Contents

Assignment 1 The Aligned Organization	1.1	Assignment 4 Employee Development	4.1
Creating and Articulating the Organizational Vision	1.3	Recruiting Employees for an Aligned Team	4.3
Types of Organizational Structures Mission Alignment	1.6 1.11	Performance Management as an Alignment Tool	4.6
Strategic Communication Summary	1.15 1.20	Leadership Qualities and Professional Development Plans	4.10
Assignment 2		Career Paths and Succession Planning	4.14
Cultivating Organizational Alignment	2.1	Summary	4.18
Motivating for Positive Results	2.3	Assignment 5	
Managing Organizational Change	2.8	Assignment 5 Managing Across Organizational	
Leading With Emotional		Boundaries	5.1
Intelligence	2.15	Aligning Virtual Teams	5.3
Managing in a Process-Centered Organization	2.18	Aligning Organizational Culture With Mission	5.9
Summary	2.23	Aligning Stakeholders With Organizational Mission	5.13
Assignment 3		Managing a Global Claims Function	5.16
Aligning Claims Within the Insurance Organization	3.1	Organizational Reporting Structure	5.20
Functional View of Insurance	3.3	Summary	5.27
Overview of the Claim Function	3.8		
Cooperation Between Risk Control and Other Insurer Functions	3.13 3.17 3.21 3.29	Assignment 6 Managing the Claims Function	6.1
Qualities That Claims		Overview of Integrating Elements of the Claim Function	6.3
Representatives Should Possess		Integrating Claim Processes	6.7
Loss Reserves and Analysis Summary		Integrating the Claim Structure	6.10
		Integrating Claims Staffing	6.12
		Integrating Claims Culture	6.17
		Creating an Integrated Claim Function	6.19
		Summary	6.23



	Assignment 10	
7.1	Claims Application of Big Data	10.1
7.3	Detecting Claims Fraud With	
7.11	,	10.3
7.15		10.7
7.20	· ·	10.1
7.25	Business Process Analytics	10.13
	Summary	10.18
8.1		
8.3	Index	
8.7		
8.17		
8.23		
8.28		
8.32		
9.1		
9.3		
9.8		
0.44		
-		
9.16		
9.20		
9.24		
9.27		
9.32		
	7.3 7.11 7.15 7.20 7.25 8.1 8.3 8.7 8.17 8.23 8.28 8.32 9.1 9.3 9.8 9.11 9.3 9.8 9.11 9.16 9.20 9.24 9.27	7.1 Claims Application of Big Data 7.3 Detecting Claims Fraud With 7.11 Network Analysis and Clustering 7.15 Using Classification Tree Analysis in Claims Assignment 7.20 Improving Claims Processes With Business Process Analytics Summary 8.1 Index 8.3 8.7 8.17 8.23 8.28 8.32 9.1 9.1 9.3 9.8 9.11 9.3 9.8 9.11 9.16 9.20 9.24

