

School of Design and the Built Environment

PRJM6010 or PRM510: Project and People – Assessment 3

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Grade Assignment Help

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Introduction

The assessment aims to understand the context of the case study based on the IntensCare project of MediSys Corp. According to Serrat (2019), MediSys Corp is a private US-based medical device manufacturer established in 2002. The company has a workforce of 1,750 people who usually manufacture pulmonary and renal monitoring devices (Serrat, 2019). The assessment will provide a summary of the case study in order to identify the macro-environmental factors. Furthermore, the report will analyse the macro-organisational factors which caused challenges to the product development team of MediSys Corp. In addition, recommended solutions for mitigating these issues will be explained using theoretical frameworks in an effective manner.

Summary of Case Study

After recognising the slow growth tendency, the board of MediSys Corp. appointed a new president, Art Beaumont in 2008 to re-stimulate the rapid growth while preserving the innovative culture. Beaumont formed a cross-functional team to collaboratively speed up product development based on customer requirements to gain a competitive advantage. In August 2008, he introduced a parallel system to develop raw materials into final products. However, there were conflicts among workers regarding the parallel development process and cross-functional team design. As a result, the team synergy and entrepreneurial spirit became less due to the control spirit of Art Beaumont which has disrupted the activities of the cross-functional team. The IntensCare product development team of the company looked into these matters to identify macro-organisational issues and implement potential solutions for continuous business operations.

Analysis of macro-environmental issues

Competitive market landscape: Emerging companies from China, Indonesia, Middle Eastern countries and European countries were saturating the market. According to Lamph and Susa

(2012), the domestic market share had fallen to 45.21% from 63.92% between 2003 and the third quarter of 2005. According to Lamph and Susa (2012), a total of 37 foreign companies used to operate, export and assemble in Australia. The launch of a new cutting-edge critical care device was reported to aggregate for most of the competitors of MediSys Corp and its project team launching the new IntensCare device.

Regulatory compliances: Meeting the regulatory requirements and standards were to be maintained with conclusive clinical trials to the government. This was creating extensive issues for MediSys to complete the modular or focus on the testing accuracy of the device to meet the regulatory terms. The testing accuracy and result consistency were required to be matched with the 3-year period government regulatory standards from the Australian Medical Association (AMA) with the act of the National Health Act 1953, The Information Act 2002 and the Privacy Act 1995 (Hardcastle and Laura, 2021).

Globalisation of the Med-tech industry: The Medical technology industry was already globalised to a moderate level with more than \$6.71 billion GDP in the Australian market and more than \$0.57 trillion industry in the global market. According to Cram and Nicholas (2010), the industry was expected to grow to \$9.80 billion in Australia by 2010. This contributed to the increasing opportunities for both domestic and international product launch teams in contemporary companies. According to Fishchella and Macro (2021), the competitive aggressiveness for capturing new markets could have been critical for the MediSys project team. According to Hardcastle and Laura (2021), it needed to avoid launching its product to the international market with any specification-wise limitations.

Healthcare trends: Product engineering and software engineering descriptions were mostly needed for the mass purchase of clients like hospitals, healthcare as well as charitable facilities. On the other hand, the customers needed a description of the features and facilities, error percentage and criticality ratio of the test results. This is expected to make the customer

more reliable on the purchase decision of the product and drive the profitable decision for the company. Therefore, according to Piaggio *et al.* (2021), the detection of sensory testing was required to be trialled with as many samples as possible. The testing of the modular also required extensive testing samples to convince the accuracy and essentiality to the rest of the team in MediSys.

Supply chain disruptions: The hardware component supply was the most critical in the emerging market. The use of mercury, titanium, copper and bismuth for testing receptor manufacturing in medical devices, made it critical for hardware supply. According to Piaggio *et al.* (2021), the supply market was saturated by more than 27% by foreign companies and assembly units in Australia. Therefore, the large-scale resourcing of the raw materials was channelled to overseas medical technology manufacturing facilities. This was creating challenges for developing and producing sufficient modular devices and testing prototypes in MediSys.

