

PM Notebook

Summarizing Project Management Concepts for the PMP Exam

DISCLAIMER: THE MATERIAL INCLUDED IN THIS DOCUMENT IS
BASED ON DATA/INFORMATION GATHERED FROM VARIOUS
RELIABLE SOURCES. NONE OF THIS DATA/INFORMATION IS A
PROPERTY OF THE AUTHOR. NONE IS INTENDED TO MAKE A
PROFIT IN ANY WAY. THIS IS FOR PERSONAL USE ONLY.

APPENDIX D – DECISION-MAKING TECHNIQUES	ERROR! NO TEXT O
SPECIFIED :	STALE IN DOCUMENT

PM NOTEBOOK

No great man ever complains of want of opportunity. Ralph Waldo Emerson

Table of Contents

Appendix D - Decision-Making Techniques4

APPENDIX D - DECISION-MAKING TECHNIQUES

Coin Flip - Randomly choosing.

Command - Making decision and informing your team about it.

Consensus – To offer a few options and get everybody to agree on one of them.

Consultation - Consulting your decision with your team. Used when **acceptance** and **quality** are both important.

Decision-Matrix Method / Pugh Method / Pugh Concept Selection – Using a **prioritization matrix** to weigh factors like cost, skills, knowledge and availability. Most applicable to solving problems that are characterized as a choice among alternatives.

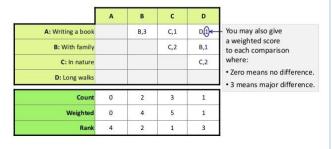
Alternate methods with same meaning -

- Multi-Criteria Decision Analysis (MCDA)
- Multi-Attribute Utility Theory (MAUT)
- Paired Comparison Analysis / Pairwise Comparison

- Paired Comparison

Example – How to Spend Your Coming Summer Holidays:

Subinterest	Wt	Rating				Score			
		Н	C	В	NC	H	С	В	NC
Other yr-round aquatic centers	10	4	5	3	4	40	50	30	40
Community centers	3	5	3	5	3	15	9	15	9
High schools	9	4	5	5	3	36	45	45	27
Disruption to mature trees & veg	20	4	5	4	1	80	100	80	20
Topographic challenges	45	4	5	4	2	180	225	180	90
Impact to watershed	60	3	4	3	1	180	240	180	60
Traffic Impacts	30	5	5	4	3	150	150	120	90
Totals						681	819	650	336



Dictatorship/Autocratic - When one person makes the decision for the whole group.

Fist of/to Five – a technique used by **agile** software development teams to poll team members and help achieve consensus.

- Closed fist No support.
- 1 finger Major concerns.
- 2 fingers Minor issues.
- 3 fingers Not in total agreement. Need more discussion.
- 4 fingers Agree.
- Five fingers Full support.

Voting

- **Unanimity –** Everyone agrees.
- Majority More than half agree.
- **Plurality -** The idea that gets the most votes wins.
- Consensus General agreement.