

From your reading of chapter 14 and your own knowledge from other sources, discuss the following:

Consider the activities of a software project manager.

Where are decisions made? When are they group decisions? When are they individual decisions?

Where are decisions made?

When are they group decisions?

When are they individual decisions?

Decisions are made at a variety of levels, group, individual, and organizational. “Many organizations use group decision-making techniques to derive important projections or estimates (Pfleeger & Atlee 2006).” There are dynamics to take into account for group decision-making, such as the influence of the majority on the individuals, as studies show that individuals can be persuaded to make erroneous decisions when they see other members of the group making them. To account for this phenomenon, the Delphi technique solicits a variety of opinions and estimates anonymously, which are tabulated, returned to the experts, results are discussed, and the process repeats until there is a sufficient level of consensus among the results.

Pfleeger, S., & Atlee, J. (2006). *Software Engineering: Theory and Practice*. New Jersey: Prentice Hall.