Economic factors: According to Loo (2023), the global financial crisis and economic recession during this period massively impacted US companies. The project development team of MediSys Corp. suffered from the risk of economic stability from 2007 to 2009. A huge investment of \$20.5 million in the IntensCare system led MediSys Corp to be exposed to major financial risk. The group was also provided \$500,000 in July 2007 for ongoing product engineering work and software development. However, the slow progress delayed the crucial path of product launch and economic viability of the project management team of MediSys Corp.

Recommended solutions based on theories

Foster a culture of innovation: Art Beaumont must foster a culture of innovation in the cross-cultural team to speed up its product development and gain a competitive edge. According to Kotter and Heskett (1992), a company can acquire a competitive advantage

when its culture prioritises its employees, investors, team managers, and customers to effectively adapt to innovative change. As per the Human Relations Management Theory, fostering a culture of innovation could help the company minimise internal conflicts among employees and recognise their efforts to drive more productivity.

Develop a transparent regulatory framework: The regulatory framework for the cross-functional product development team must be transparent and clearly defined (Censi *et al.*, 2012). As per Leisering (2022), the regulatory policies of a business organisation must provide clear expectations and guidelines to ensure legal compliance as well as consistent practices. Therefore, the Executive Committee of MediSys must develop a precise regulatory framework that could improve the accuracy of testing and consistent results of medical devices to meet its guidelines. Besides this, transparent policies and guidelines will also be beneficial for the company to minimise confusion among employees in order to increase their engagement (Censi *et al.*, 2012).

Focus on the national market: MediSys Corp must focus on its local market in the US rather than focusing on the global market to avoid the critical impacts of the competitive Med-tech sector. According to Crosby (2023), local marketing is more efficient for a company to tailor its products for local audiences through a hyper-focused specific message. Additionally, launching a product on a local market is more affordable and acceptable than in the global market due to the high competition (Doole *et al.*, 2019). Therefore, the marketing team of MediSys needs to focus on launching its medical devices in the local market of the US to reach more local customers.

Trialling sensory testing detectors: The IntensCare product development team of MediSys Corp needs to emphasise the trialling of sensory testing detectors for maximum samples. Additionally, the IntensCare team also needs to ensure the accuracy and necessity of testing detectors to the rest of the cross-functional team in MediSys by providing additional testing

samples. Furthermore, the assurance of testing accuracy by the IntensCare team would effectively provoke customers to purchase more medical devices from MediSys.

Contract with local suppliers: The management of MediSys Corp. is suggested to contract with local suppliers for the continuous invention of raw materials through the local supply chain. This could help the inventory management team to resource raw materials at a large scale from local suppliers despite the saturation of the global supply chain. Thus, MediSys can effectively develop a sufficient quantity of medical devices and test prototypes to serve customers.

Better allocation of the financial budget: The new president of MediSys, Art Beaumont is required to consult with the financial department to properly allocate the budget to avoid financial risks. Additionally, the involvement of senior-level management and the Executive Committee of MediSys could stabilise the impacts of the ongoing economic uncertainty on the company. In this case, the group is required to use all available resources to accelerate the product development and software design of the cross-functional team. Additionally, the group also needs to ensure the economic viability of product development to team members to stimulate the pathway of product launching and rapid growth of product development.

Conclusion

Henceforth, the assessment has demonstrated the context of the IntensCare product team of MediSys for new product development. The contemporary situation of the case study has been summarised shortly to understand the impacts of associated macro-organisational forces. The assessment has also focused on various challenges faced by the project management team due to the impacts of macro-organisational factors. The paper has also identified how these issues affect team performance, culture, and organisational behaviours of employees. Furthermore, some recommended solutions to the management and the

IntensCare team of MediSys are also suggested to mitigate such macro-organisational issues as well.

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