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(a) The public sector refers to businesses which are owned, or operated by the government. These companies will usually operate where the private sector could not → providing additional products to society at low prices.

(b) A Shamrock organisation. refers to one in which a large number of non essential jobs are outsourced, and core workers are responsible for keeping the business running. As many jobs as possible are also outsourced handed to peripheral workers.

Advantage: Reducing the number of core workers (by employing peripheral workers and outsourcing production) would likely shorten ~~the~~ the chains of command as the hierarchy is simplified. For CRP, the long chains of command are seen as an issue, meaning the R&D department never get any decision making skills, whereas they are now included more centrally within the organisation's core staff.

Disadvantage: Handy's Shamrock structure would likely demotivate workers in the short term. They may leave for their jobs due to outsourcing, or may be resistant to the changing hierarchy. This is a likely reason why CRP scientists ~~are~~ find the change unpopular.

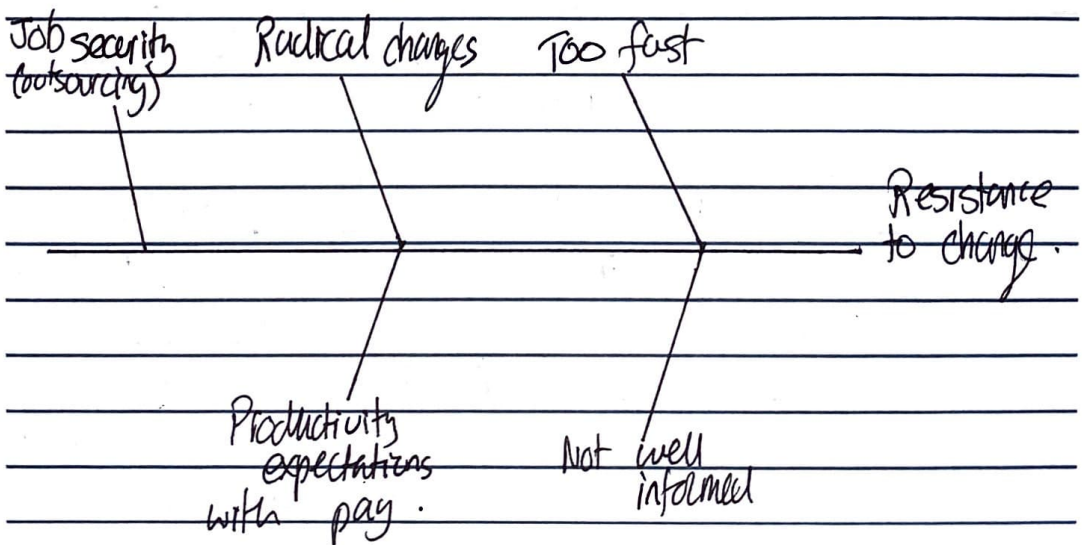




(c) Advantage: cognitive training helps "develop innovative decision making and improve teamwork" two critical skills in research and development → which must often engage in innovation like product innovation. In the past they did not have these innovative skills (due to HN's structure), meaning they could not adequately fulfil their role as innovators.

Disadvantage: cognitive training is a costly endeavour, particularly in the case of CIP which has outsourced it to "an expensive external company!" For CIP, which is a "profit maximising global pharmaceutical organisation" this could ~~represent~~ add additional, unnecessary overheads.

(d) In response to a variety of changes such as PRP, cognitive training and the outsourcing of many roles, employees, particularly the scientists are resisting the fast-moving implementation. Reasons contributing to this are shown on a fishbone:





4 PAGES / PÁGINAS

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At the start of each answer to a question, write the question number in the box using your normal hand writing / Avant de répondre à une question, inscrivez son numéro à la main dans la case appropriée / Al comienzo de cada respuesta, escriba a mano el número de pregunta en la casilla.

Example  
Ejemplo

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Example  
Ejemplo

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Firstly, GP could consider ~~addo~~ adopting a motivational theory better suited to the modern day. Daniel Pink's theory would ensure employees are more intrinsically motivated, rather than the proposed performance-related pay, which may place financial pressures and expectations on the researchers. This financial pressure, due to the reliance on financial remuneration for motivation would likely ~~supp~~ suppress innovation, particularly in relation to the fast moving pharmaceutical industry. With reference to the R&D department, the historical lack of innovation was a likely reason why HW was making such great losses, and in why scientists are so resistant to change. Pink would make them more motivated to innovate for the company.

However, as was mentioned on the Ashburn, the change in leadership style despite the proposed benefits, is a likely addition to the radical changes that is currently occurring to the GP's organisational structure. As employees want familiarity over radical change (a leading cause of resistance to change), the adoption of Pink's theory may only emphasise



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this in the future.

Another human resource strategy could be to alter the type of leadership at GP. In profit-maximising pharmaceutical firms, leaders are often autocratic, as fast decision making is required. This is likely what has been implemented at GP and will be a stark contrast to the slower, more relaxed leadership that would suit a government organisation with government funding.

It is likely that new leaders are embracing more of a high-risk-high-reward culture in order to make GP profitable which could place GPs scientists under untold amounts of pressure, and it is also likely contribute to their resistance. Altering the leadership, thus the organisational culture, to resemble more of what it was prior to the privatisation, would improve familiarity, and hereby reducing resistance to change.

It should be noted, however that the private industry differs magnificently from the public pharmaceutical industry. With a greater emphasis on profits, particularly for equity holders, GP must balance the idea of ~~culture as~~ ~~a~~ changing culture with the benefits of more of a tough-guy-macho-culture. Incentives for high reward like PRP, despite the resistance, could see untold innovative benefits for GP, provided they give adequate opportunity for cognitive learning and skill enhancement. It could





Simply be that GP should attempt to test the short term resistance to change for the long-term benefits of a highly motivated and innovative research and development team within the fast-paced pharmaceutical industry.

In conclusion, it is recommended that GP balance the two aforementioned options. An embracing of Pink's theories may provide immense benefits for employee's resistance to change through motivation. Further, the change in organisational culture was identified as being very stark and ~~extreme~~ rapid ~~there~~ during the privatisation (as was identified). Reducing this ~~transition~~ could however, newer culture that is befitting of a private pharmaceutical organisation could have negative long-term impacts, hence it is recommended that management considers first Pink's theory to reduce resistance to change.

