



# Leadership Skills, Strategic Planning, and Excellence in Decision-Making

مهارات القيادة والتخطيط الاستراتيجي والابداع الفكري  
وصنع القرار التنفيذي

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## Introduction

The purpose of business strategy is to give direction to an enterprise; specifically to give long-term direction to the firm. This is achieved through some form of strategic planning and control of the business. The responsibility for directing the business lies with the strategic management component of the enterprise, which may be an individual or a group. Traditionally this role has been the prerogative of top management in the firm, but the current trend is towards a much wider participation in strategic decision-making.

Strategy and strategic management do not occur in a vacuum; they occur within a specific business which has a unique organization structure. This organization structure is the facilitating framework through which business strategy is implemented, and will therefore influence strategic decisions and be affected by those decisions.

It is well known that Decision making techniques encompasses an entire spectrum of approaches. We are going to focus our attention on the well-established and widely accepted practice of decision tree analysis.

Some important decisions are made, based on nothing more than a personal whim or fancy. We go into more detail about that aspect of decision-making. And that's where decision trees come into play.

## Who Should Attend?

- All heads and managers of Department
- All Section Head

## Objectives

### By the end of this course practitioners shall learn to:

- Distinguish between thinking in "wholes" versus "parts."
- Describe their department's / business unit's relationship to other "parts."
- Analyze their current position vis-à-vis industry, competitors, organizational capabilities.
- Demonstrate usage of several tools to facilitate participatory processes.
- Identify the support and resource requirements for implementation and sustainability of a plan.
- Identify the key performance issues and critical success factors.
- Design a strategic planning process appropriate to own situation.
- Take an effective approach to decision making.
- Identify Decision-Making Styles and Attribute
- Make an Ethical Decision Making and Problem Solving
- Build and expand their decision-making, and critical thinking skills.
- Apply logical and creative approaches to decision making.
- Use traditional and creative tools for identifying causes and generating solutions.
- Gain confidence in asking the "right questions" and overcoming the stress of making complex decisions.
- Develop strategic approaches to decision-making.

## Course Outline

### 1- Strategic objectives

- The Problem
- Current Philosophies
- Basis for a Practical System of Objectives

#### 1.1. The element of strategy

#### 1.2. Strategy verses flexibility

- 1.2.1. The advantages of having a business strategy
- 1.2.2. A Contingency View of Business Strategy
- 1.2.3. Business Strategy and Performance
- 1.2.4. Strategic growth alternative
- 1.2.5. Learning element objectives
- 1.2.6. Case History: Growth Based on Diversification

#### 1.3. The nature and content of corporate planning

- 1.3.1. Introduction.
- 1.3.2. The Nature of Planning.
- 1.3.3. Tactical and Strategic Planning.
- 1.3.4. The Parts of Planning.
- 1.3.5. Philosophies of Planning.

#### 1.4. Strategic and corporate planning

- 1.4.1. Introduction
- 1.4.2. Strategic Planning
  - 1.4.2.1. Performance
  - 1.4.2.2. Markets
  - 1.4.2.3. Resources
  - 1.4.2.4. Productivity
  - 1.4.2.5. Organization
  - 1.4.2.6. Innovation
  - 1.4.2.7. Strengths & Weaknesses
- 1.4.3. Corporate planning
  - 1.4.3.1. Overview of Corporate Planning
  - 1.4.3.2. Scope of Corporate Planning
  - 1.4.3.3. Steps in Corporate Planning
- 1.4.4. Short-Term Profit Improvement Plans
- 1.4.5. Assess External Environment
- 1.4.6. Clarify Basic Objectives and Set Target
- 1.4.7. Expectations of Primary Stakeholder
  - 1.4.7.1. Internal Primary Stakeholders

- 1.4.7.1.1. Shareholders (owners)
- 1.4.7.1.2. Employees
- 1.4.7.2. External Secondary Stakeholders:
  - 1.4.7.2.1. Non-owner sources of finance
  - 1.4.7.2.2. Customers
  - 1.4.7.2.3. Suppliers
  - 1.4.7.2.4. Trade Unions
  - 1.4.7.2.5. Local community
  - 1.4.7.2.6. Society at large
  - 1.4.7.2.7. Government.
- 1.4.7.3. Generating Strategies
- 1.4.7.4. Selecting A Strategy
  - 1.4.7.4.1. Check the Assumptions
  - 1.4.7.4.2. Make A Financial/Mathematical Model
  - 1.4.7.4.3. Assess Each Strategy Against the Strengths, Weaknesses
  - 1.4.7.4.4. Opportunities And Threats Identified During the Business Appraisal
  - 1.4.7.4.5. Re-Check the Chosen Strategy
- 1.4.7.5. Developing a Plan
  - 1.4.7.5.1. The selected business or businesses
  - 1.4.7.5.2. For each business
  - 1.4.7.5.3. A timetable for results and review points
- 1.4.7.6. Evaluate Alternative Courses of Action
  - 1.4.7.6.1. Market Penetration
  - 1.4.7.6.2. Product Development
  - 1.4.7.6.3. Market Development
  - 1.4.7.6.4. Diversification
- 1.4.7.7. Some Problems of Corporate Planning:
  - 1.4.7.7.1. Reluctance to Undertake Corporate Planning:
  - 1.4.7.7.2. Concentration on One Strategy and the Known Facts:
- 1.4.7.8. Tactical Planning:
- 1.4.7.9. Control and Continuity:

## 2. Strategic Management

### 2.1. The Nature of Business Strategy

- 2.1.1. Strategic and Tactical Decisions
- 2.1.2. Business Strategy
  - 2.1.2.1. Formulation
  - 2.1.2.2. Publication
  - 2.1.2.3. Implementation

