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BQOM 2521
Assignment 2c: ANP Model
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Personal Decision: What is the best career path post-graduation and how do the results of an Analytical Network Process (ANP) vary from that of the Analytic Hierarchy Process (AHP) Model?

1. Summary

As a Juris Doctor and Master of Business Administration candidate, my post-graduation career choices have several major paths if I choose to primarily seek jobs requiring a law degree. The starting point of my career and the type of industry segment that I choose to pursue have the potential to mainly impact the lifestyle, influence, income, and future career opportunities available. Career considerations are based on positions typical of Pittsburgh, PA and the surrounding region. The scenario presented requires that I choose between seeking jobs in a law firm, a corporate legal department, or a government legal organization. Given the characteristics of the options, the decision is difficult as all of the choices have value. Even so, the considerations of the decision and the potential impact on my life and that of my family make the process of selecting the right career path of utmost importance.

By using the ANP Model and the SuperDecisions Software, the decision and the correct choice, based on my present preferences, can be seen through the model results. The following report details the specifics of the ANP Model with an emphasis on the decision criteria as they relate to the alternatives of the decision. Following the overview of the model, I will review the results of the model and provide an assessment of the synthesis as it relates to the results obtained from the AHP Model.

2. ANP Model

Figure 1 below shows the overview of the Network Model. This model varies from the AHP (Relative) Model as the “. . . criteria are prioritized by asking how important they are in the alternatives being considered.”¹

¹ "Tutorial 04: Creating an ANP Model." Super Decisions. 2018. Accessed March 22, 2018.
https://superdecisions.com/tutorials/index.php?section=v3_tut04.

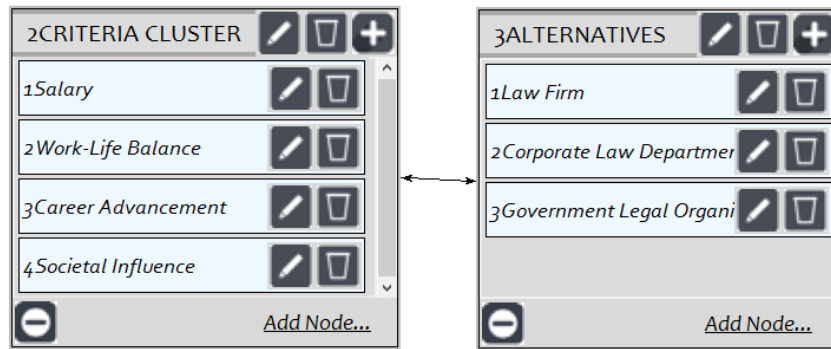


Figure 1. Personal Decision - ANP Model

The model consists of the criteria and alternatives clusters. Each cluster contains nodes. The criterion selected for the model were: salary, work-life balance, career advancement, and societal influence. Compared to the AHP Model, the ANP Model does not have a goal, but rather compares each criterion to each alternative. As discussed above, the alternatives of the decision were: law firm, corporate legal department, and government legal organization.

For each alternative, the judgements for each criterion are shown below in *Figure 2 – 4*.

2. Node comparisons with respect to 1Law Firm																								
Graphical Verbal Matrix Questionnaire Direct																								
Comparisons wrt "1Law Firm" node in "2CRITERIA CLUSTER" cluster																								
2Work-Life Balance is equally to moderately more important than 3Career Advancement																								
1.	1Salary	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No co			
2.	1Salary	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No co			
3.	1Salary	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No co			
4.	2Work-Life B~	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No co			
5.	2Work-Life B~	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No co			
6.	3Career Adva~	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No co			

Figure 2. Questionnaire Judgements for Law Firm Alternative

2. Node comparisons with respect to 2Corporate Law Depar~																								
Graphical Verbal Matrix Questionnaire Direct																								
Comparisons wrt "2Corporate Law Department" node in "2CRITERIA CLUSTER" cluster																								
1Salary is equally to moderately more important than 2Work-Life Balance																								
1.	1Salary	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No co			
2.	1Salary	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No co			
3.	1Salary	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No co			
4.	2Work-Life B~	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No co			
5.	2Work-Life B~	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No co			
6.	3Career Adva~	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No co			

Figure 3. Questionnaire Judgements for Corporate Legal Department Alternative

2. Node comparisons with respect to 3Government Legal Or~																										
		Graphical	Verbal	Matrix	Questionnaire	Direct																				
Comparisons wrt "3Government Legal Organization" node in "2CRITERIA CLUSTER" cluster																										
3Career Advancement is strongly to very strongly more important than 4Societal Influence																										
1.	1Salary	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No co					
2.	1Salary	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No co					
3.	1Salary	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No co					
4.	2Work-Life B~	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No co					
5.	2Work-Life B~	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No co					
6.	3Career Adva~	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No co					

Figure 4. Questionnaire Judgements for Government Legal Department Alternative

An overview of the Priorities Table is shown below in Figure 5.

