

MAKING STRATEGIC DECISIONS

A two-day program to help you understand strategic management, competitive advantage and managerial decision making

Accomplished leaders know that making smart strategic decisions isn't primarily about good instincts. It's a discipline that involves applying time-tested methods to analyze carefully a complex web of information, assess risks and potential rewards, and optimize the chances of success.

Through this highly interactive two-day course, you'll learn how to put such tools and methodologies to work in your organization—and for the rest of your career. You'll gain a deeper understanding of the fundamental concepts in strategy including the determinants of competitive advantage as well as processes for making more rational decisions, methods to reduce the effects of biases that can color your decisions, and ways to deal with risk and uncertainty.

The Bottom Line Value to You and Your Organization

You'll learn ideas and techniques you can apply right away, including:

- Elements of strategy and sources of competitive advantage
- Costs and benefits of corporate diversification
- Details of rational decision making, including the role of data, experimentation and evidence to support decisions
- How biases influence decision making
- Ways to make decisions in interdependent situations (applying insights from game theory)

Your Instructor*

Brian McCann

*Associate Professor of Strategic Management,
Owen Graduate School of Management*

Professor McCann is nationally recognized as an expert on strategic management and entrepreneurship. His research



covers key aspects of both disciplines, including the role of threshold-based decision making in the entrepreneurial process, the performance implications of firm agglomeration, and

the effects of ownership structure on competitive behaviors. His work has appeared in such leading journals as the *Strategic Management Journal*, *Organization Science*, the *Journal of Management Studies* and the *Journal of Business Venturing*. He is also co-author of the leading textbook, *Managerial Economics: A Problem-Solving Approach*. In addition to his academic career, Professor McCann has more than a decade of management and entrepreneurial experience in businesses ranging from real estate development to internet startups.

*Program content and faculty subject to change; check website for details.



Making Strategic Decisions – Sample Program Schedule*

	Day 1 – Strategy	Day 2 – Decision Making
AM	<ul style="list-style-type: none"> • What is strategy? • External environment analysis • Internal analysis / competitive advantage 	<ul style="list-style-type: none"> • Rational decision-making process • Dealing with uncertainty
PM	<ul style="list-style-type: none"> • Coordinating strategy across multiple businesses • Strategic alliances 	<ul style="list-style-type: none"> • Decision-making biases • Decision making in interdependent situations

Classes typically run from 8:00 AM to 4:30 PM (Central). Breaks are scheduled in AM, PM and for lunch. Schedule is subject to change.

Who Should Attend

- Project managers
- Rising supervisors and new managers
- Managers, directors and executives leading organizational change
- Directors moving up to lead divisions or large-scale organizations
- Small business owners and entrepreneurs

Cost

\$2,150

Cost includes tuition, instructional materials, continental breakfast and lunch (all days).

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About Vanderbilt Executive Education

Vanderbilt Executive Education at the Owen Graduate School of Management offers proven and practical programs to help individuals and organizations refresh, engage and strengthen management expertise. Short Programs for individuals are short, highly focused programs in areas of Leadership, Management and Strategy. Custom Programs for organizations are custom-built and are uniquely tailored to help each client tackle a specific organizational need or to achieve its developmental goals for established and emerging leaders.

Conveniently located near downtown Nashville, Vanderbilt Owen Graduate School of Management is ranked as a top institution by *BusinessWeek*, the *Wall Street Journal*, *U.S. News & World Report*, *Financial Times* and *Forbes*.

Visit our website for more information regarding programs and schedules, faculty biographies, online registration and maps and directions.

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