

APPENDIX E 1 DIFFERENCES IN METHODOLOGIES USED

Differences in the methodologies used – the results set out below are discussed in detail in the relevant sections.			
	Appendix C Original Pilot Study Questionnaires	Kahneman and Tversky method (1992)	Appendix B Main Study Risk Aversion and the Risk Bias Questionnaires (new format)
Type of interviewee	Executive Board members	Graduate students	Executive Board members
Experience in decision Making	Highly experienced	Nil	Highly experienced
Number of interviewees	7	25	22
Time taken to interview	3 hours in total*	3 x 1 hour sessions	1x3+ 1x2=5 hours in total
Method	Direct interview	By computer	Direct interview
Number of questions per interviewee	8	56	56
Questions scaled to size of company	Yes	Scaled to student value	Yes
Discussion/coaching/explaining	Yes	?	Yes
Providing range of possible answers	No	Yes	No
Expected value of each outcome shown	n/a	Yes	A few for demonstration purposes
How value of prospect derived by interviewee	n/a	From observed choices	Obs'ved (50%)Ass'ved(50%)
Incentive to participate in study	No	Yes (USD25 per student)	No
Used K and T formula for prob weighting function $w(p) = p^a / (p^a + (1-p)^a)^{1/a}$	n/a	Yes	Yes
Parameters a for positive prospects derived from data		a=.61	a=.86
Parameters b for negative prospects		b=.69	b=.96
Value function parameters $v(x) = x^a$ for $x > 0$, $-y(-x)^b$ for $x < 0$		a=b=.86, y=2.25	a=b=.995, y=1.08
Risk aversion for gains, and risk tolerance for losses evident		Yes	No

APPENDIX E 2 EXAMPLES OF INDUCTIVE CASE STUDY RESEARCH

A great deal of research has been conducted using case studies as a research strategy. The table below, taken directly from Eisenhardt (1989), gives some examples of inductive case study research. The details of this thesis are also included for comparison purposes and to add some initial validity to the proposed research:

Examples of inductive case study research					
Study	Description of cases	Research Problem	Data Sources	Investigator	Output
Burgelman (1983)	6 internal corporate ventures in 1 major corporation	Management of new ventures	Archives, interviews, some observation	Single investigator	Process model linking multiple organizational levels
Mintzberg and McHugh (1985)	National Film Board of Canada, 1939-1975, with 6 periods	Formulation of strategy in an adhocracy	Archives, some interviews	Research team	Strategy-making themes "grass-roots" model of strategy formation
Harris and Sutton (1986)	8 diverse organisations	Parting ceremonies during organizational death	Interviews, archives	Research team	Conceptual framework about the functions of parting ceremonies for displaced members
Eisenhardt and Bourgeois (1988)	8 microcomputer firms	Strategic decision making in high velocity environment	Interviews, questionnaires, archives, some observation	Research team	Mid-range theory linking power, politics and firm performance
Gersick (1986)	8 project groups with deadlines	Group development in project teams	Observation, some interviews	Single investigator	Punctuated equilibrium model of group development
Leonard-Barton (1988)	10 technical innovations	Internal technology transfer	Interviews, experiment, observation	Single investigator	Process model
Pettigrew (1988)	1 high performing and 1 low performing firm in each of 4 industries	Strategic change and competitiveness	Interviews, archives, some observation	Research teams	In progress
Woolford in progress*	2 highly compliant and 1 weakly compliant firm	How Boards make sense and deal with their risk issues	Interviews, questionnaires	Single investigator	In progress – to develop a theory which links individual bias, corporate governance observance, group dynamics and effective risk management in highly and weakly compliant firms

*The author and subject of this thesis