Chapter 2
Data-Driven Decision-Making

Case Study Questions

1. What data analytics tools did Rick Albany use to capture and analyze the data in this case?
    - *Brainstorming*
    - *Affinity diagram*
    - *Fishbone diagram*
    - *Pareto chart*
2. What is fishbone analysis? How does it help in decision-making?

   The fishbone diagram (also known as a cause-and-effect diagram or Ishikawa diagram) is used to help identify various causes that lead to certain effects. It is called fishbone diagram due to its shape.
3. How effective was data-driven decision-making in this case?

   Very effective; KC started observing the positive results with a month after the action plan was implemented. After one year of the plan implementation, the annual staff turnover rate dropped from average 52.7% to merely 8.6%, an 83.68% improvement.

Chapter Review and Discussion Questions

1. Define data-driven decision-making.

   See "Data-Driven Decision-Making" page 31
2. List some of key decisions made during the project life cycle.

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- *To undertake the project*
- *To move forward from one stage of the PLC to the next*
- *To hire or not hire a project human resource*
- *To buy or build*
- *To select the best supplier from multiple alternatives*
- *To approve or reject a project risk*
- *To approve or reject a change request*
- *To accept or reject a deliverable*

3. What is meant by the term analysis paralysis?

   See "Analysis Paralysis" on page 28

4. What are the advantages of using data-driven decision-making in project management?

   See "Importance of Decisive Project Managers" on page 28

5. What methodologies or approaches can be used to automate and manage the process of decision-making?

   See "Automation and Management of the Decision-Making Process" on page 30

6. What is the difference between predictive and prescriptive analytics?

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7. What is meant by garbage in, garbage out?

   See "Garbage In, Garbage Out" on page 34

8. Define pragmatism.

   See "Pragmatism" on page 27

9. What are typical steps in a data-driven decision making process?

See "Data-Driven Decision-Making" on page 31

10. Discuss some challenges associated with the data-driven decision-making process.

See "Data-Driven Decision-Making Process Challenges" on page 33