Main Network: Kirkpatrick_Job_Options_ANP_03222018.sdmo...				
Here are the priorities.				
Icon	Name		Normalized by Cluster	Limiting
No Icon	1Salary		0.42178	0.210892
No Icon	2Work-Life Balance		0.33309	0.166544
No Icon	3Career Advancement		0.18770	0.093848
No Icon	4Societal Influence		0.05743	0.028717
No Icon	1Law Firm		0.32476	0.162378
No Icon	2Corporate Law Department		0.32275	0.161377
No Icon	3Government Legal Organization		0.35249	0.176245
<input type="button" value="Okay"/> <input type="button" value="Copy Values"/>				

Figure 5. Priorities Table

After completing the comparisons, I verified the inconsistency in the model; the inconsistency in the model is less than the permissible level of 0.10. I also completed a sanity check; there were no errors or warnings.

3. Results Analysis: Comparison with Analytical Hierarchy Process

After completing the comparisons, I ran the synthesis. The results of the ANP Model synthesis are shown below in Figure 6.

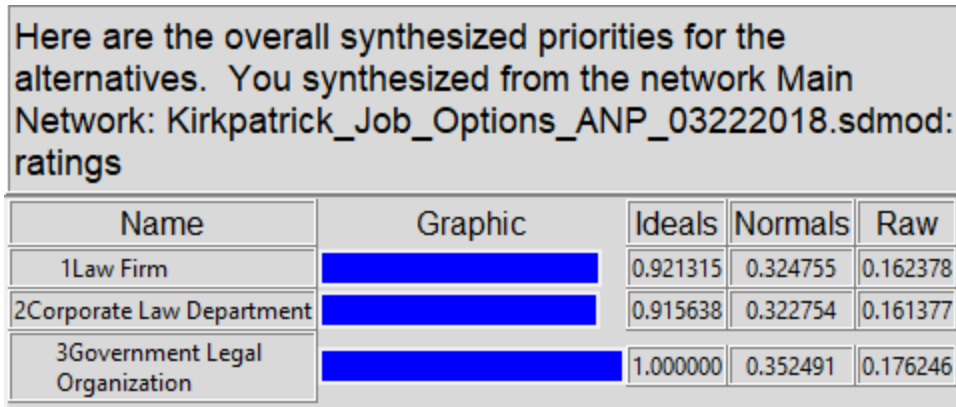


Figure 6. ANP Model Overall Synthesis Priorities

The ideal choices shown in the synthesis, ranked from highest to lowest were: government legal organization, law firm, and corporate legal department. The results are inconsistent with the outputs from the AHP Model synthesis shown below in *Figure 7*. While the corporate legal department remains the least preferred choice, the government legal organization overtook the law firm as the best choice. Compared to the AHP Model results, this shift in the top choice is likely due to the higher preference shown toward government legal organizations' work-life balance and career advancement opportunities over the other alternatives.

While, on average, my research shows that governmental legal organizations have a better work-life balance than law firms, the decision will likely need to be made based on job offers and the actual position in question at the time. A generalized understanding helps to prioritize the decisions, but since the law firm position and the government legal organization both received high priority in the AHP and ANP model, the decision will need to include additional factors about the specific positions available at the time I am seeking employment.

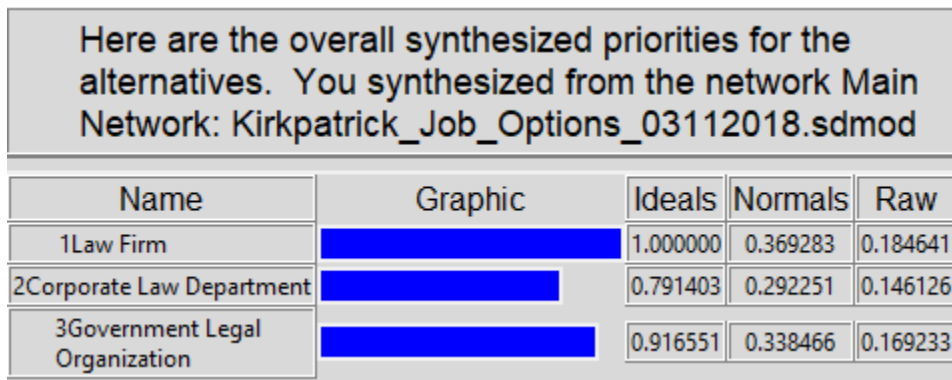


Figure 7. AHP Overall Synthesis Priorities