

Problem Solving and Decision Making

BMSW4004

Student: Adriana Toma

Lecturer: Balendran Kantasamy

Table of contents:

Introduction.....	3
Complex problem and impact.....	3
Impact of the complex problem.....	3
Decision making process.....	3
SWOT Analysis.....	4
PESTLE Analysis.....	4
Alternative solutions to the problem.....	5
Cause and effect.....	6
Implementing the solution.....	6
Monitoring implementation of the identified solution.....	6
Conclusion.....	6-7
References.....	7
Appendix.....	8

INTRODUCTION

The purpose of this report is to assess personal problem solving and decision making skills solving problems that may arise at work. During this module I learned more thoughts about how to solve problems at work by following structures that the teacher gave us in class such as problem solving techniques and making techniques, we also watched videos in class and did some activities help in classroom courses on Campus, which can help us solve problems in the future like everyday like or at work.

Complex problem and impact

I worked at a specific Romanian restaurant, Dracula Restaurant, and there I had the role of kitchen helper , which I then moved to the role waiter. A complex problem I found in the organisation I worked for was understaffing. The staff was short in the kitchen, serving and at the cashier, and this was also a problem for customers. Some customers would get impatient and leave because it took too long to order. But the most difficult was for us who were few employees and we had to work under pressure, always being exhausting and many extra hours over the schedule.

Impact of the complex problem

The impact of the problem can lead to disorganisation, over stress, misunderstanding between staff and managers, and then bankruptcy, because the production does not increase and does not reach a favourable level where each worker is appreciated and his work and the purpose of this restaurant is not achieved the supreme peak. So I took into account and presented to the manager my ideas to help that restaurant run, primarily using digital implementation to be much easier at the cashier to work with payment money , taking orders on IP-ods, no more on the notebooks, all entries being recorded safely so that no statement is lost. And another very important thing : more staff employed in the restaurant and with a sincere desire to work for that restaurant.

Decision making process

Decision making is the act of choosing between two or more, it is a broader concept. This one it must be done mostly at the top level. It mainly focuses on the future. Management can face three types of decision. Routine decision, adaptive decision and innovative decision. At this job I made the decision to come up with a solution for this complex problem by implementing the analysis solution, I will seek to support and managers to contribute to this decision so that I don't act alone and together we can solve the problem. With the right structure allows a business to respond and adapt quickly to market changes. To help implement the solution to the complex problem strategic plan I will use SWOT analysis and PESTLE analysis to help me follow a proper plan and understand my external and internal context for better planning and decision making.

SWOT Analysis

This can help the restaurant find its internal strengths and weaknesses so that it can formulate itself different strategies to help the company maintain its goals and keep things motivated. With this strategy we can find more opportunities to improve the quality of the organisation and apply the necessary changes.

Strength – One of the greatest strengths of this restaurant is that its things are united because top managers have one on ones with each employee to make sure they are happy and motivated in the organisation. It also offers different varieties of training for employees which can help them bring more benefit and provide different opportunities.

Weaknesses – its weakness is that the system is not yet finalized and the stress on the employees is still high, exhausting us due the poorly systematized organization from the beginning.

Opportunities – Dracula restaurant has a manual system which the company has great.

Threats – the risks the restaurant could be that, because it is not up to date, it can lose more customers because most employees opt for the new technology that most restaurants or places serving drinks or food have, to ease the tasks that each one has to fulfil at his post.

PESTLE Analysis

Pestle is role is to take a deep look at each sector of the organization and what it will look like affecting the organization and its competitors, it will give you a broad perspective of what is going on in the sector as a whole.

Political – Due to Brexit, the organization has a decrease in overseas sales and employees.

Economic – Currently the UK government is slowly but surely cutting back employment budget, which could prove to be a serious problem for employees in the future.

Social – Getting a top job has long been a necessity for those who want to succeed in modern word. Times are changing, however, and many believe that the importance of further employment is slowly decreasing. This change is reflected in the job requirements of many entry level positions as they move from favouring a senior job to relevant experience.

