

STRATEGY IMPLEMENTATION

International MBA IMBA-EN SEP-2024 S-STR

Area Strategy

Number of sessions: 15

Term: Concentrations

Category: regular

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Professor: **DAVID SUAREZ LLAMA**

E-mail: dmsuarez@faculty.ie.edu

Vice Dean, IE Business School

Former Partner at PwC, Booz & Co.

David joined IE in October 2022 as Vice Dean of the Business School, looking after the International MBA and Master In Management programs in particular. Prior to IE David spent 25 years in strategy and management consulting. For the last 10 years he was a Partner at PricewaterhouseCoopers, based in Dubai, leading all human capital consulting activities for the firm across the Middle East. Prior to that, David was Vice President (Partner) in the Organization, Change and Leadership Practice at Booz & Company, a strategy consultancy. Before that he worked at Deloitte Consulting, serving international clients across Europe and the Americas.

Throughout his career in consulting, David focused primarily on how people, organizational behavior and effectiveness contribute to enabling large-scale business change and transformation. His areas of expertise include human capital strategy, talent and leadership development, organisational culture, change management, board / corporate governance, organisation and operating model design, business transformation program management and performance improvement. For the past eight years, David has studied the impact of technology-driven disruption, demographic changes and other large-scale megatrends on the future of work, the future of the workforce, and the readiness (or lack thereof) of organizations to deal with these challenges.

As a management consultant, David has served clients across a range of industries, including healthcare, oil & gas, chemicals, government & public sector, financial services, transportation and automotive, aerospace, and telecommunications. Over the years, David has served clients across the Middle East, Europe, North and South America, North Africa and the Far East.

David started teaching Strategy Implementation at IE Business School in 2009, as member of IE Strategy Department's adjunct faculty. David is also an angel investor in technology start-ups. He is a board member and partner at Reaction, a venture capital fund started by Stanford University alumni with the purpose to create exponential change impacting a billion+ people, investing in scale-ups in the technology and sustainability space. David is also a practicing, professionally-certified neuro-coach, focused on high-performance executive coaching.

Prior to becoming a management consultant, David worked as a design engineer at Abaqus Inc., now a Dassault Systèmes company, in the United States.

David has undergraduate degrees in Mechanical Engineering and Computer Science from Brown University, Master's degrees in Aeronautics & Astronautics and Mechanical Engineering from Stanford University, and a MBA from IE Business School. He is also professionally certified in Psychometrics by the British Psychological Society, and in Brain-based Coaching by the Neuro-Leadership Institute.

Office Hours

Office hours will be on request. Please contact at:

dmsuarez@faculty.ie.edu

SUBJECT DESCRIPTION

In this course, we will focus in particular on how to build and maintain successful organizations. We will take a close look at the most fundamental issue in management. Why does one business meet its objectives, while another, apparently equally strong, fails? Obviously, every organization is different and different firms in the same sector will choose different strategies when responding to the same competitive environment. So one question to consider is whether and how the choice of an appropriate strategy can make a difference in achieving success, particularly within a context of extreme dynamism, competitiveness and disruption.

LEARNING OBJECTIVES

- Solidify concepts around strategy definition and strategic planning as the basis for solid strategy execution, building on the foundation of earlier course work.
- Understand key lessons learned from both successful and unsuccessful organizations in executing strategy both in organic, as well as inorganic growth scenarios. Factors that affect strategy execution include, among others, organization structure and operating model (both present and desired), the influence of top-management and particularly the CEO, the company's culture, its overall ability to cope with change, and mechanisms for measuring and managing performance and impact through the strategy execution lifecycle.
- Learn how to diagnose organizational problems in a structured fashion.
- Develop an understanding of methodologies and tools available to craft winning, implementable roadmaps for strategy execution.

TEACHING METHODOLOGY

IE University teaching method is defined by its collaborative, active, and applied nature. Students actively participate in the whole process to build their knowledge and sharpen their skills. Professor's main role is to lead and guide students to achieve the learning objectives of the course. This is done by engaging in a diverse range of teaching techniques and different types of learning activities such as the following

Learning Activity	Weighting
Lectures	35.0 %
Exercises in class, Asynchronous sessions, Field Work	20.0 %
Group work	20.0 %
Individual studying	25.0 %
TOTAL	100.0 %

AI POLICY

In today's world, generative artificial intelligence (GenAI) is changing how we work, study, learn and, in general, how we get things done. For this course, you as a student will have access to an "AI Tutor" to help expedite the pace and effectiveness of your learning. We will also use AI in specific assignments, as stated by the Professor. The Professor will demand that you show how you have used AI tools, including any prompting and dialogs you may have held with chatbots and other tools in the context of your work.

