



MBA910 Data Driven Strategic Decision Making T325 BRIEF

All information in the Subject Outline is correct at the time of approval. KOI reserves the right to make changes to the Subject Outline if they become necessary. Any changes require the approval of the KOI Academic Board and will be formally advised to those students who may be affected by email and via Moodle.

Information contained within this Subject Outline applies to students enrolled in the trimester as indicated

1. General Information

1.1 Administrative Details

Associated HE Award(s)	Duration	Level	Subject Coordinator
MBA	1 trimester	Postgraduate	Dr Tanjum Haque tanjum.haque@koi.edu.au L: 7-11, 11 York Street Consultation: via Moodle or by appointment

1.2 Core / Elective

This is a elective subject for the above courses.

1.3 Subject Weighting

Indicated below is the weighting of this subject and the total course points.

Subject Credit Points	Total Course Credit Points
4	MBA: 48 Credit Points

1.4 Student Workload

Indicated below is the expected student workload per week for this subject

No. Timetabled Hours/Week*	No. Personal Study Hours/Week**	Total Workload Hours/Week***
3 hours/week plus supplementary online material	7 hours/week	10 hours/week

* Total time spent per week at lectures and tutorials

** Total time students are expected to spend per week in studying, completing assignments, etc.

*** Combination of timetable hours and personal study.

1.5 Mode of Delivery Face-to-face on site unless otherwise notified (please check Moodle). Note – since T322, KOI is in transition and most classes will be returning to face-to-face delivery. However, there are a range of issues remaining because of COVID-19. For example, some students may have trouble travelling to Australia. Because of this some classes may still be online. This affects whether the final exam for a subject will be open-book or closed-book. After enrolment KOI will be able to make a determination and notification will be provided on Moodle before Week 7.

1.6 Pre-requisites Nil

1.7 General Study and Resource Requirements

- Students are expected to attend classes with the weekly worksheets and subject support material provided in Moodle. Students should read this material before coming to class to improve their ability to participate in the weekly activities.



- Students will require access to the internet and their KOI email and should have basic skills in word processing software such as MS Word, spreadsheet software such as MS Excel and visual presentation software such as MS PowerPoint.
- Computers and WIFI facilities are extensively available for student use throughout KOI. Students are encouraged to make use of the campus Library for reference materials.

Resource requirements specific to this subject: Specific resources will be identified in discussions with your lecturer. Prescribed readings and research examples will be posted to Moodle for additional guidance and recommended readings listed at section 2.9 will provide useful background reading.

1.8 Academic Advising

Academic advising is available to students throughout teaching periods including the exam weeks. As well as requesting help during scheduled class times, students have the following options:

- Consultation times: A list of consultation hours is provided on the homepage of Moodle where appointments can be booked.
- Subject coordinator: Subject coordinators are available for contact via email. The email address of the subject coordinator is provided at the top of this subject outline.
- Academic staff: Lecturers and Tutors provide their contact details in Moodle for the specific subject. In most cases, this will be via email. Some subjects may also provide a discussion forum where questions can be raised.
- Head of Program: The Head of Program is available to all students in the program if they need advice about their studies and KOI procedures.
- Vice President (Academic): The Vice President (Academic) will assist students to resolve complex issues (but may refer students to the relevant lecturers for detailed academic advice).

2 Academic Details

2.1 Overview of the Subject

Data is everywhere, and it is crucial to consider it when making all key decisions. The course MBA910: Data Driven Strategic Decision Making explores and applies strategic theories and principles to real-world scenarios using data. The course focuses on various frameworks, models, and biases in decision-making. In addition, the course emphasizes understanding, analysing, and presenting data through hands-on sessions. It adopts a mixed pedagogy that includes theory, case studies, project, and data analysis. By the end of the course, students will have developed a toolbox they can apply in their professional environments to make informed strategic decisions.

