

## Chapter 2

# Multi-Criteria Decision Analysis for Strategic Decision Making

Gilberto Montibeller and Alberto Franco

**Abstract** In this chapter we discuss the use of MCDA for supporting strategic decision making, particularly within strategy workshops. The chapter begins by exploring the nature of strategic decisions and the characteristics of the strategic decision making process. Specifically, we examine the technical issues associated with the content of strategic decisions, and the social aspects that characterise the processes within which they are created. These features lead us to propose a number of adaptations to the standard MCDA approach if it were to be used at a more strategic level. We make suggestions on how to implement these proposals, and illustrate them with examples drawn from real-world interventions in which we have participated as strategic decision support analysts.

### 2.1 Introduction

A strategic decision has been defined as one that is “important, in terms of the actions taken, the resources committed, or the precedents set” [48] (p. 126). Strategic decisions are “infrequent decisions made by the top leaders of an organisation that critically affect organizational health and survival” [18] (p. 17). Furthermore, the process of creating, evaluating and implementing strategic decisions is typically characterised by the consideration of high levels of uncertainty, potential synergies between different options, long term consequences, and the need of key stakeholders to engage in significant psychological and social negotiation about the strategic decision under consideration.

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Gilberto Montibeller  
Department of Management, London School of Economics, Houghton Street, London, WC2A 2AE, UK, e-mail: g.montibeller@lse.ac.uk

Alberto Franco  
Warwick Business School, University of Warwick, Coventry CV4 7AL, UK, e-mail: alberto.franco@wbs.ac.uk

# Chapter 2 Multi Criteria Decision Analysis For Strategic

**S Marginson**



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### **Table of Contents Chapter 2 Multi Criteria Decision Analysis For Strategic**

1. Understanding the eBook Chapter 2 Multi Criteria Decision Analysis For Strategic
  - The Rise of Digital Reading Chapter 2 Multi Criteria Decision Analysis For Strategic
  - Advantages of eBooks Over Traditional Books
2. Identifying Chapter 2 Multi Criteria Decision Analysis For Strategic
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Chapter 2 Multi Criteria Decision Analysis For Strategic
  - User-Friendly Interface
4. Exploring eBook Recommendations from Chapter 2 Multi Criteria Decision Analysis For Strategic

- Personalized Recommendations
  - Chapter 2 Multi Criteria Decision Analysis For Strategic User Reviews and Ratings
  - Chapter 2 Multi Criteria Decision Analysis For Strategic and Bestseller Lists
5. Accessing Chapter 2 Multi Criteria Decision Analysis For Strategic Free and Paid eBooks
    - Chapter 2 Multi Criteria Decision Analysis For Strategic Public Domain eBooks
    - Chapter 2 Multi Criteria Decision Analysis For Strategic eBook Subscription Services
    - Chapter 2 Multi Criteria Decision Analysis For Strategic Budget-Friendly Options
  6. Navigating Chapter 2 Multi Criteria Decision Analysis For Strategic eBook Formats
    - ePub, PDF, MOBI, and More
    - Chapter 2 Multi Criteria Decision Analysis For Strategic Compatibility with Devices
    - Chapter 2 Multi Criteria Decision Analysis For Strategic Enhanced eBook Features
  7. Enhancing Your Reading Experience
    - Adjustable Fonts and Text Sizes of Chapter 2 Multi Criteria Decision Analysis For Strategic
    - Highlighting and Note-Taking Chapter 2 Multi Criteria Decision Analysis For Strategic
    - Interactive Elements Chapter 2 Multi Criteria Decision Analysis For Strategic
  8. Staying Engaged with Chapter 2 Multi Criteria Decision Analysis For Strategic
    - Joining Online Reading Communities
    - Participating in Virtual Book Clubs
    - Following Authors and Publishers Chapter 2 Multi Criteria Decision Analysis For Strategic
  9. Balancing eBooks and Physical Books Chapter 2 Multi Criteria Decision Analysis For Strategic
    - Benefits of a Digital Library
    - Creating a Diverse Reading Collection Chapter 2 Multi Criteria Decision Analysis For Strategic
  10. Overcoming Reading Challenges
    - Dealing with Digital Eye Strain
    - Minimizing Distractions
    - Managing Screen Time
  11. Cultivating a Reading Routine Chapter 2 Multi Criteria Decision Analysis For Strategic
    - Setting Reading Goals Chapter 2 Multi Criteria Decision Analysis For Strategic
    - Carving Out Dedicated Reading Time
  12. Sourcing Reliable Information of Chapter 2 Multi Criteria Decision Analysis For Strategic

- Fact-Checking eBook Content of Chapter 2 Multi Criteria Decision Analysis For Strategic
  - Distinguishing Credible Sources
13. Promoting Lifelong Learning
- Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
14. Embracing eBook Trends
- Integration of Multimedia Elements
  - Interactive and Gamified eBooks

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