

PROJECT TO IMPROVE HR MANAGEMENT OF A CHAIN OF YAMATO RESTAURANTS

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GENERAL CHARACTERISTICS OF THE COMPANY

The first Yamato was opened in 2013

for 2019, the network has 2 full-fledged restaurants with their own delivery

The restaurant actively participates in the life of the city, taking part in various restaurant festivals and delighting residents with the presence of a kiosk in the city center on holidays like the City Day

The network also has social significance and supports a volleyball team for children and a soccer team among veterans

Previously, there was also a branch in Toronto Canada, but was sold in 2015 due to a tax increase in Canada for entrepreneurs from Russia.



Imperfection of HR-management of YAMATO restaurants

Длительный рабочий день

Нехватка средств

Нет участия в жизни сотрудников в рабочее время

Низкая мотивация сотрудников

Слабо выраженная корпоративная культура

Работники не знают миссию, ценности, принципы

Нехватка знаний в области управления персоналом

Приверженность работодателя к традиционным ценностям

Текучка кадров

Снижение выручки

Конфликты с начальством

Стресс

Слабая клиентоориентированность

Недовольные клиенты

Плохие отзывы

Снижение числа клиентов

DESCRIPTION OF THE PROBLEM TREE

The causes of this problem are:

long working day of 13 hours;

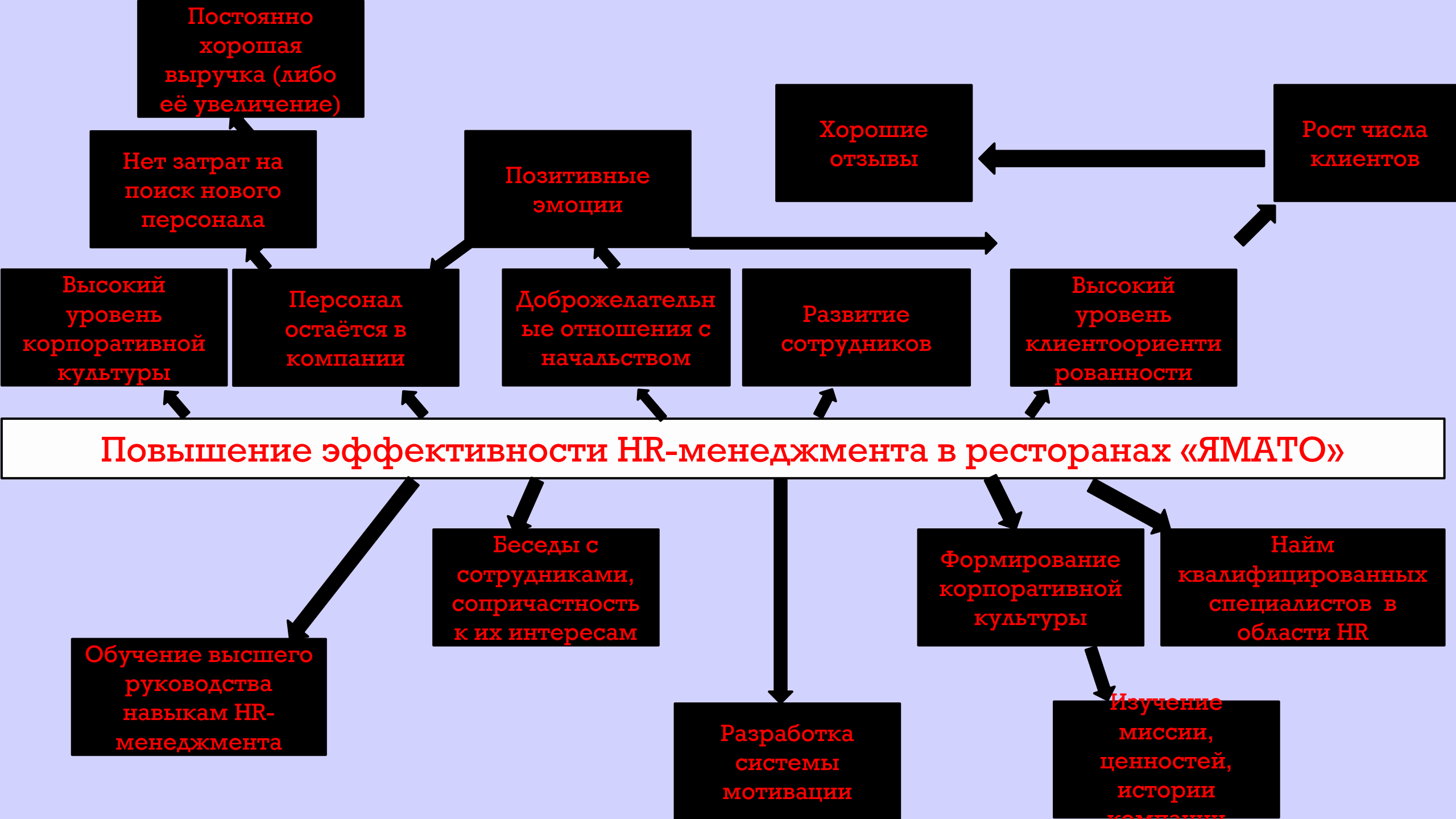
Lack of cash for employee development;

