# Business Decision Modelling and Scenario Analysis Training Course

28 June – 2 July 2027
Milan

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**Ref:** 873_165953 **Date:** 28 June – 2 July 2027 **Location:** Milan **Fees:** 5700 Euro

## Overview

Business Decision Modelling and Scenario Analysis Training Course is a one-week course for analysts, planners, finance professionals, operations specialists, and managers who leave with a Business Decision Model Pack. Participants structure decision questions, map drivers and assumptions, build transparent quantitative models, test scenarios and sensitivity, validate results, and communicate recommendations. The course replaces opaque spreadsheets and unsupported forecasts with traceable logic, controlled inputs, and documented evidence. Agile Leaders Training Center develops business decision modelling practice.

## Who Should Attend

- Business analysis functions responsible for translating decisions into model requirements
- Planning functions responsible for forecasts, resource choices, and operating scenarios
- Finance functions responsible for assumptions, projections, and option evaluation
- Operations functions responsible for capacity, cost, demand, and service decisions
- Management functions responsible for reviewing model evidence and approving actions

The course assumes participants already use spreadsheets and business metrics at work; it leaves out software development, machine learning, and specialist valuation models.

## Departments and Industries

The course supports departments and industries that use quantitative evidence to compare business choices.

- Strategy, planning, finance, and business analysis departments
- Operations, supply chain, performance, and transformation functions
- Manufacturing, logistics, energy, and engineering organizations
- Retail, financial services, consulting, and technology organizations
- Healthcare, education, public administration, and nonprofit organizations

## Learning Objectives

By the end of this course, participants will be able to:

- Build decision models from questions, outcomes, drivers, and constraints.
- Apply transparent model architecture and assumption controls.
- Analyze scenarios, sensitivity, uncertainty, and breakpoints.
- Use Goal Seek and Solver for target and constrained decisions.
- Evaluate model validity, errors, limitations, and evidence.
- Build a Business Decision Model Pack.

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## Course Agenda

### Day 1: Frame the Decision Model

- Decision Question and Outcome Canvas
- Stakeholder Value and Constraint Map
- Driver Relationship Influence Diagram
- Model Boundary and Scope Statement
- Business Decision Model Pack Structure

### Day 2: Build Transparent Model Architecture

- Input, Calculation, and Output Layer Design
- Assumption Register and Source Trace
- Driver Formula and Unit Consistency Check
- Named Range and Control Cell Convention
- Model Logic and Dependency Map

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## Day 3: Test Scenarios and Sensitivity

- Baseline, Upside, and Downside Scenario Table
- Scenario Manager Input Set Design
- One-Way and Two-Way Data Table Analysis
- Sensitivity Tornado and Breakpoint Profile
- Uncertainty Range and Assumption Stress Test

## Day 4: Optimize and Validate Decisions

- Goal Seek Target Condition Analysis
- Solver Objective, Variable, and Constraint Model
- Residual and Variance Diagnostic Review
- Model Error and Boundary Test Checklist
- Validation Evidence and Limitation Log

## Day 5: Practice Model-Based Decisions

- Exercise: Frame a Retail Capacity Decision
- Exercise: Build a Manufacturing Driver Model
- Exercise: Compare Service Demand Scenarios
- Exercise: Defend an Optimized Resource Choice
- Capstone: Business Decision Model Pack

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## Practical Exercises

The course uses suggested activities based on retail, manufacturing, healthcare, and service operations.

- Suggested activity: convert a management question into outcomes, drivers, constraints, and model boundaries.
- Suggested activity: construct a layered spreadsheet model with documented assumptions and traceable formulas.
- Suggested activity: compare scenarios, sensitivity, breakpoints, and uncertainty for an operating choice.
- Suggested activity: validate a model and present a recommendation with limitations and evidence.

## FAQs

### Who suits business decision modelling training, and what does it assume?

Analysts, planners, finance and operations specialists, and managers suit the training. Business decision modelling assumes regular use of spreadsheets, reports, and business metrics.

### How does business decision modelling differ from financial modelling training?

Business decision modelling addresses cross-functional choices, operational drivers, constraints, scenarios, and validation, while financial modelling training concentrates on financial statements, valuation, funding, and investment returns.

### How does scenario analysis strengthen a business decision model?

Scenario analysis strengthens a business decision model by replacing one forecast with explicit input sets, comparable outcomes, and documented conditions for baseline, upside, and downside cases.

### What does sensitivity analysis reveal in business modelling?

Sensitivity analysis reveals which assumptions most influence an outcome, where breakpoints occur, and which variables require stronger evidence or management attention.

### How is a business decision model validated?

A business decision model is validated through logic checks, unit tests, boundary cases, variance and residual review, source tracing, reasonableness comparisons, and a documented limitation log.

## Conclusion

Participants take back a Business Decision Model Pack containing a decision frame, driver map, assumptions, model architecture, scenarios, sensitivity results, optimization record, validation evidence, and recommendation brief. It changes disconnected calculations into a controlled decision workflow. The pack supports traceable choices, challengeable assumptions, and responsible use of model outputs.