

Strategic Decision-Making for Leaders (Cyprus)

Helping business maximise
real-world impact



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Programme overview

Organisational leaders are often called to make strategic decisions in uncertain and complex situations. Making effective decisions requires the adoption of approaches that fit the complexities of these situations, and the efficient management of decision-making processes.

It also requires the ability to think strategically in highly interactive markets and with insights into the psychology behind people's behaviour. Decision-making skills can be learned, and this programme blends theory and practice to help you become a more effective decision-maker.

Top five challenges

Leaders come to Cambridge to solve challenges in their organisations. If you are facing one of these five challenges, this programme will help you solve it.

- 1 **How to improve the quality of your decisions**
- 2 **How to manage "unknown unknowns" and Black Swans**
- 3 **How to lead group decision-making processes effectively**
- 4 **How to make strategic decisions in a competitive market environment using tools such as judo strategy**
- 5 **How to apply behavioural insights to influence people using tools such as nudge strategies**

"The Strategic Decision Making for Leaders programme addresses the decision making challenges that organisational leaders face at three levels: the individual level; the group level; and the market level.

Your learning journey will involve examining decision making issues at all three levels and learning how to manage them with different frameworks and tools. We will draw upon lessons learned from multiple contexts, including the COVID-19 pandemic and the ever-rising concerns for environmental, social, and governance issues. Through simulations, exercises, cases, videos, and lectures, the programme will draw out learnings that you can apply when making decisions."



Professor Vincent Mak
Academic Programme Director,
Strategic Decision Making for Leaders



Programme key themes

- Learn about the main sources of decision failures:
 - At the individual level (when uncertainty overwhelms us).
 - At the group level (where we are “biased” by social interactions).
 - At the market level of decision making (where you need to intuit and pre-empt the behaviour of competitors and customers) .
- Learn about the various sets of thinking frameworks for different levels.
- Understand and apply practical tools and techniques specifically designed to improve the quality of your decision making at each level.

Who should attend

- Senior to mid-level leaders of major corporations and public policy making bodies.
- Senior leaders of small and medium-sized enterprises.
- Start-up founders.

Frameworks & Tools



At the individual level of decision making:

- A framework for thinking about the unknown.
- A leader’s framework for decision making.



At the group level of decision making:

- Advocacy and inquiry orientations.
- Strategies to manage conflict, consideration and closure.



At the market level of decision making:

- Judo strategy.
- Nudge strategies.



Your learning journey

Module 1

Individual and group levels of decision making

This module helps you understand individual and group decision-making under uncertainty, with a particular focus on behavioural aspects. It examines how to manage “unknown unknowns” and Black Swans, and how to lead group dynamics effectively.

By the end of this module, you will be able to:

- Understand the main challenges individuals face when making decisions in situations of extreme uncertainty.
- Strengthen your ability to manage and improve your own decision-making processes.
- Identify the major sources of decision-making failures at the group level.
- Enhance your capacity to lead group decision-making processes effectively.

Module 2

The market level of decision making

This module helps you understand the importance of strategic intelligence in a competitive marketplace. You will learn insights about competing strategically and pre-empting your competitors. You will also learn about influencing people using behavioural insights.

By the end of this module, you will be able to:

- Understand and succeed in a competitive market environment using tools such as judo strategy.
- Apply behavioural insights to influence people using tools such as nudge strategies.



Programme areas of focus

This programme examines strategic decision making for organisational leaders at three levels:

At the individual level of decision making

- Judgment and decision-making under uncertainty.
- Understanding and managing “unknown unknowns” and Black Swans.

At the market level of decision making

- Strategic decisions in a competitive market; application of judo strategy.
- Applications of behavioural insights, in particular nudge strategies.

At the group level of decision making

- How our decisions are influenced by social interactions (sometimes in ways that point away from the strategic goals).
- How to promote an inquiry orientation in group decision-making.

Faculty and Speakers



Professor Vincent Mak
 Professor of Marketing & Decision Sciences

Vincent’s research lies in how people and firms make strategic decisions as they interact with each other, and what economic and psychological factors influence those decisions. His research interests cover pricing, search decisions in networks and queues, decisions in competitive environments, competitive strategies, game theory, and experimental economics. His recent projects include, for example, how consumers search for marketing offers, how managerial committees make decisions, and how R&D managers can be incentivised to align their interests with their company’s.