Management does not participate in the lives of employees;

Low employee motivation

Weakly expressed corporate culture, which manifests itself in employees' ignorance of the mission, values, principles of the company;

Lack of knowledge in HR management



Повышение эффективности HR-менеджмента в ресторанах «ЯМАТО»

Обучение высшего руководства навыкам HR-менеджмента

Беседы с сотрудниками, сопричастность к их интересам

Разработка системы мотивации

Формирование корпоративной культуры

Изучение миссии, ценностей, истории компании

Найм квалифицированных специалистов в области HR

Высокий уровень корпоративной культуры

Персонал остаётся в компании

Доброжелательные отношения с начальством

Развитие сотрудников

Высокий уровень клиентоориентированности

Нет затрат на поиск нового персонала

Постоянно хорошая выручка (либо её увеличение)

Позитивные эмоции

Хорошие отзывы

Рост числа клиентов

DESCRIPTION OF THE GOAL TREE

Our main goal will be to increase the effectiveness of HR management in the company

To do this, we need the following:

option for training senior management in HR management skills;

personal conversations of management with employees, clarification of their interests;

development of a system of both material and non-material motivation;

it is necessary to form and constantly announce the corporate culture of the company, that is, the mission, values, history of the company, etc .;

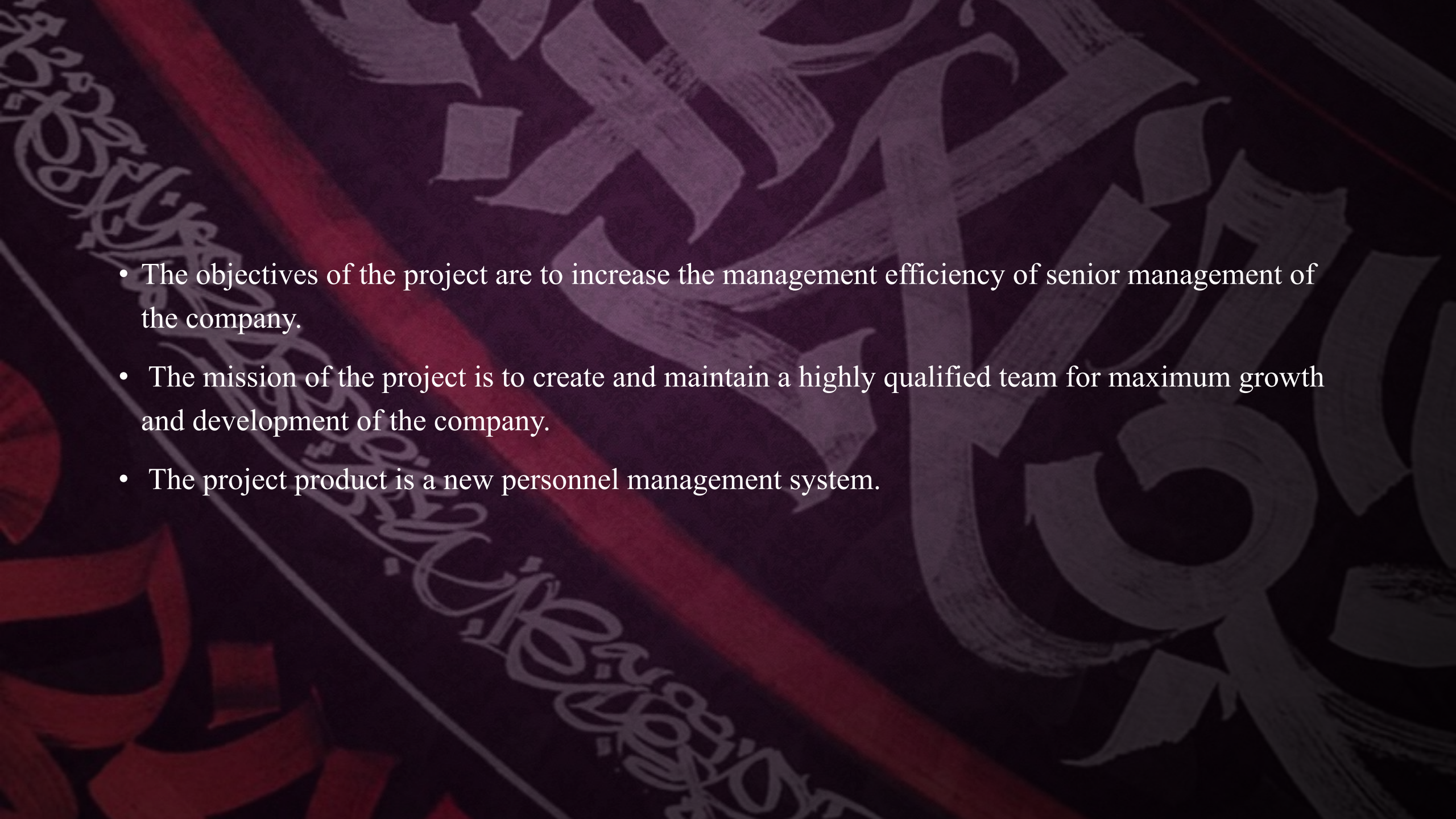
if it is not possible to train management, hire qualified HR specialists.

