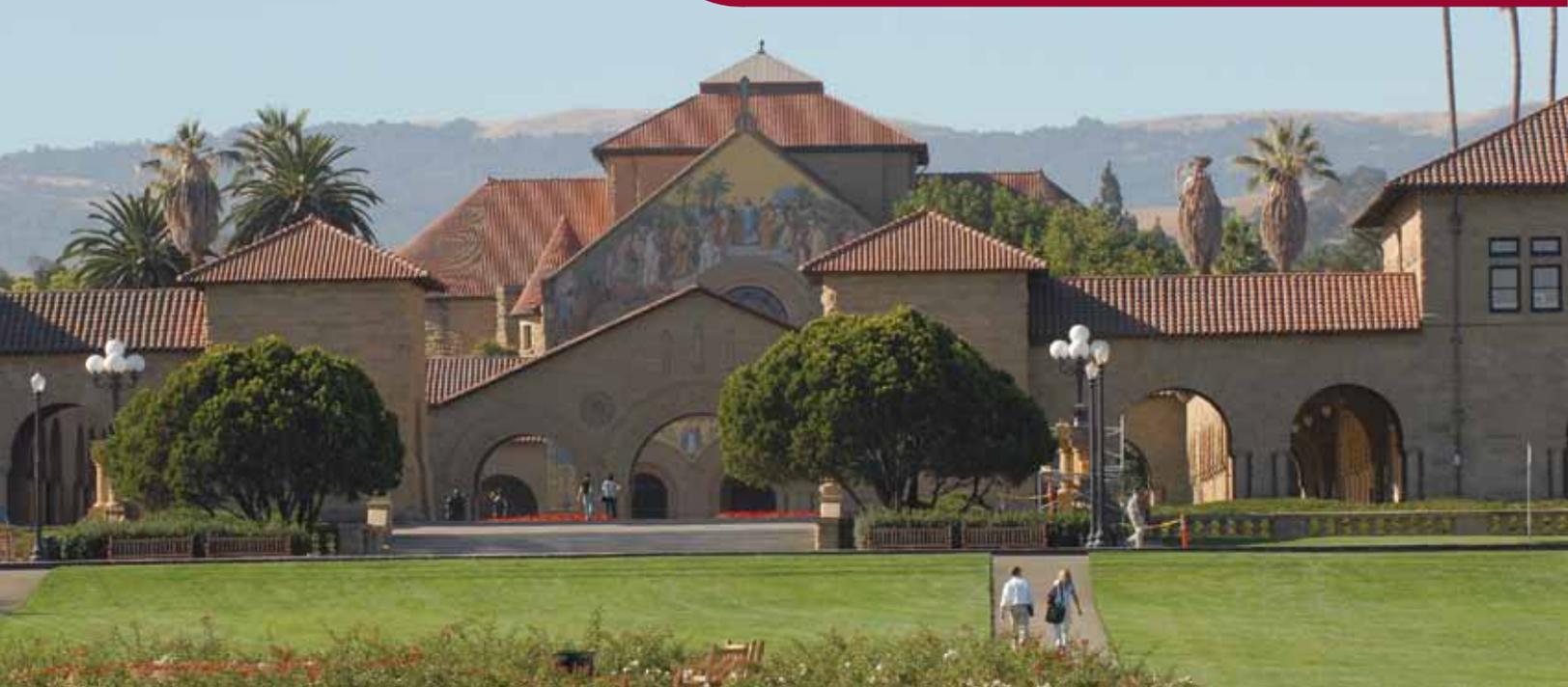




STANFORD UNIVERSITY

Stanford Center for Professional Development

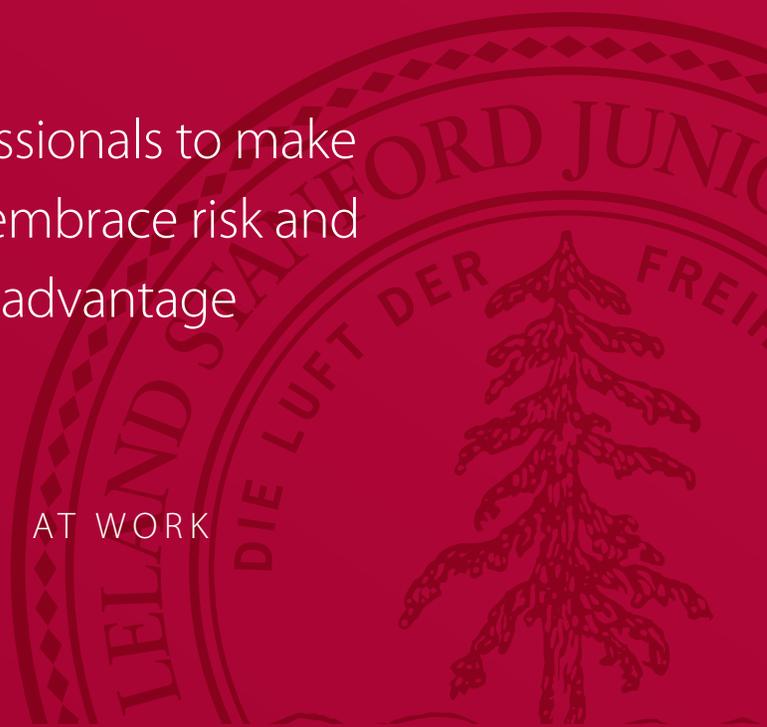
## Strategic Decision and Risk Management



### **Certificate Program**

Empowering industry professionals to make high-quality decisions and embrace risk and uncertainty for competitive advantage

ONLINE | AT STANFORD | AT WORK



# Strategic Decision and Risk Management

The right risk, the right decision!



