

Problem Solving and Decision Making

(BMSW4004)

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Task 1

Play Role

Unsatisfied Employee: *Student Name:* Sakib Sikder, *ID* (1921335)

Management Consultant: *Student Name:* Lidia Temelkovska, *ID* (1920277)

Unsatisfied Employee

Q1: I feel that the general job dissatisfaction is impacting on the motivation among my team staff on a bigger level than before with that I am starting to feel useless.

Management Consultant:

I believe low job satisfaction can be a major problem for the organizational performance. It is observed that ineffective motivational strategies impact employee satisfaction and increase their resistance towards responsibilities at the workplace

Unsatisfied Employee

Q2: As a part of the management implement department, I have a problem to make and organize the selected strategy for every employee in my group.

Management Consultant:

The pay scale can be increased through identifying, evaluating and comparing the performance of the staff. Moreover, planning of the job roles and skill requirements and then allotting the pay scale for the job roles would be beneficial for implementation of this strategy. In the context of incentives and rewards, the strategy can be applied through planning new goals for the staff and providing equal opportunity for everyone to achieve the promised incentives through meeting the goals.

Unsatisfied Employee

Q3: How can I evaluate the outcome of the chosen strategy with reference to employee satisfaction and help them to feel happier and help myself.

Management Consultant:

Employee happiness can always be increased through paying them an adequate salary based on their job role, performance and efforts. This would drive them to go increase flexibility and dedication towards the company through high job satisfaction.

Unsatisfied Employee:

Q4: With the rest of the Managers and responsible colleagues in the department we have issues to explain how this problem impacts the organization in future to our boss and that makes us feel uncomfortable every time we should go to the meeting for it.

Management Consultant:

I believe low organizational performance due to employee dissatisfaction would impact the brand reputation in an adverse way. Poor performance by the employees would result in below-standard service quality influencing customer behavior. Hence, the organization may lose its loyal customers and the sale may drop. Moreover, the business may lose its competency as skill gaps are likely to occur at the workplace. Employees are likely to face issues in completing the tasks due to low motivation and job dissatisfaction. This would cause a delay in service and project completion, lowering the workforce and profit margin. Moreover, employee turnover can be considered as a major impact of job dissatisfaction. Employees are likely to leave the company or switch jobs, when they are not satisfied with the existing policies. The business would face difficulty in managing the operations and service quality in the company if the employee base lacks potential employees due to turnover.

Task 2

Introduction

The act of keeping the customers engaged, happy and satisfied is the most important requirement for a restaurant to run successfully. If the customers are not satisfied, it can affect the review of the restaurant and in turn affect the profitability of the company in the long run. The restaurant in the case study is facing similar issue where the customers are not satisfied with the service quality as the food takes very long to get delivered to the customers. This study will help to analyse the problem and its effects and give a range of alternative solutions for the problem. Furthermore, the study will also analyse the use of decision-making techniques, process of implementing the solution and also give the ways in which the restaurant can communicate about the plan with the stakeholders.

Discussion

The complex problem in the workplace of a restaurant

Keeping the customers engaged, happy and satisfied is the most important requirement for a restaurant to run successfully. One of the greatest problems in this can be a delay in the pre and post-process phases of food in a restaurant (Lahap et al., 2018). This delay can harm the customers as waiting for food can be time-consuming, and incredibly frustrating. The customers might have different perceptions about the delay and evaluate the restaurant services as inefficient.

Impact of delay in food service at the restaurant:

- The customers get unsatisfied and might not return to the restaurant.
- Unhappy customers can provide a bad review of the restaurant, which can destroy the brand image.
- The delay in food can also cause a bad review of the restaurant on social media platforms, which can make the people have a bad impression of the restaurant even before they visit the place themselves.
- All of these above-mentioned causes can affect the profitability and growth of the restaurant in the long run.