Vincent is on the Editorial Review Board of the journal Production & Operations Management. He was previously a case writer at the University of Hong Kong’s Centre for Asian Business Cases (now Asia Case Research Centre), producing over 20 business cases which have been used worldwide. His recent consulting work includes a study of online/offline retail prices and price comparison websites, as well as a consumer survey study on the functioning of the market for Internet access, both commissioned by the European Commission. He has also worked as a columnist, journalist, editor, and freelance writer/broadcaster in the Hong Kong media specialising in classical music and the arts. Vincent was a Visiting Assistant Professor at the Hong Kong University of Science and Technology prior to joining Cambridge Judge Business School.



Alberto Feduzi
 Associate Professor of Economics

Alberto Feduzi is Associate Professor of Economics in the Department of Business Studies at Roma Tre University and a Research Fellow and former Professor of Management Practice at the Cambridge Judge Business School, University of Cambridge. He holds a PhD from the University of Cambridge, and his research focuses on judgment and decision-making under uncertainty. His work has been published in leading journals such as Academy of Management Review, Organizational Behavior and Human Decision Processes, Public Administration Review, and The British Journal for the Philosophy of Science. He currently serves as an Area Editor for the European Management Review.



Your Name

Credential issued on: dd/mm/yy

Programme Name

Cambridge Judge Business School Executive Education delivers specialist programmes and outstanding professional development from a world-class centre of learning and innovation. We aim to deliver programmes in a diverse format that offers access the same quality and academic rigour one associates with Cambridge University in the environment of your choice. All programmes are designed and led by an Academic Programme Director who is a member of Cambridge Judge faculty and will deliver substantial portions of that programme.

This is a certificate preview, credentials issued will conform to programme particulars.

Academic programme director name
 Academic Programme Director
 Cambridge Judge Business School
 University of Cambridge

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Certificate of Attendance

Upon successful completion of the programme, you will be awarded a digital certificate of attendance by Cambridge Judge Business School Executive Education.

- Built-in social sharing tools allow you to celebrate your achievement with your network via LinkedIn, email and other platforms.
- Make your achievement discoverable on search engines, or set it to private and share it only with selected people.
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- Available for download in digital format and print.

Why Cambridge?

All of our programmes offer the same quality and academic rigour one associates with a Cambridge University education:

Faculty

- Delivered by Cambridge University Judge's world-class faculty.
- Cambridge Judge is a strong research-oriented top-20 global business school with 19 research centres.
- ALL programmes are designed and led by an Academic Programme Director who is a member of Cambridge Judge faculty and will deliver substantial portions of that programme.

Wider University

- Drawing upon the strengths and resources of the wider University of Cambridge and the Cambridge ecosystem.
- Where appropriate, Cambridge Judge draws upon the immense resources of the faculties across the University.

Emphasis on small group learning

- With small groups and classes, we continue the Cambridge Way that emphasises with high levels of interaction with world class Faculty.

Emphasis on quality outcomes

- Whilst high levels of faculty interaction are core pillars of the Cambridge Way, we also seek to monitor our delivery against the individual needs of participants; where appropriate, we utilise:
 - Psychometric testing both as part of the preparation and debrief on programmes.
 - Impact studies that clearly define the outcomes secured through our programmes.
- It is no accident that over a little half of our Open Face to Face participants come back to Cambridge Judge at least once, often multiple times.
- Similarly, over half of our Custom programmes are with companies with whom we have worked before.

You may also be interested in:

Transformational Leadership - Cyprus

In times of rapidly changing business contexts and globalised work, managers depend more than ever on their people for success. They thus represent both a key resource and a liability for managers. Tapping the full potential of teams however, may require leadership and people management skills that stretch beyond ordinary managerial competences. In this programme, we answer the question of how managers can lead teams for maximum commitment and put motivation centre-stage.

[Find out more](#)

Contact us

If you have any questions or would like to have a chat about this programme and how it could benefit you or your organisation, please get in touch with the programme advisor:



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