Technological – Technology is not just about moving from entry level to senior level work. On the contrary, new technologies allow us to further improve the professional experience in several ways. It is not difficult to imagine a vast future.

Legal – Any organization regardless of restaurant, must comply with legal requirements and any law that changes by example paying its employees the minimum wage in the economy. Also, it should provide the right conditions for employees to be comfortable and have everything necessary to help them in the workplace.

Environment – In this situation, cold weather only affects in heavy snow conditions such as location on BOW road and use of buses and train required to reach location and this cold affects the employees and stops them from going to work.

Alternative solutions to the problem

In class we learned about the ADKAR technique to help us with the change that exists five elements of success that can help us have a successful change in the company or industry.

Awareness: Leading people to see the need for change. I informed them that it exists a new upgrade in technology.

Desire: Instilling the desire for change. The management team and staff cooperated as well I agree that change is needed.

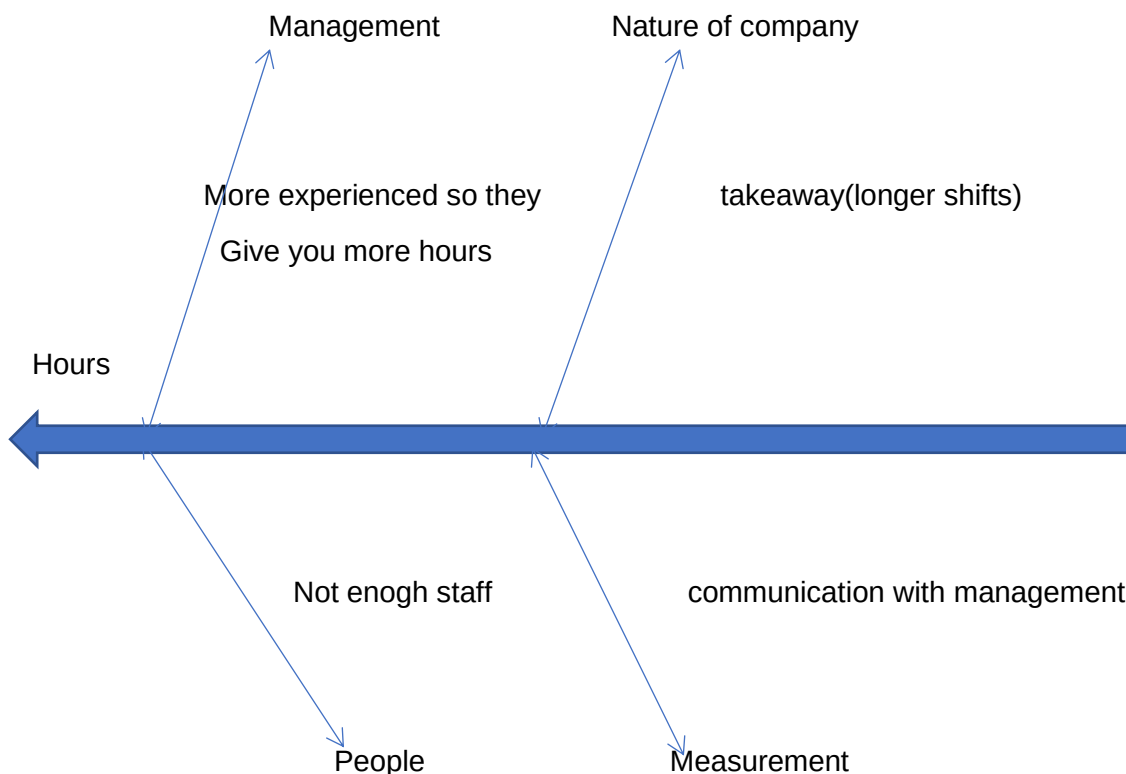
Knowledge: Gives employees the information or skills they need to effect change. We provided the right system that we could use to change.

Ability: Applying knowledge and skills to effect change.

Reinforcement: Ensuring that people continue to use the new methods.