Strategic Decision and Risk Management teaches participants to **clarify the decision** problem to be solved, **explore choices** to be considered, quantify the impact of uncertainty, and commit to a decision with confidence.

"I was able to obtain the enhanced professional risk management tools I was seeking and can now apply these tools to my work."

**Augustine Doe,**

Senior Manager, Risk and Safety,  
Leap Wireless International, Inc.

### Learn powerful approaches to:

- Make good decisions under pressure
- Understand enterprise risk from the shareholder value perspective
- Use design and innovation principles to generate better alternatives
- Gain true commitment to effective execution from all players

### Who should enroll

Decision-makers and those who support strategic decision-making and risk management in areas including finance, risk management, planning, engineering, marketing, strategy, portfolio management, R&D, IT, design, supply chain, business development, and HR. Participants come from organizations such as:

- |                                     |                |
|-------------------------------------|----------------|
| ■ Allstate                          | ■ Intel        |
| ■ Apple                             | ■ Oracle       |
| ■ Bill and Melinda Gates Foundation | ■ Saudi Aramco |
| ■ FBI                               | ■ Unilever     |
| ■ Google                            | ■ Visa         |
|                                     | ■ Yahoo        |

### Earning the certificate

Participants have the flexibility to take individual courses or to earn the Stanford Strategic Decision and Risk Management Certificate by completing two required courses and four electives. Applicants need a bachelor's degree and three to five years of work experience.

### Record of completion

Upon completion of each course, you will receive via email a certified pdf that contains your course history. Continuing Education Units are available upon request.

### Are you a PMP®?

Earn professional development units (PDUs) towards maintaining your PMI credential. Most Strategic Decision and Risk Management courses are approved for PDUs.

### Stanford Center for Professional Development

The Stanford Center for Professional Development connects working professionals worldwide to Stanford University faculty in the School of Engineering. Qualified individuals may study for master of science degrees on a part-time basis, pursue graduate and professional certificates, take individual graduate and professional courses, view free online seminars, and more. Courses are delivered online, at Stanford, and at your work site.

**[scpd.stanford.edu](http://scpd.stanford.edu)**

### Strategic Decisions Group

Strategic Decisions Group (SDG) is a strategy consulting firm renowned for applying leading-edge decision theory and processes to uncover opportunities for creating shareholder value. SDG helps their clients find innovative, creative strategies to thrive today, while also helping them build internal competencies to meet competitive challenges in the future.

**[sdg.com](http://sdg.com)**



## Required Courses

### **Decision Quality**

Learn best practices for making smarter, faster, and more creative long-term decisions. Discuss framing decisions appropriately, generating creative alternatives, forecasting with ranges of uncertainty, and evaluating choices.

### **Decision Analysis**

Explore the philosophy and tools of decision analysis and learn how to analyze the personal and professional decisions that shape lives and organizations. Avoid the pitfalls of intuitive decision-making.

## Elective Courses

### **Advanced Decision Analysis**

Explore the considerations and tools necessary to assist people and organizations in decision-making. Topics include assessing and applying corporate risk tolerance, risk sharing and scaling, common decision-making methods and their limitations, and Bayesian analysis.

### **Biases in Decision-Making**

*previously Behavioral Challenges in Decision-Making*

Explore how human nature distorts decision-making, including how we protect our mindsets, make inappropriate comparisons, oversimplify situations, and allow personality and social effects to impact our judgment. Learn how to improve your judgment and avoid biases.

### **Collaborative Decision-Making and Negotiation**

Explore decisions made in competition (game theory) and decisions made with collaboration (negotiation). Examine multi-party situations where differences in framing, information, and preferences can produce a win-win solution.

### **Converting Strategy Into Action**

Understand the framework for strategic execution that incorporates a full range of proven approaches and emerging concepts to align project initiatives with strategic objectives.

### **Decision Quality Practicum**

*previously Strategic Decision and Risk Management Practicum*

Work with a small team on a complex decision problem from start to finish. Integrate the concepts, tools, and skills from Decision Quality, Decision Analysis, and Modeling for Strategic Insight. (*Not offered online*)

### **Ethical Decision-Making**

Master the art of ethical decision-making so you can respond skillfully to life's inevitable ethical challenges. Create powerful distinctions to identify and clarify real-world ethically-sensitive situations and develop procedures for forming ethical judgments

### **Leading Strategic Decision-Making**

*previously Decision Leadership*

Learn how to lead strategic decision-making processes. Develop skills to diagnose a decision situation, design an approach, lead those who outrank you, guide decision boards, and assess the level of quality achieved.