2.2 Graduate Attributes for Postgraduate Courses

Graduates of Postgraduate courses from King's Own Institute will achieve the graduate attributes expected from successful completion of a Master's degree under the Australian Qualifications Framework (2nd edition, January 2013). Graduates at this level will be able to apply an advanced body of knowledge from their major area of study in a range of contexts for professional practice or scholarship and as a pathway for further learning.

King's Own Institute's generic graduate attributes for a master's level degree are summarised below:

	KOI Master Degree Graduate Attributes	Detailed Description
	Knowledge	Current, comprehensive and coherent knowledge, including recent developments and applied research methods
	Critical Thinking	Critical thinking skills to identify and analyse current theories and developments and emerging trends in professional practice
	Communication	Communication and technical skills to analyse and theorise, contribute to professional practice or scholarship, and present ideas to a variety of audiences

	Research and Information Literacy	Cognitive and technical skills to access and evaluate information resources, justify research approaches and interpret theoretical propositions
	Creative Problem Solving Skills	Cognitive, technical and creative skills to investigate, analyse and synthesise complex information, concepts and theories, solve complex problems and apply established theories to situations in professional practice
	Ethical and Cultural Sensitivity	Appreciation and accountability for ethical principles, cultural sensitivity and social responsibility, both personally and professionally
	Leadership and Strategy	Initiative, leadership skills and ability to work professionally and collaboratively to achieve team objectives across a range of team roles Expertise in strategic thinking, developing and implementing business plans and decision making under uncertainty
	Professional Skills	High level personal autonomy, judgement, decision-making and accountability required to begin professional practice

2.3 Subject Learning Outcomes

Listed below, are *key* knowledge and skills students are expected to attain by successfully completing this subject:

Subject Learning Outcomes	Contribution to Graduate Attributes
a) Interpret the importance of the fundamentals, frameworks and models of strategic decision making in organisation development and change	    
b) Assess methods for adopting and using data to drive the decision-making process in strategic management	    
c) Formulate strategic principles and theories in collecting, analysing and ensuring appropriate use of data to increase efficiency, effectiveness, and organisational performance	    
d) Evaluate internal and external constraints and opportunities on the decision-making process	    

2.4 Subject Content and Structure

Below are details of the subject content and how it is structured, including specific topics covered in lectures and tutorials. Reading refers to the text unless otherwise indicated.



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Weekly Planner:

Week (beginning)	Topic Covered in Each Week's Lecture	Pedagogy/ Activity	Expected work as listed in Moodle	Readings
Week 1 27 Oct	Introduction to 'Strategic' Decision Making	Theory + Case		Moodle
Week 2 03 Nov	Hidden Issues in Decision Making	Theory + Scenario-based		Reading 1
Week 3 10 Nov	Decision Making Models	Theory + Scenario-based		Moodle
Week 4 17 Nov	Analytical Frameworks and Tools 1	Theory + Scenario-based		
Week 5 24 Nov	Data Visualization 1: Feeling and presenting the data	In class workshop (Software: Power Bi)		
Week 6 01 Dec	Data Visualization 2: Feeling and presenting the Data	In class workshop (Software: Power Bi)	A2 – Managerial Computing (due W7)	
Week 7 08 Dec	Game theory	Theory + Hands-on + Case Study	A3 – Data analysis (due W8)	
Week 8 15 Dec	Managerial Computing for Decision Making		A4 - Data Visualisation (due W10)	
Week 9 05 Jan	Marketing Intelligence: Data Analysis	Theory + Hands-on (Software: Power Bi)		
Week 10 12 Jan	Creative Decision Making, & Enterprise transformation	Theory + Scenario-based		Moodle
Week 11 19 Jan	Ethical Issues in Decision Making	Theory		Moodle
Week 12 27Jan (Tue)	Project Presentation		A5 – Project Report (due Sunday W12)	
Week 13 02 Feb	Study review week and Final Exam Week			
Week 14 09 Feb	Examinations Continuing students - enrolments for T126 open	Please see exam timetable for exam date, time and location		
Week 15 16 Feb	Student Vacation begins New students - enrolments for T126 open			
Week 16 23 Feb	- Results Released - Review of Grade Day for T325 – see Sections 2.6 and 3.2 below for relevant information. - Certification of Grades NOTE: More information about the dates will be provided at a later date through Moodle/KOI email.			
T126 2 Mar 2026				
Week 1 02 Mar	Week 1 of classes for T126			

