

Finding Solutions to Unstructured Business Problems Program

The Best Way to the Right Answers

In this program, learners will apply a six-step process for resolving unstructured business problems, developed and tested by researchers and faculty at IESE, a top global business school based in Spain. Learners will examine what happens when managers conduct too little or too much analysis, and discuss how to handle personal attitudes, opinions, and ethical questions that come into the decision-making process. Learners will see how to distinguish between relevant and irrelevant information. They'll practice developing an effective action plan, once they've come to a decision. By applying the six-step process to a series of simulated cases and a problem that they are currently facing, while getting feedback from experts and peers, they'll develop stronger decision-making capabilities to achieve better results.

Developed in Partnership with



Learners will:

- Understand differences between structured and unstructured problems
- Apply the IESE Six-Step Process For Solving Unstructured Problems
- Develop strategies to handle personal attitudes, opinions, and ethical questions that arise in decision-making exercises
- Understand the importance of researching and testing assumptions in order to develop a realistic action plan

Author



Mike Rosenberg

Assistant Professor Strategic Management, IESE Business School and Academic Director for the Advanced Management Program in Media Entertainment, and Leading in a Matrix Organization

Program Outline

WEEK 1

Managers Solve Problems

- What Do Managers Do?
- The Six-Step Process for Resolving Unstructured Problems
- What Kind of Decision Maker Are You Today?
- An Unstructured Problem You are Facing

WEEK 2

Intermarket Technology

- An Unstructured Problem
- Introduction to Intermarket Technology
- How Would You Approach Intermarket Technology?
- Defining a Solution for Your Own Unstructured Problem

WEEK 3

Morgan Components: a Complex Unstructured Problem

- Introduction to Morgan Components
- Working Together to Define Morgan Components' Difficult Problem
- Revisiting Your Unstructured Problem

WEEK 4

Analyzing Morgan Components

- Possible Alternatives for Morgan Components
- Analyzing Alternatives for Morgan Components
- Making a Decision: Morgan Components

WEEK 5

Tackling Your Own Unstructured Problem

- Addressing Your Unstructured Problem
- Preparing to Present Your Unstructured Problem
- Finalizing Your Presentation
- Collaborating on Unstructured Problems