

**Table 6.2.** Decision matrix from evaluating alternative solution<sup>a</sup>

Decision criteria	Alternative solution 1	Alternative solution 2	Alternative solution 3
Must meet these requirements			
1. Solution effectively solves the problem	3	5	5
2. Feasibility of implementation	5	3	5
3. Cost–benefit analysis	5	5	3
4. Advantage–disadvantage analysis	3	3	5
Want to meet these requirements			
5. Political acceptability	1	3	3
6. Criticalness	1	3	5
7. Time frame	1	3	5
8. Opportunity costs	5	1	3
9. Monetary costs	3	5	5
Total score	27	31	39

Conclusion: Alternative solution 3 accepted.

Adapted from Arnold, John D. *The Complete Problem Solver: A Total System for Competitive Decision Making*, 62. New York: John Wiley & Sons, 1992.

<sup>a</sup>Key:

5 = Solution *fully* meets decision criterion.

3 = Solution *partially* meets decision criterion.

1 = Solution *fails* to meet decision criterion.

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