

MGT600 Management, People and Teams / MGMT6009 Managing People and Teams

Assessment 2 Case Study Presentation and Summary Report

Case Scenario

Your group is from a well-regarded consultancy firm and has been engaged by your client, AccuSoft Medical Technologies (AMT) to provide advice on addressing a variety of challenges.

AMT is a multi-national, publicly listed medical software and technology developer serving clients in hospitals, specialist medical services and medical research. AMT is headquartered in Melbourne, Australia and has 15000 employees across its operations in Australia, China, France and Germany. Recently AMT lost three major clients to competitors and their market share has declined substantially in the last two years.

Paul Clarke was recently promoted to Chief Executive Officer (CEO) from his role as Chief Operations Officer (COO). He is determined to transform the company to become a dominant player in the global market. He has made a commitment to the Board to do this in the next two years. In planning for the future, the executive team have agreed that there must be greater workforce flexibility and an increase in the ability of managers to lead teams and manage performance. The CEO believes there are problems with the organisation's culture and sees significant differences between sites across the globe. He is determined to break down the organisational silos which have stifled communication and collaboration.

In a meeting with the Chief Human Resources Officer, Denise Hagan, you have been advised that staff turnover has steadily increased over the last three years and now sits at 20%. Those leaving often sight a lack of development and support from their manager as a source of frustration. Additionally, staff are critical of the way changes in the organisation have been communicated and managed. The COVID 19 pandemic has forced many to work-from-home which has strained team and management relationships and highlighted AMT's inability to adapt quickly to changes in the external environment.

AMT is lacking some depth of knowledge and competence. This was highlighted recently when the Chief Research and Development Officer Dr. Fei Chen was headhunted by a competitor. She is an industry recognised leader in the development of artificial intelligence in health diagnostics. HR have been trying to fill her role for three months without success.

The CEO's goal is being a dominant player in the global market. To achieve this, three objectives have been set to achieve in the next two years:

1. Develop management capabilities in facilitating rapid change
2. Become an industry "employer of choice" with a talented, capable and "future ready" workforce.
3. Introduce cross-functional collaborative virtual teams for the delivery of innovation projects.

Your task is to produce a report with recommendations on how these three objectives could be achieved. Of course, the task involves using relevant concepts/models you have studied in this subject. You will need to apply the relevant concepts/models to figure out how each of the objectives can be achieved and to come up with recommendations.

To assist you in getting started your group should consider the following questions (please note that these questions are not meant to be the sections of your report):

- What is your methodology / approach to tackle this task and how to conduct your analysis of the AMT's managing people and teams' situation?
- What real world case studies can be used to support your analysis and recommendations?
- What assumptions and / or limitations have you made or applied which will impact your analysis or recommendations?
- Together with your recommendations to each of the three objectives, consider how the change can be implemented

NOTE: This case scenario is entirely fictitious. Similarity of company or manager names is purely coincidental.