Fishbone Diagram

The Fishbone Diagram is an analysis tool that provides a systematic way to understanding problems and the root cause of those problems. Doctor Kaoru Ishikaya IT has the design of a fish skeleton, which was invented by doctor Kaoru Ishikaya . During our lecture we learned how to use the fishbone diagram technique that can help us implement a solution in an organization. I will use the diagram to help what it is causing difficulties and problems that could be addressed and resolved by using a the proper technique to follow.



Cause and effect

The cause of this problem is the lack of technology update in restaurants, this has caused ca employees to struggle and run correctly the system of sending and receiving e-mails for managing invoices, orders, payments at the cashier while serving at the location and online.

Implementing the solution

Implementation of the solution I will communicate the plan to the stakeholders and the manager to track the structure fishbone to make sure we brainstorm together and make it easier for staff and customers. Help team members communicate within the team and with the rest of the organisation. Implement feedback forms to give staff the opportunity to voice their opinion and tell us how we can improve the system and make it easier for each of them the work.

Asking every employee questions, manager staff, so we can improve what we do. Observe the techniques to ensure the successful implementation of the solution of the identified solution.

Monitoring implementation of the identified solution

After implementing the solution to our complex problem we will monitor the new system and the management team will be able to observe and analyse the effectiveness of the system, so that it will be easier for managers to distribute tasks to employees and I can be aware of the register of each staff. It will be easy to send email or you can also enter messages and track your own progress to give them feedback and move up the ranks.

Change

It is very important to change or stay current with technology because it can change a lot quickly, we have to be very agile if we work in the business industry and decide to open our own restaurant, we always need to improve and change to make the customer more interested and to continuously improve our company so as not be out of business.

Conclusion

In conclusion, I learned that there is always something to learn even from the simple questions like "Why not?" . That can make it possible for us to think impossible with a much wisdom there is always room to learn more. Our teacher suggested this we need to be agile to be successful and always update and adapt to the new technology or new changes.

In this module I learned a lot of solutions and ways to solve problems. I consider that this has come very well in my life at a time when I have to achieve team. Starting from family to business life, jobs and new plans that I wish to be able to achieve successfully and due to the fact that I learned so many interesting things in each module with lessons presented in class by our lecturers. Ultimately every individual in everyday life should adapt to know the new and new changes that are added in the regulations both in high companies and for low jobs. I believe that studying in universities that include courses according to technology is a well thought out thing that can help all students of different ages to be capable in the years we are in, and so every employee can be capable of the place they it wants or in the field in which it wants to work. This University helped me a lot and I learned a lot in each module, and this helped me to be more capable than before.

References

<http://www.edrawmax.com/article/restaurant-industry-pestel-analysis.html> Available online at URL, Accessed on 01.01.2023

<http://home.binwise.com/blog/swot-analysis-restaurant> Available online at URL, Accessed on 01.01.2023

Tallyfy , (2018) "ADKAR model" <http://tallyfy.com/adkar-model/> Available online at URL, Accessed on 30.12.2022

Appendix

This is the role-play we have done in class for task1 of the assignment; Power point and cases worked in class in groups.

Task1. Role-Play (the disgruntled employee and manager)

MNG:-Hello Adriana. Thank you for coming to the meeting, I wanted to talk to you about issues I've been having at the workplace, and I would like some advice from you. For what grievance are you here today?

ME:-Hello Mr. Manager. YES, it's true that I'm unhappy.

MNG:- What is the problem?

ME: Well, the problems are few in number: too little money. I am responsible for many tasks and I do this with love and devotion. But it's not too good for me.

MNG:- What do you think is not good and needs a change.?

ME:- I think that extra money should be paid for the hours that are worked overtime. I think first of all that the staff should be increased with more skilled, qualified and dedicated staff. I believe that for the smooth running of this company, the situation would rapidly evolve into great progress and exceptional achievements, if each employee worked for 8/10 hours daily per week. I would also like to work in shifts. It is very important to have work time, but also important is the time spent personally with the family, time that requires solving and other tasks outside the workplace.

MNG:-Adriana, what would you change if you were given a better chance?

