Strategic Decision Making for Management

5 – 9 June 2017 (Five day executive programme)

30 Oct – 3 Nov 2017 (Five day executive programme)
Welcome

LSE Executive Programme Academic Director, 
**Professor Paul Willman**

“LSE Executive Education Courses are the primary channel for delivering LSE’s world class research to a business and practitioner audience”.

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**Key facts**

**Participant Profile**

- **Average professional experience**: 14 years
- **64%** have a Master’s degree or above* 
  * 2016 cohort data
- **95%** of participants would recommend the LSE Executive Education Courses. 
  2016 cohort evaluation survey

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**LSE established in 1895**

**EIGHTEEN** Nobel Laureates have taught or studied at LSE.

**37** World Leaders (past and present) have taught or studied at LSE.

**Who you learn with is as important as what you learn.**

**Top 10 industry sectors represented:**

- Financial Services
- Banking
- Non UK Government
- Consultancy
- International Trade
- Education
- Energy and Utilities
- IT and IT Services
- Central Government
- Chemicals and Pharmaceuticals
Key facts

Our client list includes:
Bank of England • Bayer SAS • Brazilian Development Bank
British Embassy • British Sky Broadcasting Ltd • Cancer Research UK
Coca-Cola Enterprises • Council of Europe Development Bank • Credit Suisse
Dutch Central Bank • Ernst & Young • European Central Bank
European Commission • European Free Trade Association • Financial Services Authority • British Foreign and Commonwealth Office • German Development Cooperation • Google UK Ltd • Institute of Chartered Accountants • International Labour Organisation • KPMG • Microsoft
Moët Hennessy • Morgan Stanley • Norwegian Ministry of Finance
PricewaterhouseCoopers • Siemens AG • The World Bank • Transport for London • UNICEF • United Nations • U.S. Department of Justice
Volkswagen • World Health Organisation • World Trade Organisation

Participants from over 90 Countries

Other sectors represented:
Media & Arts • Insurance • Manufacturing, Engineering & Chemicals • Local Government, Public, Social & Welfare Services
Telecommunications and Postal Services • Charities, Volunteer Sector & Trusts • Environmental Services • Household Goods & Textiles • Real Estate • Transport & Distribution • Utilities (Power & Water) • Automobiles • Health • Law & Legal Services
Leisure & Tourism Mining & Metals • Research • Agriculture, Fishing & Farming Architecture, Construction & Civil Engineering • Electronics & Electrical Equipment • Hotels & Restaurants • Management Consultancy • Aerospace & Defence Economics & Statistical Services • Investment Banking/Stockbroking • Retail Trade

Participants from over 90 Countries

2016 cohort data

8% NORTH AMERICA
5% SOUTH AMERICA
25% UK
36% EUROPE
14% ASIA AND MIDDLE EAST
5% AFRICA
7% AUSTRALASIA

Other sectors represented:
Media & Arts • Insurance • Manufacturing, Engineering & Chemicals • Local Government, Public, Social & Welfare Services
Telecommunications and Postal Services • Charities, Volunteer Sector & Trusts • Environmental Services • Household Goods & Textiles • Real Estate • Transport & Distribution • Utilities (Power & Water) • Automobiles • Health • Law & Legal Services
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LSE Executive Education Courses 2017 3
Invest in Your Global Performance Capability
Deliver Business Results
Grow Your Global Network

Over two years, take 15 days of non-degree executive programs at participating business schools. You have the freedom to select programs that match your professional development goals, choosing from dozens of topics such as innovation, service marketing, crisis management, strategic sustainability, and more.

Design your personalised curriculum from more than 200 courses at 19 top global business schools and complete a capstone project. You will receive a 10% discount on participating programs, receive the GNAM certificate, and gain access to GNAM alumni events around the world.

For details of participating schools and to enrol in the Certificate, visit http://advancedmanagement.net/certificate-excellence-global-business
“LSE Executive Education Courses will give you an insight into leading edge thinking in each discipline, and invite you to reflect on the big issues of the day.”

Professor Christopher Pissarides
2010 Nobel Laureate
Decision making is a fundamental skill for any successful executive. But decisions at the strategic level are increasingly difficult to make. They require large amounts of resources and commitments, while the long-term outcomes and possible consequences are hard to predict. And they require considering multiple, often conflicting, strategic objectives, which are difficult to balance, particularly in the presence of risk and uncertainty.

This executive course is suitable for:

- Executives across every department of the organisation who are dealing, or are involved with, strategic decisions.
- Managers who will be in leadership positions in the future.
- Anyone dealing with important decisions, either in private or public organisations, as well as small enterprises.

