



# PM Notebook

Summarizing Project Management Concepts for the PMP Exam

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

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## Table of Contents

Appendix D – Decision-Making Techniques .....	4
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## 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			
		H	C	B	NC	H	C	B	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
<b>Totals</b>						681	819	650	336

	A	B	C	D
A: Writing a book		B,3	C,1	D,0
B: With family			C,2	B,1
C: In nature				C,2
D: Long walks				
<b>Count</b>	0	2	3	1
<b>Weighted</b>	0	4	5	1
<b>Rank</b>	4	2	1	3

You may also give a weighted score to each comparison where:

- Zero means no difference.
- 3 means major difference.

**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.