If a student or group is found to have used AI-generated content for any form of assessment, beyond those where use is explicitly granted, it will be considered academic misconduct, and the student or group might fail the respective assignment or the course.

PROGRAM

COURSE INTRODUCTION AND CONTEXT

The world today is undergoing a period of change and disruption which is by all measure unprecedented. There are large-scale forces at play that are already changing the way we live, at a pace and at a scale that we have not seen in 50,000 years of modern human existence. Thinkers like Martin Rees, a British cosmologist and astrophysicist, talk about the 21st century as perhaps being our last. The world is shifting: whether it's demographics and the fact that we're adding another billion people in just ten years; or that we humans are changing the Earth's climate in ways that no other creature has ever done in billions of years, and that our resources (energy, water, agricultural land...) are becoming more scarce as we head towards 10 billion inhabitants by 2065. But by far, the biggest and most dramatic changes are happening in technology and science. It's not that change is exponential. It's the rate of change itself that is.

I wrote the above paragraph well before the COVID-19 pandemic started. If anything, the pandemic we lived through, the greatest disruption the world has undergone over the last 70, if not 100 years, is a clear example not only of how much our world is changing, but also how this massive change can happen, almost literally, overnight. The pandemic acted as a catalyst in a chemical reaction: accelerating the pace of change. As an example, when I was at PwC we had over 200,000 people worldwide switch our way of working with clients and with each other from face-to-face interactions to 100% virtual in just about one or two weeks. It was unbelievable. Science and technology continue to be, even more so, the tip of the spear, both in disruption, and also in finding a solution to this and other crises. Just as we thought we were coming out of it, the Russian invasion of Ukraine, now entering its third year, has been wreaking havoc with energy and food supplies around the world, feeding an unprecedented era of inflation, instability and further uncertainty about the future. The Middle East is also facing what some call the greatest security crisis in the last 50 years.

Beyond the current geopolitical state of affairs, technology is also making possible entirely new business models and changing consumer economics. Whether it's the big tech companies or new startups, the status quo is being disrupted more quickly than ever before, shifting power from the large corporation to the consumer, not only disintermediating entire value chains, but the very supply base itself.

Skills valued in the marketplace are shifting to those who are best positioned to harness technology, and who can thrive in an increasingly interconnected world. The pandemic also showed how Darwinian the world really is, as it's the individuals (and ultimately the organizations) that show the greatest adaptability and resilience that will survive.

It is within this context that we look at the fascinating subject of **strategy implementation**. As mentioned in the course subject above, in this course, we will focus in particular on how to build and maintain successful organizations. We will take a close look at the most fundamental issue in management. Why does one business meet its objectives, while another, apparently equally strong, fails? Obviously, every organization is different and different firms in the same sector will choose different strategies when responding to the same competitive environment. So one question to consider is whether and how the choice of an appropriate strategy can make a difference in achieving success, particularly within a context of extreme dynamism, competitiveness and disruption.

Success does not depend solely on selecting a winning strategy: the achievement of results depends very much on the effectiveness of management, their ability to harness the power of their entire organization and collective capabilities, as well as their skill in interacting beyond their own organization borders towards their stakeholders. Why does one firm build a strong, adaptive, resilient organization capable of creating and responding to competitive strategy, while another patches together an organization that stumbles from initiative to initiative?

In order to answer this basic question, we will have to take a hard look at a broad set of factors that influence the outcome, including: organizational structure and evolution, the capability to adapt and be agile, innovate and change, corporate culture, power, decision-making, the management of information flows within an organization, motivators and incentives, and a long etcetera. We will also be reflecting on the lessons we are learning from the current crisis (pandemic, food, energy and prices), and see how themes around adaptability, new models for rapid information management and decision making, "war-time" vs. "peace-time" operating modes, and other elements that need to be brought in to have effective execution. The course devotes several sessions to study the "people factor" in depth, and its role in making or breaking successful execution of strategy, particularly in the context of disruptive change.

We will also give you a set of tools to think through real-life issues around strategy execution, that you can take with you to your jobs beyond the MBA program. Tools to analyze or diagnose organizational problems so you can understand the root causes, and propose "implementable", pragmatic solutions.