From the tree of goals follows the following:

for the company - this personnel remains at the workplace in this organization, because of this there is no cost to find new employees, which stabilizes or increases revenue. Also, a high level of corporate culture is created for the company;

for employees it means friendly relations with superiors, development of employees, advanced training;

for customers - this is a high level of customer focus, which leads to an increase in consumer loyalty, this, in turn, an increase in the number of customers and good reviews.

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- The background features intricate Arabic calligraphy in shades of purple and red, set against a dark background. A prominent red diagonal line runs from the top-left towards the bottom-right, intersecting the calligraphic elements.
- The objectives of the project are to increase the management efficiency of senior management of the company.
 - The mission of the project is to create and maintain a highly qualified team for maximum growth and development of the company.
 - The project product is a new personnel management system.

- Customer - owner of the company
- Clients - company staff, top management, external clients.
- The investor is one of the owners of the pizza chain Dodo Pizza.
- Project Manager is a hired HRM specialist.
- Contractor - a company with specialists in the field of HRM.
- Project team: HRM specialist, company manager, investor, financial analyst

PROJECT ENVIRONMENT

- Neighboring factors:
 - the unwillingness of management to implement the project due to a lack of understanding of what employees want and what their needs are. It's simple - there is no mutual relationship between management and staff;
 - deficit of funds for the project, which is a negative factor, as new points are constantly being opened;
 - the consent of the employees themselves, because weak incentives on the part of the company for development.
- Far environment factors:
 - the absence of military conflicts in the country as a whole and the region in particular is a favorable factor;
 - lack of political upheavals (forced change of power (for now)), which is also a positive factor for the implementation of the project;
 - economic stability (the absence of a pronounced crisis) makes it possible to accept most projects;
 - the level of education and experience of HR specialists can be both a favorable and a negative factor in the framework of the project. The higher they are, the more successful the result;
 - HR management technologies used - the most modern technologies have a much greater positive effect, since the environment is constantly changing and you need to keep up with it, because the employees are also intelligent;
 - laws that allow innovations in the company (psychological techniques, for example) are a rather ambiguous factor, since for employees this is an increase in the number of customers. From the point of view of morality - vile;
 - competitors' goals - the goals of competitors may be different, but they always strive for shared dominance in the market and therefore try to supplant opponents, therefore this is an unfavorable factor;
 - There is an increase in the need to improve the managerial culture, which is a favorable factor for this project.

Environmental factors:

project team: HR specialist, investor;

the style of project management is mixed (closer to democratic), because, firstly, the project is people-oriented, and secondly, in the service sector;

possible tensions between the owner and the HR specialist, which complicates the situation of the project;

