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| Syllabus for the Global Business Leadership programme | | |
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| Study module name: | Organization & Process Management | |
| Study module code: | GBL_OPM 1 | |
| Lecturer: | Alvaro Aznar Garcia | |
| Aim of the MBA study module: | | |
| <ul style="list-style-type: none">• On this module the students will learn and analyse how to link the organizational management, the process management and the strategic management developing an integrated management system among them all.• The main classic and innovative organizational forms will be analyzed as to allow the student to choose the best fit for the each company depending on the context, the stage of the company and its strategy.• The process of implementing an organization & processes management system will be specified providing clear guidelines and using case studies to reinforce the learning process of the module.• This module highlights the interdependence of the strategic planning and the organization forms and processes providing the students clear guidelines to integrate the ideation of a strategy with its operationalization in organizational forms and processes.• The subject will smoothly integrate its academic and practice objectives allowing the students to have a strong academic knowledge and, as well, clear guidelines and processes to put the content in practice in their existing or future companies.• Corporate Strategy – Richard Lynch• Blue Ocean strategy - Chan Kim and Renée Mauborgne.• Canvas Business Model - Alex Osterwalder• What is strategy – M. Porter. Harvard Business Review. 1996• Strategy past; Strategy futures. McKiernan. Long term planning.1997 | | |
| Content of the MBA study module: | | |
| <p>This study module will cover the main organizational forms: functional, divisional and matrix developed in the industrial era and other new organizational forms as the cluster, net and platform. Once the different organizational forms have been analysed we will focus on how to operationalise a strategy and organizational design in a process structure studying the business process practices. The theoretical analyses will be followed by in-depth practice and exercises.</p> | | |
| Chapter 1: Organizational trade-offs and challenges | | |
| <p>The module begins with an analysis of the main organizational trade-offs: level of systematization, internalization vs. externalization and centralization vs. decentralization. These alternatives will be analysed using classic academic literature and real practice in business. Pre-readings plus cases will be used to deepen on the analyses of how these alternatives should be linked to the strategic challenges of the company.</p> | | |
| Chapter 2: Organizational forms - Classic structures | | |
| <p>The chapter 2 starts with the analyses of the criteria to choose among the different organizational forms. Once the criteria have been stated we will focus the attention on the explanation of the organizational forms created on the industrial era as the functional, divisional and matrix . The session will comprehend pre-readings, slides review and a case study.</p> | | |
| Chapter 3: Organizational forms -Innovative structures | | |
| <p>In this chapter we will explain and analyse innovative organizational forms that have been created in the last decades as the cluster, net or platform. The session will comprehend pre-readings, slides review and a case study.</p> | | |



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Chapter 4: Process management

In this chapter we will analyse how to link the strategy and organizational form of the company with a process management approach to operationalize the company trade-offs. A step-by-step method will be studied and put into practice on a process management case study.

Chapter 5: Change management

Once the different organizational forms and the basics of the process management have been analysed, we will study how to implement an organizational transformation. We will define the steps that have to be followed including practical suggestions based on practice experience. The chapter includes slides analyses and a case study.

Chapter 6: Integration between strategy and organization & process management

On the last chapter we will integrate the organizational forms with the process management using a two-by-two matrix where the management will state who does what in the organization. This organizational & process management matrix will be linked as well to the company strategy of the company to shape a comprehensive and integrated management system. A final case study will be made to put in practice the key-learnings of the module.

Mandatory literature:

Online study materials prepared by the lecturer.

Recommended literature and other sources:

Naomi Stanford. Guide to organization design. 2007. The economist

Hammer & Champy. 2006. Reengineering the corporation

Hatch, 2013. Organizational theory. Oxford University Press

Perez, C. 2010. Technological revolutions and techno-economic paradigms. Cambridge Journal Economics

Lynch, R. 2003. Corporate Strategy. FT Prentice Hall