ME:- First of all, I would change the schedule, which should not exceed a maximum of 10 hours, to be a flexible schedule. Then the free time of the employees that must be respected, everyone to enjoy with their family and the small holidays. Employees who work overtime should be rewarded with extra money or days off, and with real possibilities for advancement. To interact more with employees and give them the Feedback they deserve after their efforts. And for new employees who do not know the beginnings of a company well, they should be offered professional development courses to know what to do when they encounter problems on the job. It will be easier for everyone, if each employee knows his job well and does it responsibly. This will increase the progress of this company, the image in the market and I think the size of the company will double or triple.

MNG:- Adriana I will pass on to the boss increases opinions. I know you are a dedicated employee, and the image you presented today implements something good for this company. You will be promoted and your salary will be increased, and your working hours will be more flexible. There is a need for a voice to bring new implementation ideas that fit the running order of our company. Thank you for your ideas for improvement.

ME:- I also thank you for listening to my opinions.

End of document ■

COVER PAGE

Student Adriana Toma2113309

Role-Play

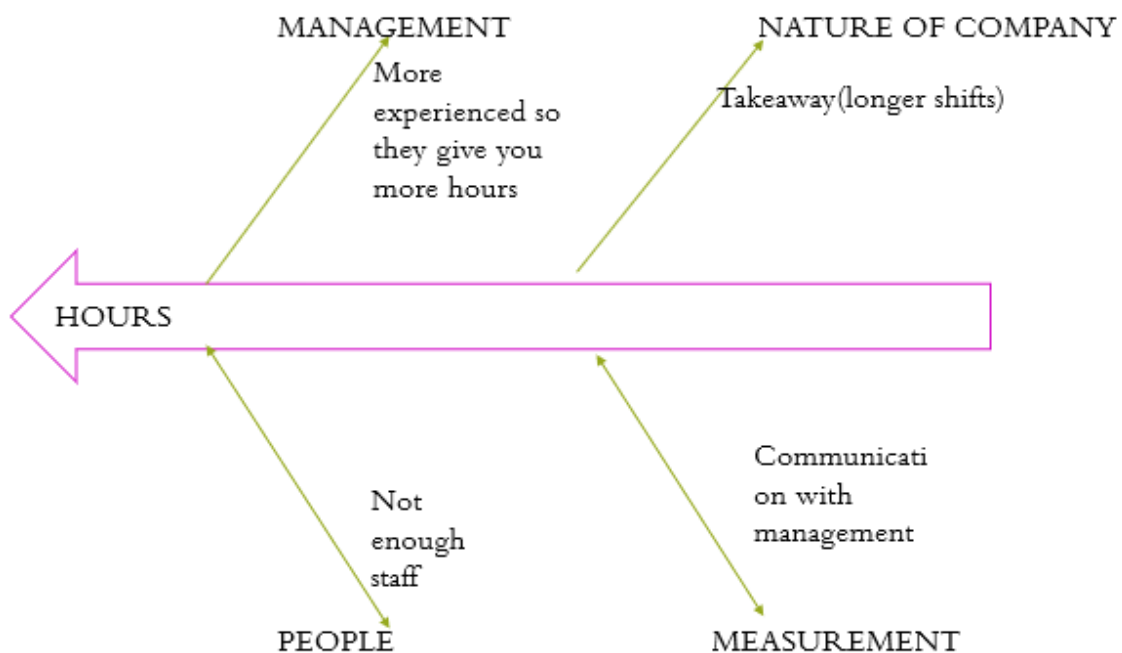
Problem solving and decision making

Lecturer Balendran Kantasemy

NATURE OF THE COMPLEX PROBLEM

- The nature of the problem is caused by long hours, no more money, weak and inexperienced staff.
- The staff has : ~ students who cannot work more than 20h/week,
 - ~ young (17-25 years) no experience, no reliable
 - ~ old staff (45-60years) not same productivity
- Like manager rest : -to work to cover
 - to get involved in more stuff that need to be solved

CAUSE-AND-EFFECT ANALYSIS



ALTERNATIVE SOLUTIONS

- Hiring more experienced staff
- Using computer technology to simplify the use of money
- Additional overtime pay [reward more days off]

