

Management Crisis Case Study

I work for an organization whose clients are cosmetics-oriented. It is a subsidiary of a private security firm that deals with the supply of cosmetic and reconstructive surgery products. Services related to the cosmetics and beauty-restoration surgeries are also offered in the two branches operating in the city. Although plans to increase the number of branches to 7 are not off the table, recurrent managerial challenges are standing on the way of us meeting and exceeding our expectations.

The demise of 8 of our most qualified personnel, ethical issues, understaffing, and impotent decision-making strategies that lead to poor performance and customer loss are restricting the organization from getting what it wants. This is; therefore, a researched-based assignment which aims to investigate the key causes of organizational failure; and further suggests ways to make the future brighter.

Introduction

The cosmetic industry is of material importance to both military and civilian lives. Comprising of over-the-counter medicine and surgery, the cosmetic industry is home to millions across the globe. Unfortunately, like any other industry, cosmetics sector is not immune from being swept away by inappropriately addressed managerial problems. More obviously, making every customer/client and employee happy is a rare feat for most managers, resulting in compromised general performance of the associated organization. For that reason it is recommended that every company runs a client/customer feedback evaluation program to ascertain the problems – that might as well be unknown to the company's staff - clients face. These sentiments form the basis of my thesis and all arguments hereunder talk in support of it.

I work in the military and understand what soldiers go through in wars. Aside from losing lives, servicemen often acquire injuries that require reconstructive or cosmetic surgery. That said, soldiers at war face the prospects of being victims of severe skin burns, amputations, facial disfiguration, visual and hearing impairments. These men and women in uniform sacrifice everything to protect our country and trying to restore their physical appearance at any cost is the least that can be done.

Working at a top military cosmetics institution, a couple of obstacles always fall on my way in terms of management. It is a hospital-pharmacy-cosmetics business complex, established in 2011. It conducts both cosmetic and reconstructive surgery on and sells prescription cosmetics and general beautification products to military personnel (both active and retired) and their families.

The company is servicing its expansionist goals to add 5 more branches in the city over the next 36 months. Currently, the firm is in ownership of 2 branches in the city, serving approximately 70 clients per day in each branch. With the upcoming 5 branches, it estimated that the company will be able to serve the up of 14800 customers. Out of these, 11% are cosmetic and reconstructive surgery patients.

However, the company is understaffed and some of its employees are on probationary programs and some are underqualified. This problem is enormously attributable to the death of 8 military doctors who were involved in a tragic helicopter crash on their way to South Korea to have a joint military human anatomy training exercise in September 20, 2015. The company I am working for also works as a private contractor in the cosmetics and surgery specialty overseas. This indeed jeopardizes the objectives of this organization as most customers go home unattended to and those who are lucky receive inadequate care.

With no indications that the violation of customer deadlines is going to stop soon, client loss would be the only casualty. This problem has existed for 82 days and one of our bimonthly staff meeting held on Dec 8 2015 recommended the rolling back of our expansionist ambitions. Why should the company desire to open 5 more branches while it is evidently difficult to comfortably manage the existing 2? This problem cannot solely be blamed on the hierarchy. The accident that killed 8 of our experienced doctors has contributed to the better part of the problem, but at this moment, there is no room for blames. On the other hand, the decision-making platform must work in acceleration. It has been 82 days since we lost our valued colleagues yet the management has not responded with enough aggression to recruit new talents.

Belinda Johnson, one of our loyal and most lucrative cosmetic customers decried delivery delays. Each of her last four orders has been delayed for at least four days. Consequently, due to the output contract we signed with her, she may decide to sue us. The output contract required us to supply her with two tons of cosmetics per week, and for the last two weeks she has not received even 200kg of products. Some unhappy clients have threatened to seek replacements.

One of the solutions is to hire qualified cosmetics-associated doctors and train the underqualified already on our payroll. It is however, good news that our South Korea counterparts have donated 4 highly qualified doctors to help us on day to day activities for at least 6 months. One doctor will join the staff-training team while the remaining three will take active duties in treating patients and other things.

Moreover, although the organization is using every resource at its disposal to wrestle discrimination, stereotyping and harassment, it is sad to enthuse that ethical problems are still there. In respect to this, we are running an employee awareness program. This will eradicate the problem on long term basis though. Every employee is made to know what constitutes discrimination, harassment, stereotype and any other unmentioned form of misconduct. Severe penalties including relieving hot heads of duties have been tabled.

In conclusion, the managerial disasters and the misfortune have endured a terrible year for the company I am working with. On the other hand, we appreciate the fact that everything happens for a reason and like any other tragedies, lessons were learned. In less than one month from now, the company is expected to get back on its feet.

References

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