### 2.2. Strategy versus Flexibility

- 2.2.1. The Advantages of Not Having a Business Strategy
- 2.2.2. The Advantages of Having a Business Strategy

- 2.2.3. A Contingency View of Business Strategy
- 2.2.4. Business Strategy and Performance
- 2.2.5. The Necessity for Strategic Management
- 2.2.6. Strategic Management Modes

### **2.3. Business Strategy and Organization Structure**

- 2.3.1. Strategy, Structure, and Performance
- 2.3.2. Strategy and Structure of the Smaller Construction Firm
  - 2.3.2.1. Strategy
    - 2.3.2.1.1. Structure
    - 2.3.2.1.2. The strategy / structure model
    - 2.3.2.1.3. Evolution within Zones
    - 2.3.2.1.4. Transition between Zones
    - 2.3.2.1.5. Strategy, Structure, And Evolution of Construction Firms

## **3. SWOT Analysis**

### **3.1. Meaning of 'SWOT'**

### **3.2. Swot Analysis**

### **3.3. Example of SWOT analysis**

### **3.4. Approaches to Problem-Solving & Decision-Making**

- 3.4.1. The rational approach
- 3.4.2. Creative problem solving
- 3.4.3. Problems and decisions we face at work (technical vs. people problems)

### **3.5. Decision Making**

#### **3.5.1. Types of Management Decision Methods**

- 3.5.1.1. Decision criteria
  - 3.5.1.1.1. Decision quality
  - 3.5.1.1.2. Decision commitment
  - 3.5.1.1.3. Decision costs and penalties
  - 3.5.1.1.4. Opportunities for subordinate development
- 3.5.1.2. Aggregate criteria & decision models

#### **3.5.2. Decision Making Techniques**

- 3.5.2.1. Preferences Affect Decision-Making
- 3.5.2.2. Decision. Making—The Primary Managerial Skill
- 3.5.2.3. At What Levels Op Management Should Decisions Be Made?
- 3.5.2.4. Decision Tree Analysis

## **4. Utilizing Human Resources: Individual Vs Group Approaches to Problem Solving And Decision Making**

### **4.1. When To Choose A Group And When To Choose An Individual**

- 4.1.1. Managing A Group Effectively  
Effective Leadership

### Training Method

- Pre-assessment
- Live group instruction
- Use of real-world examples, case studies and exercises
- Interactive participation and discussion
- Power point presentation, LCD and flip chart
- Group activities and tests
- Each participant receives a 7” Tablet containing a copy of the presentation, slides and handouts
- Post-assessment

### Program Support

This program is supported by interactive discussions, role-play, case studies and highlight the techniques available to the participants.

### Schedule

#### The course agenda will be as follows:

- |                     |                  |
|---------------------|------------------|
| • Technical Session | 08.30-10.00 am   |
| • Coffee Break      | 10.00-10.15 am   |
| • Technical Session | 10.15-12.15 noon |
| • Coffee Break      | 12.15-12.45 pm   |
| • Technical Session | 12.45-02.30 pm   |
| • Course Ends       | 02.30 pm         |

### Course Fees\*

- **4,500 USD**  
*\*VAT is Excluded If Applicable*

## المقدمة

ان الغرض من وجود استراتيجية للعمل هو إعطاء المؤسسة اتجاه للعمل؛ وعلى وجه التحديد اعطاء اتجاه طويل الأجل للشركة. ويتحقق ذلك من خلال شكل من أشكال التخطيط الاستراتيجي والسيطرة على الأعمال التجارية. وتقع مسؤولية توجيه الأعمال على عاتق عنصر الإدارة الاستراتيجية للمؤسسة، والذي قد يكون فردا أو مجموعة. تقليديا كان هذا الدور من اختصاص الإدارة العليا في الشركة، ولكن الاتجاه الحالي هو نحو مشاركة أوسع من ذلك بكثير في اتخاذ القرارات الاستراتيجية.

لا تحدث الاستراتيجية والإدارة الاستراتيجية من فراغ. ولكنها تحدث من خلال هيكل تنظيمي فريد من نوعه. هذا الهيكل التنظيمي هو الإطار الذي يتم من خلاله تنفيذ استراتيجية الأعمال التجارية، وبالتالي ستؤثر القرارات الاستراتيجية على الأعمال. ولذلك فان اتخاذ بعض القرارات الهامة لا يتم استنادا إلى مجرد نزوة شخصية وسنتعرف على المزيد من التفاصيل حول هذا الجانب من عملية صنع القرار.

## الأهداف

في نهاية هذه الدورة المتدربين سوف يتمكن المتدربون من:

- تحديد متطلبات الدعم والموارد اللازمة لتنفيذ واستدامة خطة.
- تحديد مشكلات الأداء الرئيسية وعوامل النجاح الحاسمة.
- تصميم عملية التخطيط الاستراتيجي المناسبة.
- التعرف على كيفية اخذ نهج فعال لصنع القرار.
- تحديد أنماط صنع القرار.
- التعرف على كيفية اتخاذ القرار الأخلاقي وحل المشكلات
- بناء وتوسيع عملية اتخاذ القرارات، ومهارات التفكير النقدي.
- تطبيق النهج المنطقي والمبتكرة لصنع القرار.
- استخدام الأدوات التقليدية والإبداعية لتحديد أسباب وتوليد الحلول.
- اكتساب الثقة في طرح "الأسئلة الصحيحة"، والتغلب على الإجهاد على اتخاذ القرارات المعقدة.
- التعرف على كيفية وضع نهج استراتيجية صنع القرار.

## الحضور

- جميع رؤساء ومديري الإدارات