EVALUATION OF ALTERNATIVE SOLUTIONS

<i>PMI - PLUS</i>	<i>PMI - MINUS</i>	<i>PMI - INTERESTING / IMPLICATIONS</i>
-PRODUCTIVITY	-MORE HOURS WORKED	-LOW STRESS LEVEL
-HIGH MORALE	-FATIGUE	-FEWER PAID HOURS
-LOW TIME	-STRESS/NERVES	PERSONAL LIFE

IMPLEMENTATION PLAN

- In conclusion the reason for hiring more staff is followed
- If more staff are not hired in the restaurant, the problems will be greater with the managers
- The hours will be long
- A lot of stress
- Failure to fulfil all tasks.

Task1. Role-Play (the disgruntled employee and manager)

MNG:-Hello Adriana. Thank you for coming to the meeting, I wanted to talk to you about issues I've been having at the workplace, and I would like some advice from you. For what grievance are you here today?

ME:-Hello Mr. Manager. YES, it's true that I'm unhappy.

MNG:- What is the problem?

ME: Well, the problems are few in number: too little money. I am responsible for many tasks and I do this with love and devotion. But it's not too good for me.

MNG:- What do you think is not good and needs a change.?

ME:- I think that extra money should be paid for the hours that are worked overtime. I think first of all that the staff should be increased with more skilled, qualified and dedicated staff. I believe that for the smooth running of this company, the situation would rapidly evolve into great progress and exceptional achievements, if each employee worked for 8/10 hours daily per week. I would also like to work in shifts. It is very important to have work time, but also important is the time spent personally with the family, time that requires solving and other tasks outside the workplace.

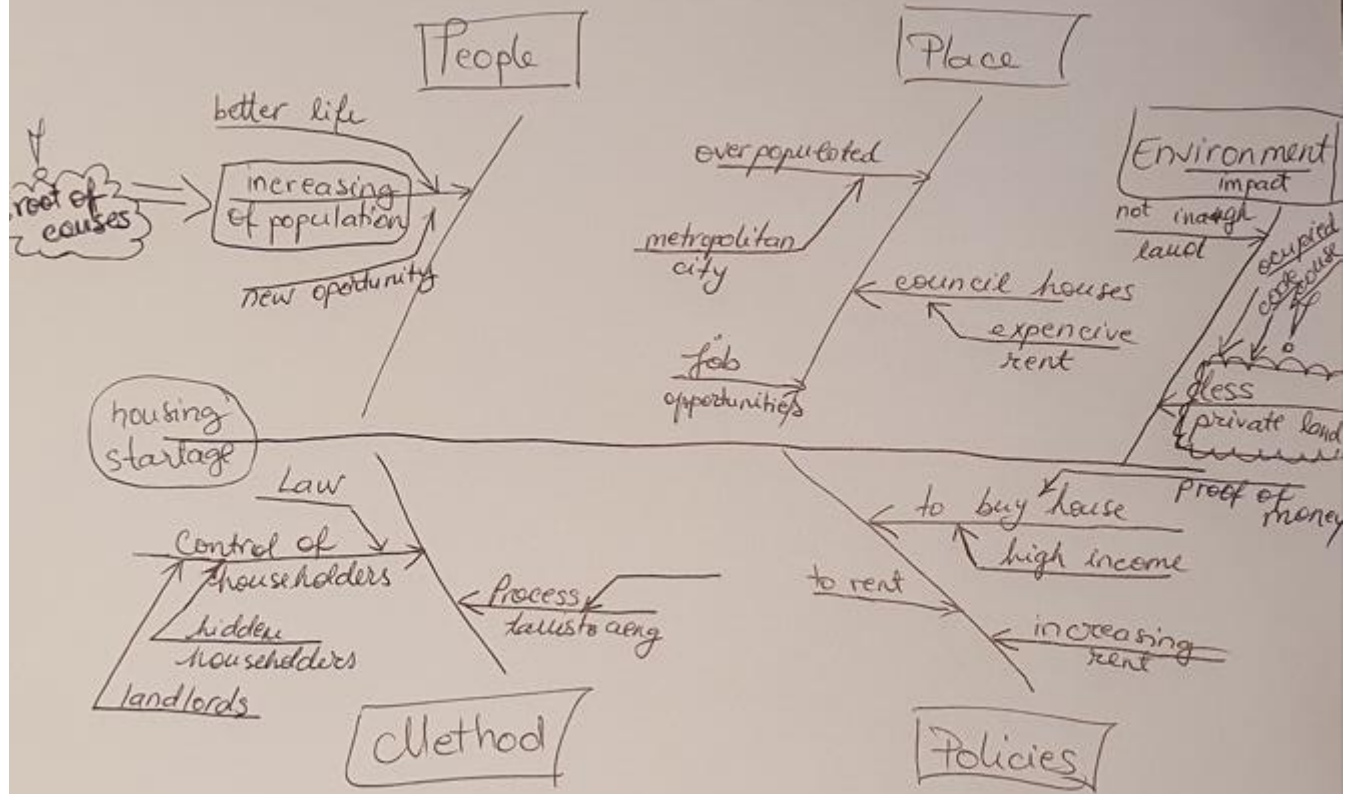
MNG:-Adriana, what would you change if you were given a better chance?

