staffs? Therefore, manager should be also in right mood and wellbeing.

Schedule preferences matters to the employees especially if we tend to hire millennials that are going to university, this strategy to hire student workers is quite good as most of them stays longer as they need the job to be compatible with their studies that most of the businesses are rarely in favour to give such as fixed schedule.

3.5 Evaluate options

The objective of this solving problem is related to the company goals and its productivity, therefore if the targets are reached, business profits will be favourable.

Sometimes the cause does not come only from the managers and staff, it may come also from the higher manager or business owner as they might pressure the manager as well as the managers pressures the staff members. Therefore, mainly changes should come first from the upper management.

3.6 Select one or two options

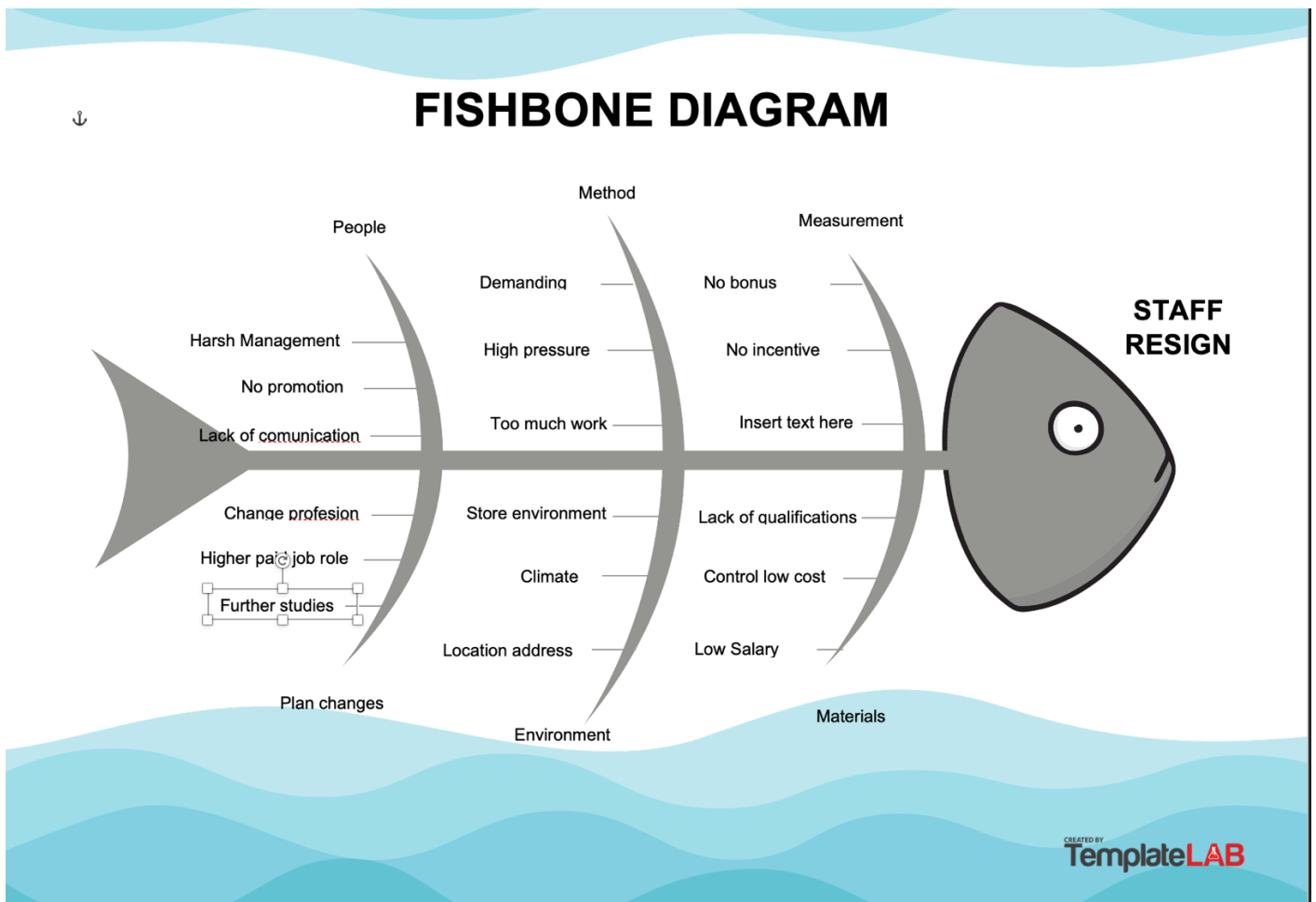
Above all the possible solutions, I would select to have a good work environment as it is all related to mental health issue, obviously people that are happy to go work every day is it because they have a good work environment and tend to stay longer. Also, will select to have my staff motivated as it is also connected to have a work environment, staffs that are motivated keep their productivity higher therefore it will have a great impact on company targets.

