Exercise

# Decision Making

***A brief description of decisions made on a project over the course of a month are listed below. Identify what decision making approach was used and whether it was appropriate.***

* Leader decides with no input
* Leader gathers input from selected individuals and then leader decides
* Leader gather team for discussion and then leader decides
* Team consensus

1. A software development project is one month away from a toll-gate meeting. A software bug has been identified during unit testing on one of the software modules. The software developer wants an additional three days to fix the bug and retest the module. This will delay the start of integration test by one day. Integration test currently has one week of float built into the schedule. The project leader decides to give the developer the three days without discussing the situation with anyone else.
2. It is now three weeks from the scheduled toll-gate meeting. Integration test started two days ago. Another software bug was found with the same software module that was discussed in paragraph 1. The software developer again wants an additional three days to fix the bug. The project leader brings all of the technical members of the team together and they discuss the software bug and workaround options to maintain the test schedule. Two workarounds are possible, although both add some risk to the testing. The team is not in agreement on which option to choose, or to just wait until the module is fixed and delay the integration testing by three days. There are only four days of float left in the integration test schedule and the delay would reduce that to one day. The project leader decides on workaround approach #1 and directs the team to implement it.
3. The software design review panel of four independent reviewers has convened. Each is an expert in software design, development or test. The review is scheduled to last all day. Ten software modules will be reviewed, including the unit test results, integration test results, and early user acceptance testing results. The review is about to start. Before the first presentation, the chairperson of the panel states that all findings by the panel must be a consensus decision by the panel members.
4. It is three days before the phase-gate meeting with the project stakeholders to decide whether the project should proceed to the next phase. The software design review panel identified one major finding and four minor findings. The project has three options. It can go to the phase-gate meeting with open risks and actions plans to resolve them. It can postpone the meeting for two weeks to resolve the major finding and two minor findings and then go to the phase-gate with two open minor findings and plan to resolve those. It can postpone the phase-gate by one month and resolve all findings before the meeting. The project leader calls the Core Team together and asks for their input. The project leader states that they need a consensus on the approach. After debating for two hours, there is still no consensus. The project leader then makes a decision and adjourns the meeting.