ME:- First of all, I would change the schedule, which should not exceed a maximum of 10 hours, to be a flexible schedule. Then the free time of the employees that must be respected, everyone to enjoy with their family and the small holidays. Employees who work overtime should be rewarded with extra money or days off, and with real possibilities for advancement. To interact more with employees and give them the Feedback they deserve after their efforts. And for new employees who do not know the beginnings of a company well, they should be offered professional development courses to know what to do when they encounter problems on the job. It will be easier for everyone, if each employee knows his job well and does it responsibly. This will increase the progress of this company, the image in the market and I think the size of the company will double or triple.

MNG:- Adriana I will pass on to the boss increases opinions. I know you are a dedicated employee, and the image you presented today implements something good for this company. You will be promoted and your salary will be increased, and your working hours will be more flexible. There is a need for a voice to bring new implementation ideas that fit the running order of our company. Thank you for your ideas for improvement.

ME:- I also thank you for listening to my opinions.

Classwork (24. October, 2022)



SWOT (Strengths, Weaknesses, Opportunities and Threats)

Activity one

Below is a list of factors that could affect a project. Imagine this is your own project and, for each factor, indicate whether you think it is **internal** (something you can control or manage), or if it is more likely to be **external** (something outside of your influence).

1. **Society, culture and politics** - Internal or External
2. **Pricing** - Internal or External
3. **Knowledge (of team members)** - Internal or External
4. **Competitor activity** - Internal or External
5. **Value for money** - Internal or External
6. **Economic climate** - Internal or External
7. **Legislation** - Internal or External
8. **Product quality** - Internal or External
9. **Technological change** - Internal or External
10. **People and skills (team members)** - Internal or External

Strengths: - skilled employees
- good relationship with local and external traders
- unique hand made products
- own design
- quick responds to change trends

Weakness: - heavy dependence of employees for production
- dependings of raw materials (state supplier)

Opportunities: - sale the business
- gain more money
- workers insured with work

Threats: - loss of his brands (own)
- loss of independence

Activity two:

Read through the case study and conduct a SWOT analysis.

The case study below is wholly fictional and purely hypothetical for the purposes of discussing the beneficial use of SWOT analysis for problem solving and decision making.

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.

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?

Solution: Do not sale the business, I would accept for partnership and keep the brand with unique design.

Political - political instability

- Foreign students - political instability could affect the foreign students
- inflation

Economic - Student debt - many students are making a loan to pay they study

- Weak job market - difficult to find a job after degree (lack of experience)
- Price

Social

- Cultural barriers
- higher education is not required if you have experience

Technological

- Online study
- Easy access to information
- Book to e-Book

Legal

- copyrights
- discrimination laws

Monday
14. nov. 2022