

DECISION MAKING IN PROJECTS



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Introduction

Decision Making in Projects addresses the judgement that determines whether a project delivers or drifts. Projects move through hundreds of choices: scope changes, supplier selection, schedule compression, risk response, and stop-or-continue calls. Poor decision habits produce scope creep, sunk-cost escalation, and late surprises. This Decision Making in Projects Training Course builds a disciplined approach to those choices. Participants work with recognised tools, including decision matrices, costbenefit analysis, expected monetary value, decision trees, and the RAPID decision model within the PMBOK framework. Furthermore, the course covers decision governance, escalation thresholds, and group decision traps. As a result, participants leave able to decide promptly, defensibly, and with the evidence they actually need.

Decision Making in Projects Course Objectives

- Apply structured decision-making processes across the project life cycle.
- Frame project decisions with clear criteria, options, and constraints.
- Use decision matrices and weighted scoring to compare alternatives.
- Evaluate options with costbenefit analysis, NPV, and payback calculations.
- Assess risk-based decisions using expected monetary value and decision trees.
- Apply the RAPID and DACI decision models to define roles and accountability.
- Set escalation thresholds and decision rights within governance structures.
- Avoid group decision traps such as groupthink and escalation of commitment.
- Use decision logs and assumptions registers for transparency and audit.
- Manage scope, schedule, and change decisions with impact analysis.

Course Methodology

The course applies interactive, practice-based methods:

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- Facilitated workshops on live project decisions.
- Case studies of decisions that saved or damaged projects.
- Hands-on work with decision matrices and costbenefit models.
- Simulation of escalation and governance meetings.
- Group exercises on bias and group decision traps.
- Action planning that converts each technique into a project routine.

Who Should Take This Course

- Project and program managers.
- Project sponsors and steering committee members.
- PMO analysts and governance officers.
- Engineering, IT, and construction project leads.
- Procurement and contract managers on project teams.
- Team leaders responsible for delivery decisions.

Decision Making in Projects Course Outlines

Day 1: Foundations of Project Decision-Making

- Defining project decisions and their categories.
- Mapping decision points across the project life cycle.
- Distinguishing reversible from irreversible decisions.
- Understanding decision quality frameworks.
- Recognizing decision fatigue and time pressure effects.
- Reviewing your project's current decision practices.
- Identifying decisions that need stronger governance.





Day 2: Framing Decisions and Comparing Options

- Writing decision statements with clear objectives.
- Setting criteria, weights, and constraints.
- Applying decision matrices and weighted scoring models.
- Conducting costbenefit analysis with NPV and payback.
- Using multi-criteria analysis for qualitative factors.
- Documenting assumptions in an assumptions register.
- Building a decision matrix for a live project choice.

Day 3: Risk-Based and Financial Decisions

- Applying expected monetary value (EMV) to options.
- Building and reading decision trees.
- Evaluating risk response options by cost and benefit.
- Comparing lease, buy, and build alternatives.
- Setting contingency and management reserves.
- Reviewing sensitivity and break-even analysis.
- Running a quantitative decision exercise.

Day 4: Governance, Roles, and Escalation

- Applying the RAPID and DACI decision models.
- Defining decision rights within project governance.
- Setting escalation thresholds and trigger conditions.
- Running steering committee decisions effectively.
- Managing change requests with impact analysis.

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- Keeping decision logs and audit trails.
- Practising an escalation meeting in simulation.

Day 5: Group Decisions, Bias, and Follow-Through

- Avoiding groupthink with structured dissent and red teams.
- Preventing escalation of commitment and sunk-cost bias.
- Using pre-mortems to test decisions before committing.
- Communicating decisions and rationale to stakeholders.
- Reviewing decisions with after-action analysis.
- Embedding decision discipline into project routines.
- Finalizing a personal project decision-making action plan.

Conclusion

By successfully completing Decision Making in Projects, participants will have acquired practical knowledge of decision framing, option comparison, risk-based financial evaluation, governance and escalation, and group decision discipline. They will have gained skills in structured project decision-making, quantitative option analysis, decision governance, and bias avoidance, plus a personal action plan. Gentex Training Center designed this program to help project teams decide with clarity and confidence.

FAQs

Q1 What is the "Decision Making in Projects" course about?





It builds discipline around the choices projects face. Participants study decision framing, option comparison, costbenefit and risk-based analysis, decision rights and escalation, change impact analysis, and group decision traps.

Q2 What are the key benefits of the "Decision Making in Projects" course?

Participants gain faster, better-documented project decisions, fewer scope and cost surprises, and clearer accountability. Teams also escalate at the right time, avoid sunk-cost escalation, and defend decisions confidently in governance reviews.

Q3 What skills will I gain from the "Decision Making in Projects" course?

You will develop four core skills: structured project decision-making, quantitative option and costbenefit analysis, decision governance and escalation management, and group decision facilitation with bias avoidance.

Q4 What tools, methods, or standards are covered in the "Decision Making in Projects" course?

The course covers decision matrices and weighted scoring models, costbenefit analysis with NPV and payback, expected monetary value, decision trees, multi-criteria analysis, the RAPID and DACI decision models, decision rights and escalation thresholds, decision logs and assumptions registers, pre-mortems, and PMBOK-aligned project governance practice.



Q5 How is the "Decision Making in Projects" course applied in real-world practice?

Participants apply the methods to live project tasks, such as scoring vendor options, deciding on schedule compression, evaluating a change request, setting escalation thresholds, and running a steering committee decision. Each module ends with an action commitment, so learning transfers directly into project delivery.