SESSION 1 (LIVE IN-PERSON)

Introduction to Strategy Implementation

In this first session we will introduce the course and work through an overview of the content, dynamics, and overall expectations. We will spend some time walking through the fundamental concepts we will be unpacking through the following 14 sessions of the course:

- Discussion of program, evaluation system and overall expectations
- Strategy, Strategic Planning and Strategy Implementation
- Strategy Implementation - Critical Factors for Success:
 - Strategy Definition, Goals and Plan
 - Corporate vs. Business Strategy, and how they relate
 - Performance Management: Goals, BSCs, KPIs

- Strategic Plan and Project Management
- Org Structure & Operating Model, including decision rights and incentives
- Information Sharing and Collaboration
- Managing Change
- Organization Culture
- Overview of other content, including disruption, value from failure and implementing growth strategies

Technical note: Note on Implementing Strategy (HBS 383015-PDF-ENG)

Article: Turning Great Strategy into Great Performance (HBS R0507E-PDF-ENG)

Book Chapters: Making Strategy Work: Leading Effective Execution and Change - Chapter 1.

Strategy Execution is Key (See Bibliography)

Article: The Coherence Premium (HBS R1006F-PDF-ENG)

SESSION 2 (LIVE IN-PERSON)

Strategy, the Strategic Plan, and the Strategic Planning Process

Session 2 focuses on understanding the differences among related concepts that might appear equivalent, but which are not. We will address the importance of a strategic plan, its components, and different approaches (business processes) to define it.

- Strategy definition vs. strategic planning
- Top-down and bottom up approaches and frameworks to define the Strategic Plan
- Strategic planning in a VUCA and BANI world
- Resource planning
- Risk management and mitigation planning
- Practical applications: BP, Renault, Walmart, RocketLab.

SESSION 3 (LIVE IN-PERSON)

Strategy Execution & Performance Management

A critical step in the strategy execution process is cascading objectives down through the organization structure to ensure accountability. We will look at how the Balanced Scorecard helps us do that, and how "corporate" vs. "individual" performance management interact.

- Balancing Corporate Performance Management vs. Individual Performance Management
- Agile Scorecards and Performance Management Methods
- Measuring and Managing Strategy Execution

Practical Case: Reinventing Performance Management at Deloitte (A) (HBS 918020-PDF-ENG)

SESSION 4 (LIVE IN-PERSON)

Strategy and Organization Design

How an organization is structured can determine whether a given strategy can be implemented or not. We will delve deeper into the relationship between good strategy and solid organization design, addressing multiple organizational models, and where each one of them is better suited than another, depending on lifecycle stage, market dynamics and other factors. We will also look at sound, multi-dimensional principles that should apply to any sound organizational design.

Practical Case: More than Optics: Olympus's Vision to Become a Leading Global MedTech Company (HBS 9-724-426)

Book Chapters: Organization Theory and Design: An International Perspective (See Bibliography)
Article: Matrix Management: Not a Structure, a Frame of Mind (HBS 90401-PDF-ENG)

SESSION 5 (LIVE IN-PERSON)

Diagnosing Organizational Effectiveness

Changes to a company's strategy are typically directed to making it more effective in how it competes in the market. Before implementing any strategy, it is often required to diagnose how effective the company is in dealing with different aspects of its value chain (e.g. offer great customer experience at an affordable cost). Once the diagnosis is clear, we can examine different strategies to address root problems. We will diagnose organizational effectiveness through four key lenses:

- Structure
- Decision rights
- Information flows
- Motivators (a.k.a. incentives)

Book Chapters: Making Strategy Work: Leading Effective Execution and Change - Chapter 4.

Organizational Structure and Execution (See Bibliography)

Book Chapters: Results: Keep What's Good, Fix What's Wrong, and Unlock Great Performance - Chapter 2. The Four Building Blocks (See Bibliography)

SESSION 6 (LIVE IN-PERSON)

Strategic Leadership, Decision Making & Entrepreneurship

In this session we address strategy execution in the context of new market entry and expansion, and look at one tool in particular, hypothesis-driven analysis (inductive logic) to address, structure and solve strategy problems.