A step beyond the traditional

Traditional courses on strategy focus on environment analyses and a hyper-rationalistic prescription of generic positioning strategies. This approach, however, neglects that each organisation is unique, with its own strategic objectives, capabilities and strategic options – and that strategic decision making is at the core of any successful strategizing process. For these reasons our approach is focused, instead, on enhancing strategic decision making capabilities, recognising that both analysis and intuition are necessary for high quality decision making.

A unique approach

This unique course is designed to enhance your decision capabilities when confronted with strategic choices, when searching for decision opportunities, and when designing strategies – both in conditions where there is sufficient time to conduct analyses and when there is only time to choose intuitively. The course will improve your analytic and intuitive abilities to make strategic decisions under tough conditions.

Decision making is a fundamental skill for any successful executive.
Programme overview

Programme benefits:
During the course's very interactive five days, participants will increase their strategic decision making capabilities on several fronts:

• Learn a robust framework for analysing decisions with multiple objectives and uncertainties.
• Master decision modelling capabilities for representing complex strategic decisions.
• Develop decision software skills for supporting strategic decisions.
• Gain hands-on experience on modelling strategic objectives and value trade-offs, as well as uncertainties and risks.
• Learn how to assess the performance of strategies and choose high-value strategic options.
• Master the key principles of behavioural science for strategic decision making.
• Learn how to better tackle decision problems that are hard to solve analytically, for lack of time, data, computational ability, or too much information.
• Become alert to systematic cognitive biases and traps that operate on individuals and groups when making decisions and learn how to overcome them.
• Make better intuitive judgements in strategic decisions.

The course brings together the internationally renowned LSE expertise in Decision Sciences research. It adopts a hands-on approach to teaching, which will help you learn the key principles and frameworks for high quality decision making and how to apply them into your practice. Both lecturers have extensive practical experience in applying this approach into real-world problems, and in teaching the content to executives and practitioners.

Teaching Philosophy:
The course allows participants to learn and practice the processes required to make winning strategic decisions. It focuses on increasing executives’ decision capabilities through clever information processing and decision modelling. Participants will gain hands-on experience with tools for analysing strategic options and improving decision making in their organisations.

Based on rigorous concepts of decision-making research, the course has an emphasis on the practice of Decision Sciences, adopting a learning-by-doing philosophy. It uses illustrations of real-world decision analytics applications in organisations, and employs case-studies and role-playing (supported by specialised decision software) to build students’ skills in decision modelling and analysis.

Programme schedule (subject to change)
Each day we will provide a classic paper in the field, which sets the foundation for the content covered.

Day one:
• Welcome and Introductions
• Introduction to Strategic Decision Making
• Framing decision problems
• Modelling strategic and fundamental objectives
• Team work session
Evening welcome reception

Day two
• Modelling strategic priorities
• Assessing value of strategic options
• Modelling uncertainties and risks
• Creating strategic options
• Team work session

Day three
• Thinking about objectives and preferences
• Thinking about uncertainties
• Team work session
• Guest lecture

Day four
• Thinking about risks and options
• Team work session
Dinner and drinks reception

Day five
• Team work: Presenting the teams’ decision analysis
• Improving organisational decision making
• Going forward: take it back to your organisation

All course content is correct at the time this information is supplied to you. It is subject to change without notice; however you will be advised in advance of any significant changes before the start of the programme.
Strategic Decision Making for Management: Course testimonials
Hear from past participants of the programme

“Thank you for creating one of the most inspiring weeks I have had in many years.”
Simen Revold,
Director, Carlsberg group

“I am of the view that theoretical knowledge combined with hands on experience is the best mantra to be able to make strategic decisions. At the LSE Summer School a perfect amalgamation of the above mentioned factors were offered.”
Patrick Zemann,
Team Lead, Siemens AG
The Department of Management’s unique programmes combine the study of management with LSE’s renowned social sciences perspective.

LSE’s Department of Management produces world-class research on management issues and provides its students with a deep insight into the functioning of the global business environment.

Dr Barbara Fasolo is Associate Professor in Behavioural Science in the Department of Management of the London School of Economics and Political Science. She currently serves as Head of the Behavioural Research Lab and Director of the Executive Master in Behavioural Science.

She is an expert in behavioural decision-making, behavioural change, behavioural public policy, with a specific interest in digital nudging and choice architecture. Her background is inter-disciplinary and cross-cultural: Economics (BSc, Distinction, Bocconi University, Italy), decision sciences (MSc, Distinction, London School of Economics, UK), and experimental psychology (PhD, University of Colorado at Boulder, USA). She was Visiting Professor at IESE Business School (2012/13, Barcelona), Expert-in-Secondment for the European Medicines Agency (2009-12, London) and Post-Doctoral Fellow at the Max Planck Institute of Human Development (2002-04, Berlin).