2.5 Teaching Methods/Strategies

Briefly described below are the teaching methods/strategies used in this subject:

- *Lectures* (1 hour/week) are conducted in seminar style and address the subject content, provide motivation and context and draw on the students' experience and preparatory reading.
- *Tutorials* (2 hours/week) include class discussion of case studies and research papers, practice sets and problem-solving and syndicate work on group projects. Tutorials often include group exercises and so contribute to the development of teamwork skills and cultural understanding. Tutorial participation is an essential component of the subject and contributes to the development of many of the graduate attributes (see section 2.2 above). Tutorial participation contributes towards the assessment in many subjects (see details in Section 3.1 for this subject). Supplementary tutorial material such as case studies, recommended readings, review questions etc. will be made available each week in Moodle.
- *Online* teaching resources include class materials, readings, model answers to assignments and exercises and discussion boards. All online materials for this subject as provided by KOI will be found in the Moodle page for this subject. Students should access Moodle regularly as material may be updated at any time during the trimester
- *Other contact* - academic staff may also contact students either via Moodle messaging, or via email to the email address provided to KOI on enrolment.

2.6 Student Assessment

Provided below is a schedule of formal assessment tasks and major examinations for the subject.

Assessment Type	When Assessed	Weighting	Learning Outcomes Assessed
Assessment 1 (Individual) Situation analysis using analytical frameworks – (A report of 1000 words, excluding the tables and figures)	Week 5	10%	a and d
Assessment 2 (Individual) Managerial Computing – conduct data analysis in excel and submit the excel with all the formulas	Week 7	25%	b and c
Assessment 3 (Individual): Data analysis – conduct data analysis of categorical and continuous data and submit a report of 500 words explaining the process and results (excluding tables)	Week 8	10%	b and c
Assessment 4 (Individual): Data Visualisation – Create a dashboard in Power BI & submit a report of 500 words describing the dashboard	Week 10	15%	b and c
Assessment 5 (Group): Project with presentation and report [Report should be of 1500 words, excluding tables, figures and citations]	Week 12 - Presentation Week 13 -Report	20% (report) & 10% (presentation)	a, b, c and d



Assessment Type	When Assessed	Weighting	Learning Outcomes Assessed
Assessment 6 (Individual) Class Participation	Week 1 to Week 12	10%	a, b, c and d

Requirements to Pass the Subject:

To gain a pass or better in this subject, students must gain a *minimum of 50%* of the total available subject marks.



2.7 Prescribed and Recommended Readings

Provided below, in formal reference format, is a list of the prescribed and recommended readings.

Prescribed Text:

White, J. N. (2023). *Make Better Strategic Decisions: How to Develop Robust Decision-making to Avoid Organisational Disasters*. Taylor & Francis.

West, D.C., Ford, J.B. and Ibrahim, E., 2015. *Strategic marketing: creating competitive advantage*. Oxford University Press, USA.

Mintzberg, H., 1994. *The rise and fall of strategic planning*. Simon and Schuster.

Recommended Reading:

Hammond, J. S., Keeney, R. L., & Raiffa, H. (1998). The hidden traps in decision making. *Harvard business review*, 76(5), 47-58.