Analysis of information on the identified problem to help inform the decision-making process

The identified problem in the restaurant is with the quality of service. The delay in the service of food makes the customers frustrated and annoyed; as a result, the customers are unsatisfied and provide a bad review about the restaurant. The problem of bad service had been persisting for a long time (Crisafulli and Singh, 2017). In the beginning, the customers were unhappy, but the problem could have been handled by the staff of the restaurant. However, with the increased number of unsatisfied customers, the delay of food could not be handled anymore by the staff and went out of hand. As a result, the customers became frustrated to such an extent that they started walking out of the restaurant without having the food. The problem became even greater when the customers started providing bad reviews about the restaurant over social media platforms, which eventually caused a decrease in the number of customers visiting the restaurant. A high quantity of raw materials and food started getting wasted due to the lack of a sufficient number of customers visiting the place. The reduced number of customers affected the revenue generated and the profit of the restaurant. Therefore, there aroused an urgent need for taking certain steps to improve the situation such that the reputation of the restaurant could be saved.

Range of alternative solutions to the problem

The problem of the late delivery of food has affected the brand value of the restaurant to a great extent. The people don't like to visit the place nowadays due to the bad image of their late service. The restaurant has to overcome this problem, to restore its reputation. The solutions to overcome this problem, which is given as follows:

Solution 1: Training for the employees

There is arising a problem of bad quality of service in the restaurant as the staff of the restaurant is not trained properly and they cannot handle the pressure when the huge number of customers visits the restaurant. The staff is not being able to prepare and deliver the food on time, and even if they are doing, the quality of the food is not very good, and the customers are once again not satisfied with the quality of service of the hotel. Therefore, the employees of the restaurant have to be trained to handle the pressure of handling a huge number of customers. They need to be trained in fields such as cooking skills and on the skill of keeping the customers engaged such that they do not get bored and are remain enthusiastic about the food.

Solution 2: Providing Free refreshments and complimentary drinks

The waiting time can be frustrating and painful for the customers, that's the reason, the restaurant has to make sure that the customers get some form of refreshments or distraction to keep them engages for a long time such that they don't realise how long they have to wait for the food and the frustration is not of that great extent (Akhtar et al., 2020). For this reason, the restaurant can provide the guests with free refreshments and ensure that the complimentary drinks are refilled regularly till the food is served. This can act as an added advantage for the restaurant as well because the customers might provide even better reviews and be extra happy due to the constant complimentary drink provided to them.

Use a decision-making technique

For overcoming the problem of bad and delayed service of food in the restaurant, the restaurant has to face a huge loss. Therefore, it is very important to overcome the hurdles and bad review, and various strategies can be followed to achieve that goal. The causes and effects of the restaurant's loss are depicted below.