3.7 Get started solving

Mainly we should implement this change quickly as it affects the company productivity. Implementing a good work environment and good communication between the staff and manager will surely reach the company goals.

4. Fishbone Analysis

Fishbone diagram is a tool or a graphic technique to find and analyse facts of characteristic of a work. This is also known as cause-and-effect diagram, it has been called as fishbone due to the similarity of the shape of fish which has a head (as an effect) and the body the forms the bones, that shows the causes of known problems. Roots cause of the problems means deep, it could be one, two or three or four layers down into the system. it is impossible to identify a single root cause and mostly can be identified several root causes. The good thing is by identifying most causes can be eventually dissolve and the symptoms can be reduced or totally eliminated (Ilmo, 2016).



5. Apply analysis and Discuss problem solving

Problem solving defines as the ability to drive innovation and sustainable growth and development in an organization. Problem solving is to find new knowledge and skills that reach targets by setting goals where the solutions are unknown or unfamiliar. It has been recognized as a key element in responding to any changes with the skills to find different options for solutions and predict outcomes (*Kim et al, 2018*).

The organization may seem to face an internal problem, which we can see inside the store such as it can affect a poor customer service, low store productivity, poor management skills and high volume of overtime.

An external fact like failing the daily target it affects the company goal to be number one related to the brand rivals and customer loyalty.

6. Implement changes

This complex problem is not that easy as it is stated as complex, meaning complicated to solve. As we can see, let's say we have changed the work environment, positive attitude was shown by the managements and motivations are high, still we do not have it on company's hand, after all each individual have their own thinking and can make their own decision. Sometimes even all the aspects of the solution are solved, the staff will create another reason if they really seek for another job, as there are causes that we cannot change as much as we want to like for example the pay wages, as it would not be considered by the company's budget.

It would take time to make changes in the store, as it is not a one-day changes, because all the people should collaborate to implement the changes, it requires teamwork from top management to store management's and staffs.

7. Conclusion

Challenges in every organization will always show up, we should just take it as a lesson and learn from all the failures, as it gives us the opportunity to begin again, this time we are more devoted from it. Looking back in all those failures and hurdles is one the best way to figure out yourself way forward.

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9. Appendix

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Case study: Syed's business opportunity

Syed runs his own enterprise which he established three years ago in an area on the outskirts of Dhaka, Bangladesh. He manages a skilled, committed and productive workforce who make Bangladeshi puppets in a traditional style, mainly selling to tourists through local shops, and pays them a basic salary as well as a profit share. The products are handmade, well marketed and several new stores have made enquiries about selling Syed's line of product, while one tourist has made an enquiry about export quantities. The puppets are all made to Syed's own designs, and are quite different to the standard items in most tourist stores. These unique designs are only possible because Syed's employees possess complementary skills; but this has also led to heavy dependence between employees during the production process. Overtime, Syed has developed a very good relationship with the local traders as they respect his work ethic and his quick response to changing trends for example, sometime last year everyone was selling baby horse-puppet and Syed introduced his new baby horse-puppet design into their shops within a week. While Syed's relationship with the local traders is good, his relationship with his supplier has gone stale as his sole supplier has recently failed to deliver his order for raw materials on numerous occasions.

His quirky designs and their popularity with shoppers have come to the attention of Muhammad, who runs a relatively large factory producing puppets and other tourist-friendly wares. Muhammad approaches Syed to suggest that he buy his enterprise, including his designs, and that Syed and his employees all come and work at Muhammad's factory. He is offering a lot of money, and Syed doesn't know whether he wants to maintain his independence or go for the security offered by a lump cash sum and guaranteed employment.

STRENGTHS: Good communication skills by the business owner, employees skill are good too, designs are good, sales good

WEAKNESSES: suppliers cannot meet a huge demand, small company

OPPORTUNITIES: company can get bigger, offers from bigger company's to work for them, guaranteed employment

THREATS: designs or idea can be stolen by the bigger company the offers to but his enterprise

Page 2 of 3 569 words English (United Kingdom) Focus 118%

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Activity three

Looking at the case study above, including Syed's SWOT analysis, imagine you are helping Syed make his decision. What points would you highlight? Would you recommend him to sell to Muhammad?

I would not recommend to sell his business to Muhammad as I can see Syed business has a big potential, has a opportunity to grow its business, we don't know exactly what Muhammad intentions, we never know if there is something behind his intentions as it could be buying Syed business could be as a strategy to wipe out competitors.

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