Practical Case: Silvio Napoli at Schindler India (A) (HBS 303086-PDF-ENG)

Working Paper: Leadership for the Future (Duke Corporate Education SHIFT White Paper)

SESSION 7 (LIVE IN-PERSON)

Implementing Strategy: Stable vs. Highly Dynamic Environments

Strategy is easier to implement when we have predictable, relatively stable environments. But what if we have an unpredictable or highly-dynamic environment? What do you do in the face of "black swan" events that throw every plan and contingency in the air?

Article: The Secrets to Successful Strategy Execution (HBS R0806C-PDF-ENG)

Article: Improving Healthcare Leadership in the COVID-19 Era (NEJM Catalyst) (CED)

SESSION 8 (LIVE IN-PERSON)

Strategy Execution and Managing Change

Implementing a new strategy, by definition, implies leading an organization and its people through change. Resistance to change is inherent to human beings and is anything but trivial to deal with. In this session we will learn about the challenge of change, and different methodologies and tools that can be used to help navigate this complex journey.

Article: Leading Change: Why Transformation Efforts Fail (HBS R0701J-PDF-ENG)

Book Chapters: Making Strategy Work: Leading Effective Execution and Change - Chapter 7.

Managing Change (See Bibliography)

Article: The Hard Side of Change Management (HBS R0510G-PDF-ENG)

SESSION 9 (LIVE IN-PERSON)

Information Flows & Learning Organizations

Managing knowledge in organizations to ensure continuous learning is critical if we want to avoid "corporate amnesia" where know-how is kept at an individual level and not retained at an institutional level. It is crucial so as not to repeat mistakes that have been made in the past, especially in a world where knowledge becomes obsolete at ever faster rates. In this session we will explore the challenges of knowledge management, and understand what learning organisations are and how to build them. We will also look at how "learning from failure" can teach valuable lessons and be turned into a tool for innovation.

Article: Develop Deep Knowledge in Your Organization - and Keep It (HBS H035TR-PDF-ENG)

Book Chapters: Making Strategy Work: Leading Effective Execution and Change - Chapter 5.

Managing Integration. Effective Coordination and Information Sharing (See Bibliography)

SESSION 10 (LIVE IN-PERSON)

Strategy Execution, Disruption and the Future of Work

As mentioned in the opening paragraph of the introduction to this course, at the beginning of the syllabus, we are in the middle of one of the most, if not the most fascinating change and disruption in the last 50,000 years of modern human history. It is estimated that 65% of jobs available 10-15 years from now do not yet exist. Understanding job market and dynamics around the future of work, very much related to the future of skills, is crucial to developing future-proof talent that can tackle the implementation of any strategy in the midst of exponential change.

Practical Case: The Rise and Fall of BlackBerry (HBS TB0485-PDF-ENG)

Article: Meeting the Challenge of Disruptive Change (HBS R00202-PDF-ENG)

SESSION 11 (LIVE IN-PERSON)

Culture and Organizational Inertia

Which is more important: strategy or culture? While both are, an organization's culture often holds the key to successful strategy execution. Thus, appreciating the complexities of culture, and developing tools of diagnosing and harnessing its power become critical components of the strategy execution toolkit.

Article: The Critical Few: Components of a Truly Effective Culture (Strategy+Business)

Practical Case: X: The Foghorn Decision (HBS 618060-PDF-ENG)

Article: The Truth About Google X: An Exclusive Look Behind The Secretive Lab's Closed Doors

SESSION 12 (LIVE IN-PERSON)

Implementing Growth Strategies: Organic Growth, Mergers, Acquisitions and Strategic Alliances

Growth in an organization can be organic (from the company's internal workforce, strengths and merits), or inorganic (through external acquisitions). This is often a very hard decision to make, as inorganic growth can be faster, but its path is often strewn with a failed merger after another. In this session we will address recipes for success when faced with the organic vs. inorganic growth strategy dilemma.

Practical Case: Becton Dickinson: Innovation and Growth (A) (HBS 717419-PDF-ENG)

Technical note: Introduction to International Strategy, Module Note (HBS 706481-PDF-ENG)

Article: Internationalization, Globalization, and Capability-Based Strategy (HBS CMR244-PDF-ENG)

Book Chapters: Making Strategy Work: Leading Effective Execution and Change - Chapter 10. Making Mergers and Acquisitions Work; Chapter 11. Making Global Strategies Work (See Bibliography)

SESSION 13 (LIVE IN-PERSON)

Program and Project Management: Integrating All Strategy Execution Elements

Program and Project management are very closely related to strategy implementation. In many ways, strategy implementation is all about implementing a portfolio of strategic initiatives that have various degrees of inter-relatedness. Program (and Project) management allows us to have a common language within and across strategic initiatives so we are clear on different dimensions such as:

- Scope Definition
- Time Management
- Resource Management
- Risk Management
- Budget / Financial Management

Program and project management act as a holistic, integrating element that brings all strategy execution disciplines together.