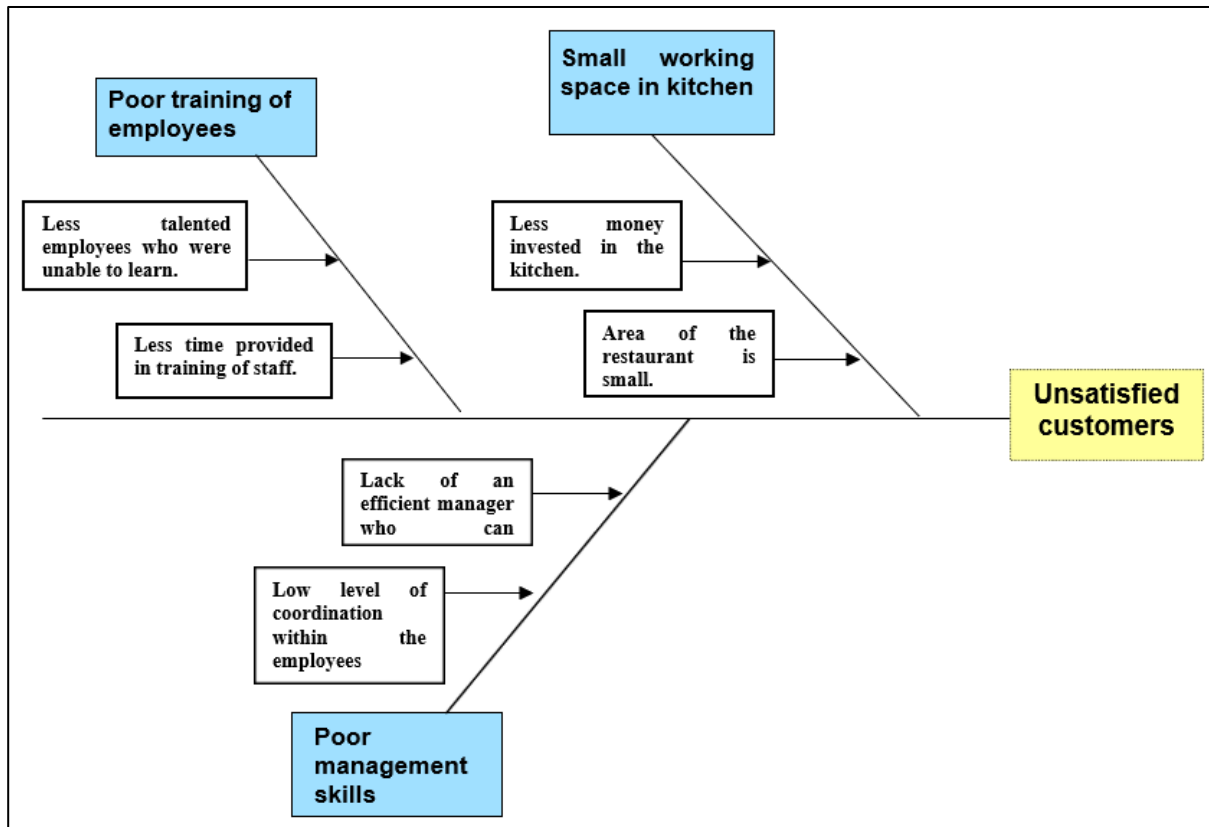


Figure 1: Fishbone diagram

(Source: Created by the learner)

Cause 1: Poor training of the employees

The restaurant does not have trained employees for the efficient handling huge number of customers and serving the food on each table on time. The reason for the lack of trained and efficient can be various, including less time provided in the induction process of the new employees, or the inefficiency of the employees to learnt and implement the skills that were taught to them in the training sessions. If the restaurant did not consider training to be important before the employees joined the restaurant or the training was short and not enough for teaching the employees properly, then it can cause the employees to be inefficient and not able to handle the pressure and deliver the food on time. On the other hand, if the restaurant had trained the employees, yet they were not able to attain the skills

taught to them, then that can also be a reason for the late service of the food in the restaurant.

Cause 2: Small working space in the kitchen

The food might not be delivered to the customers on time because the food is not prepared in time. One reason behind the delay in the preparation of food can be the less space in the kitchen for the workers to work swiftly and complete the task on time. The reasons behind this can be either that the total area of the restaurant is a mall or therefore, not much space could be provided in the kitchen space. The other reason can be that the restaurant did not invest money in the making and equipment of the kitchen, therefore, the kitchen space and equipment are not sufficient to work fast with and creates a hindrance in the process of preparation of food. Thus, the food reaches late on the tables of the customers.

Cause 3: Poor management skills

Another reason for the inefficiency of the staff of the restaurant not being able to deliver the food in time might be the poor management skills of the employees. This can happen due to the lack of a stern manager who can supervise and look over all the functions that are going on within the dining space and the kitchen. The other reason can be that there is no coordination within the employees of the restaurant, thus, even if the manager tries to manage the working of the restaurant, the employees are not able to follow his instructions and carry out the assigned tasks properly.

Effect: The greatest effect due all these above-mentioned reasons are the customers being unsatisfied and unhappy with the quality of service of the customers visiting the restaurant. As a result, the restaurant gets a bad review from the customers and the revenue generated reduces and the restaurant faces huge loss.

SWOT analysis

SWOT Analysis will help the restaurant to analyse the strengths, weakness, opportunities and threats of the restaurant, which will in turn help to improve the condition of the restaurant and avoid failures. The SWOT analysis of the concerned restaurant is given as follows:

Strengths

- The quality of the food in the restaurant is very good. Therefore, the restaurant can try to impress the customers by presenting the high quality and delicious food of the restaurant to compensate for the waiting period.
- The restaurant is located in the heart of the city and therefore gets a huge number of customers to visit the restaurant every day. The restaurant, therefore, gets a huge

number of chances to overcome the bad reviews and impress the customers once again.

Weakness

- Poor management skills of the employees of the restaurant, who cannot handle the huge number of orders from the customers.
- The lack of coordination within the employees.