Barbara’s research has been published in more than 50 outlets, including leading academic journals, (PNAS and the Annual Review of Psychology), books and invited chapters, and has been covered in media outlets such as The Harvard Business Review. She is a member of the International Behavioural Science and Policy Association, international Society of Judgment and Decision Making and the European Association of Decision Making.

Her lab, online and field research aims at tracing and improving difficult choices faced by patients, consumers, and experts (e.g., for the European Medicines Agency, the King’s Fund, and the European Commission). Barbara interacts with several organisations keen to seize new behavioural opportunities and serves on the Department of Health Behavioural Insights Expert Advisory Panel.

Professor Gilberto Montibeller is a Senior Visiting Fellow in the Department of Management, at the London School of Economics and a Professor of Management Science at Loughborough University. With a first Honours degree (with distinction) in Electrical Engineering, he started his career as a junior executive at British and American Tobacco. Moving back to the academia, he was awarded a Masters and a PhD in Engineering Economic Analysis. He then continued his studies as a Post-Doctoral Research Fellow in Management Science, at the University of Strathclyde.

He is an expert on Risk and Decision Analysis, with an extensive experience in applying it for more than 20 years, consulting to both private and public organisations. He is Area Editor of the Journal of Multi-Criteria Decision Analysis and is on the editorial boards of the Informs Decision Analysis and European Journal of Decision Processes journals. He has published widely the field, in journals such as Risk Analysis, the European Journal of Operational Research, Decision Support Systems and OMEGA – The International Journal of Management Science. The quality of his research has been recognised with best publication awards by Informs, the Society of Risk Analysis, and the International Society of Multi-Criteria Decision Making.

He has been a visiting scholar at the Massachusetts Institute of Technology (MIT), the University of Southern California, and at the International Institute for Applied Systems Analysis (IIASA, Austria). He is a visiting professor at the Paris-Dauphine University (France) and the University of Sao Paulo (Brazil).

Professor Montibeller has extensive experience with executive education, both for in-company training as well as for MBA programmes. He is a regular speaker at LSE Enterprise executive training courses.
Programme fee:
The fee for our five-day programme is £5,795 and includes all course materials unless mentioned otherwise. Due to high demand for places, tuition fee discounts cannot be applied against the cost of this course. Please note that accommodation is not included. Our staff can advise you regarding executive apartment/hotel rooms available near the LSE campus, and discounted rates where applicable.

Essential participant criteria:
• Fluency in English
• Undergraduate degree
• At least 2 years professional experience

Course prerequisites:
Some pre-course reading may be required.

Application
Please apply online via the LSE Executive Education Courses website.

We ask that you submit the following documentation together with your application. This will ensure that your application is dealt with expediently.
• University transcript
• Curriculum Vitae / Résumé
• Sponsor details

Assessment
Once submitted, your application will be assessed by an academic in the relevant field. You will be notified of the outcome within a week of submission. Fees must be paid within 14 days of receiving the invoice in order to accept and secure a place.

Acceptance
Once you have accepted your offer, your place is confirmed. Further programme details will then be made available to you. Pre-course reading materials will be distributed to confirmed students from 14 days before the start of the course.

Contact the programme team:
Tel: +44 (0)20 7849 4615
(Mon – Fri: 9.30am to 5.30pm GMT)
Email: exec.courses@lse.ac.uk

Equality and diversity
Equality and diversity are central to the aims and objectives of LSE. The School actively promotes the involvement of all students and staff in all areas of School life and seeks to ensure that they are free from discrimination on the grounds of gender, race, social background, disability, religious or political belief, age and sexual orientation. At LSE we recognise that the elimination of discrimination is integral to ensuring the best possible service to students, staff and visitors to the School.

Cancellation by you
Participants that cancel enrolment:
• more than 45 days before the course begins will receive a full refund, less £100 application fee.
• 45 – 30 days before the course begins will be charged a 25 per cent cancellation fee.
• 29 – 15 days before the course begins will be charged a 50 per cent cancellation fee.
• 14 days or less before the course begins will not receive a refund.

Cancellation by us
Occasionally it is necessary to cancel or postpone courses. Should a course be subject to a major change, applicants will be offered the option to either transfer to another course or receive a full refund. Any alterations to the programme will be made no later than 3 weeks before the start of the course. If you are coming from abroad, you are strongly advised to take out comprehensive travel insurance for the duration of your stay.

Deferrals
Participants that defer a course:
• more than 45 days before course begins will not be charged for the deferral.
• 45 – 30 days before course begins will be charged 10 per cent of the tuition fee.
• 29 – 15 days before course begins will be charged 25 per cent of the tuition fee.
• 14 days or less will be charged 50 per cent of the tuition fee.

Visas
For further information about obtaining the correct visa, see the LSE visa information pages or visit the UK Home Office website (gov.uk/check-uk-visa). If you are at all unsure about your visa requirements, please contact us and we will be happy to guide you.