This session will also allow you to bring in and apply concepts you learned on Project Management from the Impact Skills Accelerator curriculum.

Book Chapters: Making Strategy Work: Leading Effective Execution and Change - Chapter 13.

Project Management and Strategy Execution (See Bibliography)

Practical Case: P.F. Chang's (Harvard Business School Case 721-380, March 2021)

SESSION 14 (LIVE IN-PERSON)

Making sense out of it all

We will use this session to bring things into perspective, focusing on practical applications to build sound strategy implementation plans in a variety of contexts. The session will also be used to bring back other elements from the course learned earlier, and see where and how they all fit in the overall course narrative.

Book Chapters: Making Strategy Work: Leading Effective Execution and Change - Chapter 13.

Project Management and Strategy Execution (See Bibliography)

Practical Case: P.F. Chang's (HBS 721380-PDF-ENG)

SESSION 15 (LIVE IN-PERSON)

We will devote the last session of the course to do the final exam. More explanation regarding format and expectations will be given about the final and one other test half-way through the course once the course sessions start.

EVALUATION CRITERIA

Final grades will be determined by the following evaluation criteria and formula. A description of each component follows. Student grades will be distributed on a curve, following guidelines provided by the IE Business School.

criteria	percentage	Learning Objectives	Comments
Class Participation	30 %		
Group Presentation	30 %		
Final Exam	40 %		

FAILING GRADE AND REASSESSMENT

Class Participation:

Pay close attention to the comments of others and make focused contributions that move the discussion forward or deeper. Usually, the professor will ask general open questions to be answered by any of the students. Sometimes he will ask specific questions addressed to some of you, these questions are not open to the rest of the class until the initial addressees have not responded or he opens them to the rest of the class. Use facts from the case and theory from the book or supporting reading material to back your comments. You are also welcome to use your own experience, but only with well-structured comments.

Everyone should attend all classes and participate actively in them. No attendance will affect the participation grade. If you are going to miss a class, please, inform the professor **in advance**. Attendance will be strictly enforced in line with IE Business School policy.

Group reports and presentations:

Every group shall deliver a report in one of the sessions. The reports will analyze the case assigned to each session following the general rules of the case method, without needing to cover all the issues, but going deeper in the specific problem under discussion.

The reports must be Powerpoint presentations with 6 to 8 slides maximum. They must be submitted to the Assignment box before 12:00 pm (noon) Madrid time, the day before our session.

The different groups will lead the presentations with further details regarding the group assignment will be announced during the first session:

The relevant team that prepared the Powerpoint document will do a live presentation of 10-15 minutes. All the group members are expected to present and answer questions from the professor and the audience, as required. The group must prepare the presentation in advance. Please do any prep work ahead to ensure a smooth delivery during class.

The reports shall follow a set format as explained in the appendix to this document.

Midterm and Final Exam:

There will be a midterm exam half-way through the course which will cover all material up to and including session 7. Should there be any changes to that, the professor will announce well in advance. The midterm is worth 10% of the grade, and it's a crucial half-way check to make sure you are understanding the fundamental concepts taught during the course, which the midterm will focus more on.

There will also be a final exam at the end of the course. The final exam is worth 30% of the grade. It will cover all the content discussed, but with greater emphasis on applying concepts learned, rather than on simply explaining what those concepts are.

Both exams will be closed book, and in principle will have a mix of multiple-choice, short-answer and long-answer questions.

FAILING GRADE AND REASSESSMENT

When students receive a Fail in a course, they have the opportunity to present themselves for reassessment in order to earn the necessary credits toward graduation.

The reassessment of students should be scheduled between 5 and 10 working days after the review session takes place.

Grades for the reassessment are limited to a Low Pass and Fail.

Both, the initial Fail as well as the grade of the reassessment remain on the transcript. For the purpose of calculating the GPA however, only the grade of the reassessment is to be considered. Students receiving a failing grade in the reassessment of a course will not be able to continue in the program.

