



STANFORD UNIVERSITY

Stanford Center for Professional Development



## **STRATEGIC DECISION** AND **RISK MANAGEMENT**

### ***Stanford Certificate Program***

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

stanford  
online | at Stanford | at work

# Courses

*“Stanford opened my mind to a new way of thinking that made a significant impact on me personally.”*

*—Xander Uyleman, Cisco Systems*

## Required Courses

### Decision Quality in Organizations

Acquire an overview of the best practices for making smarter, faster, and more creative long-term decisions. Topics include: framing a decision appropriately, generating creative alternatives, quantifying uncertainty using probability, and analyzing choices.

## Elective Courses

### Advanced Decision Analysis

Build on the core Decision Analysis course by exploring 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 methods and their limitations, and Bayesian analysis.

### Behavioral Challenges in Decision-Making

Learn to prevent the behavioral processes that distort decisions. Recognize how we protect our mindsets, make inappropriate associations and relative comparisons, oversimplify situations, and allow personality and social effects to impact our judgments.

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

Explore decisions made in competition (game theory) and decisions made with collaboration (negotiation) are explored in multi-party situations where differences in framing, information, and preferences provide the opportunity to jointly create greater value and reach 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.

*This course also counts as a required course in the Stanford Advanced Project Management Certificate Program. [apm.stanford.edu](http://apm.stanford.edu)*

### Decision Leadership

Understand the role of a decision leader. Develop decision leadership skills, including how to diagnose a decision situation, design an approach, lead the process with those who outrank you, and assess the level of quality achieved.

### Enterprise Risk Management

Examine ways to identify excessive risk exposure, manage enterprise risk, and delineate clear roles for the board, senior executives, chief risk officers, line executives, and risk management staff.

### 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.

### 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.

### Modeling for Strategic Insight

Create useful models of strategic decisions and use them to draw powerful insights about alternatives. Learn best practices for decision modeling in Microsoft® Excel, sensitivity analysis, and Monte Carlo simulation. Communicate results graphically.

### Strategic Decision and Risk Management Practicum

Work with a small team on a complex decision problem from start to finish. Integrates the concepts, tools, and skills from Decision Quality, Decision Analysis, and Modeling for Strategic Insight. *Only delivered at Stanford and at the work site.*

### Strategic Innovation

Explore creativity from individual and team perspectives and identify innovation opportunities and roadblocks in organizational settings. Exercises and a case study enable hands-on learning. Innovators from industry share their experience with the class.

### Strategic Portfolio Decisions

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

[strategicdecisions.stanford.edu/info](http://strategicdecisions.stanford.edu/info)