Ammar, O., Chereau, P. 2018. Business model innovation from the strategic posture perspective. *European Business Review* Vol. 30 No. 1, pp. 38-65

Bhattacharyya, S.S, Thakre, S. 2021. Coronavirus pandemic and economic lockdown; study of strategic initiatives and tactical responses of firms. *International Journal of Organizational Analysis* Vol. 29 No. 5, pp. 1240-1268

Brous, P. Janssen, M. Herder, P. 2019. Internet of Things adoption for reconfiguring decision making processes in asset management. *Business Process Management Journal* Vol. 25 No. 3, pp. 495-511

Ciampi, F. Marzi, G. Demi, S. Faraoni, M. 2020. The big data business strategy interconnection: a grand challenge for knowledge management. A review and future perspectives. *Journal of Knowledge Management* VOL. 24 NO. 5 2020, pp. 1157-1176

Dayan, R, Heisig P. Matos, F. 2017. Knowledge management as a factor for the formulation and implementation of organization strategy. *Journal Of Knowledge Management* Vol. 21 No. 2, pp. 308-329,

Fiorentino, R. 2016. Operations strategy: a firm boundary based perspective. *Business Process Management Journal*. Vol. 22 No. 6, pp. 1022-1043

Gnizy, I. 2019. Applying big data to guide firms' future industrial marketing strategies. *Journal of Business Industrial Marketing* 35/7. 1221-1235

Hernaus, T. Vuksic, V.B., Štemberger, M.I. 2016, How to go from strategy to results? Institutionalising BPM governance within organisations. *Business Process Management Journal* Vol. 22 No. 1, pp. 173-195

Hilman, N.K.H. 2017. Competitive strategies, market orientation types and innovation strategies: finding the strategic fit. *World Journal of Entrepreneurship, Management and Sustainable Development* Vol. 13 No. 3, pp. 257-261

Intezari, A. Gressel, S. 2017. Information and reformation in KM systems: big data and strategic decision making. *Journal of Knowledge Management* Vol. 21 No. 1, pp. 71-91

Kabadurmus, O. Ozemre, M. 2020. A big data analytics based methodology for strategic decision making. *Journal of Enterprise Information Management* Vol. 33 No. 6, pp. 1467-1490

Kitsios, F. Kamariotou, M. 2019. Business strategy modelling based on enterprise architecture: a state of the art review. *Business Process Management Journal*. Vol. 25 No. 4, pp. 606-624



Randall, R. Dent, E.B. 2019. Reconciling the historical divide between strategy process and strategy content. *Journal of Management History* Vol. 25 No. 3, pp. 401-427

Shah, H.A. Yasir M. Majid, A. Yasir, M. Javed, M. 2020. Promoting strategic performance through strategic orientation and strategic renewal. A moderated mediation model. *Management Decision*. Vol. 58 No. 2, pp. 376-392

Shaik, A.S., Dhir, S. 2021 What drives organisational performance: strategic thinking, technological change, strategic risks? A modified total interpretive structural modelling approach and MICMAC analysis. *Journal of Indian Business Research* Vol. 13 No. 4, pp. 533-563

Shujahat, M., Hussain, S. Javed, S. Malik, M.I. Thurasamy, R. Ali, J. 2017. Strategic management model with lens of knowledge management and competitive intelligence. *Journal of Information and Knowledge Management Systems* Vol. 47 No. 1, pp. 55-93

Useful Websites

The following websites are useful sources covering a range of information useful for this subject. However, most are not considered to be sources of Academic Peer Reviewed theory and research. If your assessments require **academic peer reviewed journal articles** as sources, you need to access such sources using the Library database, Ebscohost, or Google Scholar. Please ask in the Library if you are unsure how to access Ebscohost. Instructions can also be found in Moodle.

- Business Process Management Journal <https://www.emerald.com/insight/publication/issn/14637154>
- International Journal of Organizational Analysis
<https://www.emerald.com/insight/publication/issn/1934-8835>
- Journal of Enterprise Information Management
<https://www.emerald.com/insight/publication/issn/1741-0398>
- Journal of Information and Knowledge Management System
<https://www.emerald.com/insight/publication/issn/2059-5891>
- Journal of Knowledge Management <https://www.emerald.com/insight/publication/issn/1367-3270>
- Leadership <https://journals.sagepub.com/home/lea>
- Management Decision <https://www.emeraldgroupublishing.com/journal/md>
- Strategic Organization <https://journals.sagepub.com/home/soq>