APPENDIX: WRITING GROUP REPORTS

In preparing your group reports, please use Powerpoint, make them look professional, no more than 6-8 pages total (incl. appendices), and use a standard structure, ensuring the following sections are covered:

- 1. Problem Statement:** You should provide a brief statement of the key problem in the case. Be sure to focus on a problem – not a symptom. Typically this is not more than 2-3 sentences. You should focus on one problem – even if the case has more than one. All of your subsequent analysis should be directly related to this problem.
- 2. Diagnostic / Situation Analysis:** Summarize the key factors of the situation that drive your subsequent recommendation and implementation. Don't list all the facts. Situation analysis could include assessment of each of the 5 C's (customers, competition, company, collaborators, and context), or equivalent. Focus on facts that are relevant to the problem statement.
- 3. Alternatives:** Briefly discuss at least 2 alternative solutions that you considered – but did not choose – in your analysis and explicitly recognize the pros and cons, advantages and disadvantages of each.
- 4. Recommendation:** Describe and critically evaluate your recommendation – you should list pros and cons of your chosen course of action.
- 5. Implementation Plan:** Develop a plan for implementing the alternative you recommend. The implementation should be practical, consider the costs and benefits, and include some type of time frame. These are essential elements and sometimes require making some assumptions – make the assumptions necessary to put forth your plan.

Make sure the group report is easy to read. Consider using bullets, headings, etc., to make the write-up easy to follow. The objective of this process is to give you practice writing concise executive summaries.

Good reports are concise, but also provide a fact-based rationale for your recommendations and implementation plan. The rationale should reflect a good understanding of the important issues of the case and may integrate previous material from the class or your experience. You might also note factors that argue against your recommendation, and how your implementation plan might minimize the impact of these factors.

BIBLIOGRAPHY

Compulsory

- Lawrence G. Hrebiniak (Author). (2013). *Making Strategy Work: Leading Effective Execution and Change*. 2nd Edition. Pearson FT Press (June 23, 2013). ISBN 0133092577 (Printed)

The book showcases a powerful framework to implementing strategy which all leaders should have in their arsenal.

Recommended

- Robert S. Kaplan, David P. Norton. (1996). *The Balanced Scorecard: Translating Strategy into Action*. 1st. Harvard Business Review Press. ISBN 9780875846514

(Printed)

This classic is a seminal must-have in anyone's management library. While ideas have evolved, the fundamentals remain the same.

- David Wiraeus, James Creelman. (2018). *Agile Strategy Management in the Digital Age*. 1st. Palgrave Macmillan. ISBN 3319763083 (Printed)

In a world of rapid and unpredictable change, the problem with strategic planning is that if you follow your plan through to the end, you will get exactly what you used to want.

- Jon Katzenbach, James Thomas, Gretchen Anderson. (2019). *The Critical Few: Energize Your Company's Culture by Choosing What Really Matters*. 1st. Berrett-Koehler Publishers. ISBN 1523098724 (Printed)

The Critical Few provides a clear, clever method to approaching company culture systematically, focusing on the few behaviors and people who can make the difference between failure and success.

- Gary L. Neilson, Bruce A. Pasternack. (2005). *Results: Keep What's Good, Fix What's Wrong, and Unlock Great Performance*. 1st. New York : Crown Business, c2005. ISBN 1400098394 (Digital)

Every company has a personality. Does yours help or hinder your results? Does it make you fit for growth? Find out by taking the quiz that's helped 50,000 people better understand their organizations

- Paul Leinwand, Cesare R. Mainardi. (2016). *Strategy That Works: How Winning Companies Close the Strategy-to-Execution Gap*. First. Harvard Business Review Press (February 2, 2016). ISBN 9781625275202 (Digital)

Conventional business practices unintentionally yield strategy to execution gaps. The book identifies five key practices to bridge this gap, showcasing world-leading companies in the process.

- Richard L. Daft, Hugh Willmott, Jonathan Murphy. (2017). *Organization Theory and Design: An International Perspective*. 3rd edition. Cengage Learning. ISBN 9781473726383 (Digital)

Organizing involves continuous challenges in the face of uncertainty and change. How is globalisation impacting organizations? How will new strategies in a turbulent world affect organizational design?

BEHAVIOR RULES

Please, check the University's Code of Conduct [here](#). The Program Director may provide further indications.

ATTENDANCE POLICY

Please, check the University's Attendance Policy [here](#). The Program Director may provide further indications.

ETHICAL POLICY

Please, check the University's Ethics Code [here](#). The Program Director may provide further indications.

