

International Human Resource Management Leading Change

Name

College

MedPharm subsidiary firm has been developing and manufacturing active pharmaceutical ingredients for the parent company, as well as for other clients. There are several ways in which change was implemented at MedPharm such that the firm was on the lead in the role of supplying pharmaceuticals. To begin with, MedPharm considerably improved the coordination among its five production sites around the world. This meant that the five sites of MedPharm were able to share technicalities on how to effectively produce high quality products. When the MedPharm sites were coordinated, their operations were monitored and comparison was done to ensure that each site produced without compromising on quality of the pharmaceutical products. Secondly, MedPharm created a pool of the best manufacturing methods that were shared by the sites to ensure high and quality production. Thirdly, MedPharm was able to device effective low-cost operations that ensured the company achieved the highest profit possible and incurred the least production cost possible. In addition, MedPharm greatly enhanced its customer focus by making sure that their customers were their first priority and the principal goal was to satisfy the customer's requirements. Further, under newly promoted general manager, MedPharm embraced the art of outsourcing the manufacturing of simple compounds to other partners. The outsourcing worked by granting some competent Chinese firms the task of manufacturing simple compounds at a relatively lower cost. It was through outsourcing that MedPharm was able to focus on more complex compounds that were able to fetch high prices. Lastly, MedPharm was able to manage its relationship with other external suppliers of chemicals.

The slow progress and resistance faced by MedPharm can be overcome by addressing the factors that are slowing down the progress and promoting resistance amongst its employees (Muchira & Kiambati, 2015). MedPharm management can make things straightforward while dealing with the mother company by embracing transparency and accountability in its

operations. When operations and motives are clear between MedPharm and its mother company, then there would be an understanding and resistance to advocated changes would be minimized. Perhaps the mother company should be clear on its intentions in promoting the changes for global chain supply project. Since it is a best move to motivate employees, MedPharm should periodically inform them of the progress with the global chain supply project, and the benefits they would get when they fully support the project (Muchira & Kiambati, 2015). The communication between management and employees of MedPharm should be improved to assist the workers give their views and forward their grievances. Through communication, the MedPharm management would be able to understand the root causes of the resistance on the corporate project and find ways of addressing them. Also, MedPharm should ensure that the global supply chain project does not interfere with its entrepreneurial spirit which is crucial in its operations. Further, the conflict between MedPharm and the mother company over capital expenditure should be addressed in the most effective way possible. Through addressing the root causes and the various misunderstandings that exist between MedPharm and the mother company, the firm would be able to minimize resistance and hasten the progress of the project.

The Human Resource should be prepared to address various pertinent issues that have affected change implementation for the global project. The Human Resource manager should give an update of the progress of the project, showing the sections that have been achieved, the remaining sections, and the ones that need improvement. The HR manager should explain the motives of the mother company on the global supply chain project as there are speculations that the mother company may take over operations of MedPharm. The stand of the mother company concerning Americanization of MedPharm should be stated in order to reduce tension amongst the employees. Benefits that the employees are going to obtain from the global supply chain

project should be clearly stated so as to act as a motivation to the employees and hasten the progress of the project. Further, the Human Resource manager should solve the conflict existing between MedPharm and the mother company so as to inform the meeting of the status of the conflict, or the progress that has been made to address it. The HR manager should consider stating MedPharm's stand on the idea of selling the firm to the Chinese investors, as this would calm down the tensions its employees are experiencing.

In order to increase acceptance of change, MedPharm should communicate the change vision to its employees during their occasional meetings. The firm should generate short-term wins which can be done by subdividing the long-term goals into short-term subdivisions to monitor the progress. New support culture should be developed amongst the employees in order to sustain the required change. The firm should empower broad-based action amongst its employees and remove the obstacles that are undermining acceptance of change (Muchira & Kiambati, 2015).

Kumar (2016) suggest that the human resource managers should approach the changes through the use of information and communication technology. The use of Information and Communication Technology (ICT) would change administrative tasks to self-services, and internally delivered packages into outsourced delivered services. The firm can embrace Human Resource Information System (HRIS) to assist in decision making at the operational, tactical, and strategic levels of management (Kumar, January, 2016).

References

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