### **Managing Risk in Healthcare Organizations**

Learn a comprehensive value-driven approach to quantify and manage downside risk and upside uncertainty that applies to all functional areas in healthcare organizations. Build your career and competencies as a healthcare risk manager.

### **Modeling for Strategic Insight**

Create models for strategic decision-making and use them to draw powerful insights to contrast alternatives. Learn best practices for modeling in Microsoft Excel®, sensitivity analysis and Monte Carlo simulation. Communicate insights clearly and effectively.

### **Strategic Innovation and Design Thinking**

Leverage principles of design thinking to develop innovative strategies and business models. Explore creativity from individual and team perspectives and identify opportunities and roadblocks in organizational settings.

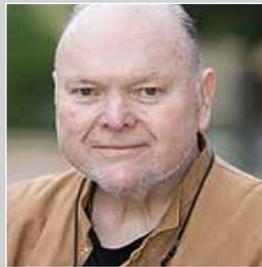
### **Strategic Portfolio Decisions**

Work through a case exercise to learn and apply the Strategic Portfolio Management Process to complex portfolio decisions. Learn how to measure the worth of each portfolio unit and allocate resources to achieve maximum value.

### **Value-Driven Enterprise Risk Management**

Explore a value-driven approach to Enterprise Risk Management (ERM). Learn how to quantify risk and uncertainty to address both value protection and value creation. Examine how to apply these techniques in an enterprise context, including process design and organizational models.

# Program Directors



## Ronald Howard

Professor,  
Management Science  
and Engineering  
Academic Director,  
Strategic Decision and  
Risk Management,  
Stanford University



## Carl Spetzler

CEO, Strategic Decisions Group  
Program Director,  
Strategic Decision and  
Risk Management,  
Stanford University

## COMPETENCY MODEL

Leadership	Strategy	Decision-Making	Innovation	Execution
<ul style="list-style-type: none"> <li>■ Vision</li> <li>■ Change</li> <li>■ Teams</li> <li>■ Communication</li> </ul> <p>Set direction and motivate others to achieve a common goal.</p>	<ul style="list-style-type: none"> <li>■ Insight</li> <li>■ Planning</li> <li>■ Market Sense</li> <li>■ Alignment</li> </ul> <p>Identify threats and opportunities, evaluate alternatives, and take appropriate action.</p>	<ul style="list-style-type: none"> <li>■ Research</li> <li>■ Analysis</li> <li>■ Values</li> <li>■ Risk</li> </ul> <p>Make complex decisions in view of conflicting goals and tolerance for risk.</p>	<ul style="list-style-type: none"> <li>■ Foresight</li> <li>■ Creativity</li> <li>■ Design Thinking</li> <li>■ Prototyping</li> </ul> <p>Use foresight, unconventional thinking, and analysis to create and assess new ideas.</p>	<ul style="list-style-type: none"> <li>■ Project Portfolio</li> <li>■ Culture and Organizations</li> <li>■ Negotiation</li> <li>■ Operations</li> </ul> <p>Implement strategy through effective management of resources.</p>

	Leadership	Strategy	Decision-Making	Innovation	Execution
Advanced Decision Analysis			✓		
Biases in Decision-Making	✓		✓	✓	✓
Collaborative Decision-Making and Negotiation	✓	✓	✓	✓	✓
Converting Strategy Into Action	✓	✓			✓
Decision Analysis			✓		
Decision Quality	✓	✓	✓	✓	
Decision Quality Practicum	✓	✓	✓	✓	
Ethical Decision-Making	✓		✓		
Leading Strategic Decision-Making	✓	✓	✓	✓	✓
Managing Risk in Healthcare Organizations	✓	✓	✓		
Modeling for Strategic Insight		✓	✓	✓	
Strategic Innovation and Design Thinking	✓	✓	✓	✓	
Strategic Portfolio Decisions	✓	✓	✓	✓	✓
Value-Driven Enterprise Risk Management	✓	✓	✓		

# Strategic Decision and Risk Management



## Free Webinars

- Competition, Collaboration, Negotiation: Game Theory and Multiparty Decisions
- Value-Driven Enterprise Risk Management: What Boards and Senior Executives Want Most from Their Enterprise Risk Programs
- The Decision Leadership Dilemma: How to Lead Decision Makers Who Outrank You
- Corporate Risk Appetite: How to Specify It and Apply It Consistently

[scpd.stanford.edu/free](https://scpd.stanford.edu/free)

**Toll-free 1.866.234.3380**

**Outside the US 1.510.857.4396**

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**[strategicdecisions.stanford.edu/info](https://strategicdecisions.stanford.edu/info)**