Opportunities

- The restaurant is located in the UK which is highly advanced in technology. Therefore, the restaurant can use advanced technologies and introduce new features into the restaurant to keep the customers engaged while the food arrives.
- There are many talented musicians in the city, hence the restaurant can employ them to entertain the customers while waiting for the food.

Threats

- There are many other restaurants present in the city. Hence, customers can easily switch to some other restaurant.
- The low space available in both the dining and the kitchen area.

Justifying the selected solution

The restaurant should choose the option of training the employees to prepare and deliver the food on time to the customers and also teach them the skill of keeping the customers engaged while the food arrives. The option of providing complimentary drinks to the customers was also good, but it might be costly for the restaurant to handle. Therefore, training the employees will be the best option. Plan for implementing the solution

Strategy	Resource / Support	Required time	Importance of the strategy	Cost
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Training the employees in skills like cooking, time management and communication with customers.	The restaurant can hire a professional trainer for a short period to train the employees in the required skills.	A training period of a month or two is sufficient to train the employees.	The training of the employees is very important as the employees are the basic unit of any organization. Therefore, if the employees do not possess the required skills, then the restaurant can never overcome the problem.	Hiring the new trainer will cost over £5,000 (theundercoverrecruiter.com, 2020).
Providing free complimentary drinks to the customers.	Any beverage company who want to sponsor the restaurant such that their product can get promoted.	A month or two, till the employees, are trained to deliver the food on time.	The beverage company can also profit from this reform along with the restaurant. The addition of a free drink can also help to get the restaurant good reviews.	The average weekly cost for two people can cost up to £80 - £100 (workgateways.com, 2021)

Table 1: Implementation Plan

Communicating the plan to the stakeholders

Stakeholder name	Information	Medium
Customers	The restaurant can inform the customers about the new refreshments and complimentary drinks that will be provided to the customers when they come to dine in the restaurant. They will	The customers can be informed through online platforms, or pamphlets or banners.

	also be informed about the good quality of the food served by the restaurant.	
Employees	The employees should be informed by the restaurant authority that they will be having two months of training for overcoming the problem of delayed service.	The employees of the restaurant can be informed through meeting conducted in the common space or through emails.
Suppliers	The restaurant can inform the suppliers about their plan of providing the customers with the complimentary drinks which will have to be supplied by the suppliers.	The suppliers can be informed through email or by a meeting with the manager of the supplying company.

Table 2: Communication plan with the Stakeholders

Monitoring tools and techniques

Monitoring by the management team is essential for ensuring that the strategy has been implemented successfully and stays that way. Effective monitoring techniques would help to identify the issues beforehand. Moreover, monitoring is important to understand the effectiveness of the applied strategy in the chosen scenario. The following techniques would be recommendable for monitoring the above discussed strategies in the selected organisation.

Observation: This is a simple yet highly effective technique of evaluating effectiveness of the strategies and employee attitude towards the change in the process. The managers would be able to identify if any employee faces the issue of skill gap through observing the individual performance and attitude. Moreover, observation by the higher management can help detect the problems associated to the new strategy and make the necessary changes for service improvement in the concerned workplace.

Keeping records: Performance can be monitored through keeping record of the individual performances in the restaurant. The managers would be able to compare the performance and the difference in the scenario through setting KPI and monitor the overall strategy implementation process.

Feedback sessions: Feedbacks regarding the new changes in the process can be taken through conducting survey (Indeed.com, 2021). The survey can include both internal and external stakeholders. Obtaining feedbacks from the customers would help to understand if the new strategy has been able to enhance customer satisfaction or not. Furthermore, regular feedback sessions with the employees would help to monitor the effectiveness and issues associated to the implemented strategy.

Benchmarking: This technique involves setting milestone and targets by the management and analysing the progress in context of performance. Achievement of the milestones helps to measure success of the applied strategy. Moreover, benchmarking technique enhances the motivation among the employees, driving them to increase their efforts to achieve the milestones.

Conclusion

From this study, it can be concluded that, the restaurant is facing the problem of delay in service of food. It is affecting the revenue generated by the restaurant. However, the restaurant can overcome it by training the employees or providing refreshments to the customers while waiting. The training of the employees is the better option and can be done by hiring a professional trainer for two months. The restaurant then has to communicate with the stakeholders about these plans as well. Therefore, by implementing these plans, the restaurant shall be able to overcome the problem of delayed service.

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