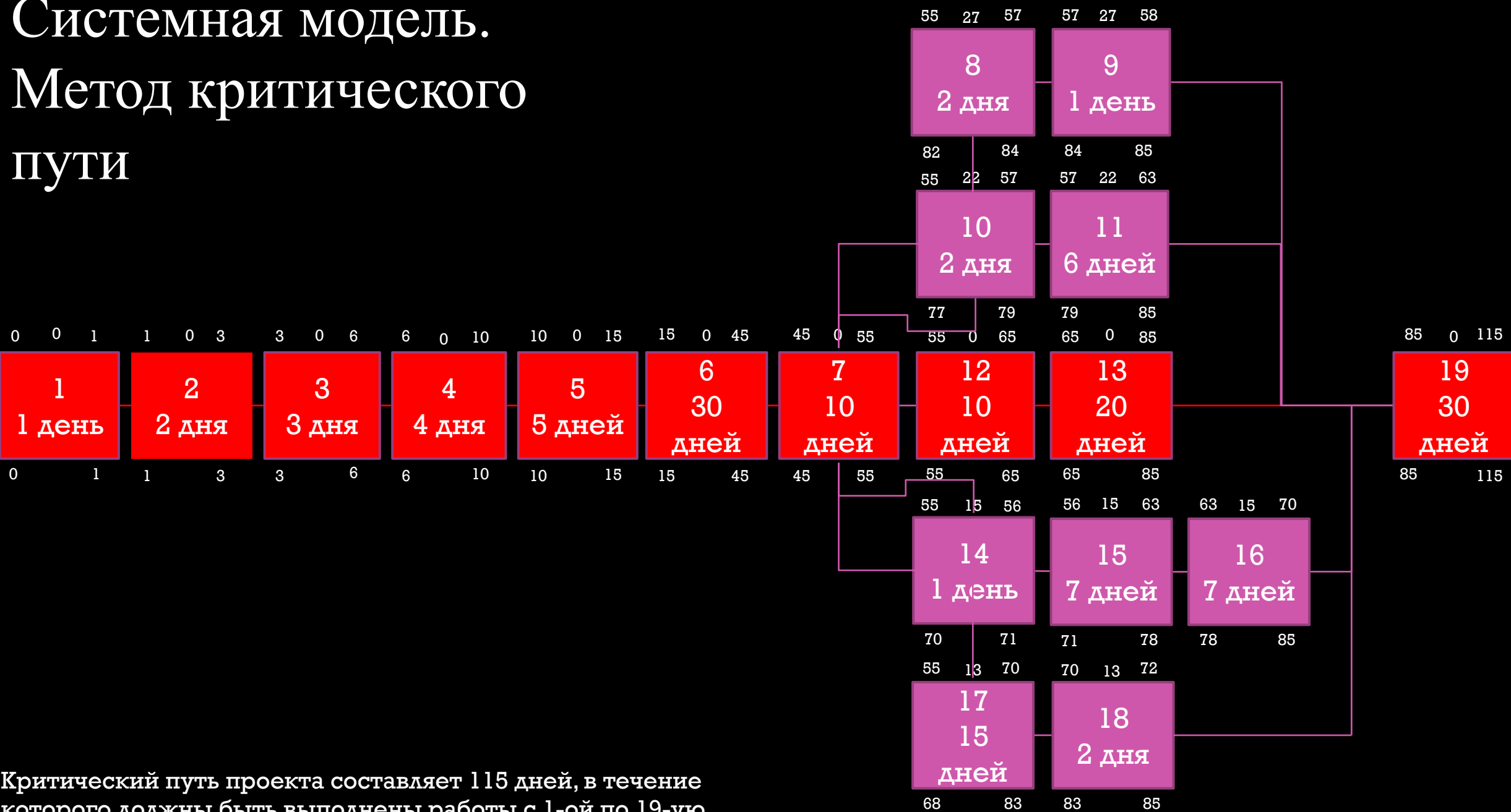
persuades the leadership of the initiator or employees in general;

the difference in the interests of employees, which can give mixed results and what must be taken into account.

WORK REQUIRED FOR THE IMPLEMENTATION OF THE PROJECT

- 1st option.
- Determining the goals and objectives of the project (1 day);
- Calculations and benefits that the project will bring (2 days);
- Search for an investor and coordination with him (3 days);
- Search for HR management specialists (4 days);
- Identification of problems in the company by HR specialists (3 days);
- Development of tools with which you need to solve problems (3 days)
- Implementation of work by HR specialists to improve the efficiency of employees (20 days).
- Assessment of project results (after 1 month, after 2 months).

Системная модель. Метод критического пути



Критический путь проекта составляет 115 дней, в течение которого должны быть выполнены работы с 1-ой по 19-ую.

POSITIVE MOMENTS FOR THE PARTICIPANTS OF THE PROJECT AND ITS ENVIRONMENT.

For the company:

increase in income;

good feedback;

greater brand recognition due to the work of employees;

employee loyalty.

For staff:

pleasant work with excellent conditions;

skill improvement;

good mood;

high level of customer focus.

POSITIVE MOMENTS FOR THE PROJECT PARTICIPANTS AND HIS ENTOURAGE

For clients:

satisfaction with the service;

positive emotions;

desire to return again;

desire to share with friends, acquaintances and colleagues.

For guidance:

recognition from employees;

development in the field of HR management, improving management skills;

improvement in project management

increase in profit;