

## Appendix

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## **Appendix A: Global Investment Task**

### **Background - Task A**

## BACKGROUND - FINANCIAL TASK FORCE

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You are a CEO in ACS, Inc., a Virginia-based company which manufactures farming equipment. The market niche for ACS, Inc. is the light- to medium-weight farming machinery, typically used in moderately-mechanized farms. The company was formed in 1982 and since then it has been profitable and experiencing constant growth.

Recently, the market for medium-weight farming equipment in the United States has flattened. Your company's share in the US farming market has also decreased. Your company's board of directors has decided that it is imperative that ACS expands its business globally. After a preliminary review the board of directors determined that three countries fit the conditions necessary for global investment according to ACS theory of business. These countries are **Italy**, **The United Kingdom**, and **Brazil**.

The board of directors established three special task forces in order to find information about each country. The task forces are:

Task Force	Information obtained
Financial Task Force:	<ul style="list-style-type: none"><li>• Gross profit of each investment alternative</li><li>• Costs of each management alternative</li><li>• Overall economic climate in each country</li></ul>
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You have been assigned the role of **Leader of the Financial Task Force**. As such, you have exclusive information that your other team-mates don't have. You are required to meet with the leaders of the other two task forces and make recommendations to the board of directors regarding the following seven decisions:

1. The best investment alternative for Italy
2. The best management alternative for Italy
3. The best investment alternative for The United Kingdom
4. The best management alternative for The United Kingdom
5. The best investment alternative for Brazil
6. The best management alternative for Brazil
7. An overall rating of all three countries in a scale from one to ten

Before making each decision you must share all relevant information with your team-mates so your team can make the best possible decisions. For each of the above nine decision there will be a brief discussion period in which you will be able to share information using a group communication tool. When the discussion period is over you will vote on the alternatives using a group support tool.

## BACKGROUND - INDUSTRIAL TASK FORCE

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## **Background - Task B**

## BACKGROUND - FINANCIAL TASK FORCE

---

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## Definitions

## DEFINITIONS

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Below you will find a brief definition for each type of decision in this task:

### Selecting an Investment Alternative:

You will have to make this decision for each one of the three countries. For this decision the team must consider three criteria:

- The **Gross Profit** information for each investment alternative represents the combination of initial investment and yearly profits, averaged over the life of the investment.
- The **Industrial Risk** of each investment alternative represents the risks related to the current industrial infrastructure in the country (availability of raw materials, distribution channels, etc.)
- The **Political Risk** of each investment alternative represents the risks related to government policy and incentives, such as fiscal policy, industrial regulations, and tax incentives.

### Selecting a Management Alternative:

You will have to make this decision for each one of the three countries. For this decision the team must consider three criteria:

- The **Management Cost** information for each investment alternative represents the cost of management and technical personnel in that country.
- The **Industrial Risk** of each investment alternative represents the risks related to the industrial and management skills of the local labor, and possible conflicts in management style and technical approach with American labor.
- The **Political Risk** of each investment alternative represents the risks related to government, union, and labor environments in the country, and how they relate to the use of local or American labor.

### Rating the countries:

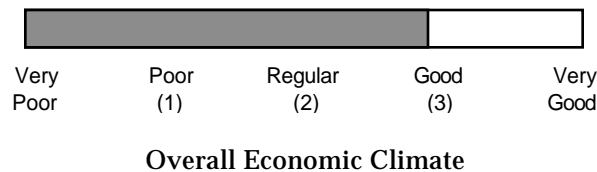
The final decision will consist in rating each country on a scale from one to ten. Your rating should reflect the rank order of the alternatives as well as the magnitude of their difference. . For this decision the team must consider four criteria:

- The **Net Profit** will be calculated from the by subtracting the Management Cost from the Gross Profit for each country. This piece of information will be provided by the moderator, based on the team's previous decisions.
- The **Financial Climate** represents the current economic and fiscal environment, and indicates the possibility of economic growth in the country, which is necessary
- The **Industrial Climate** represents the current industrial and business environment, and indicates the possibility of growth in the local agriculture and manufacturing markets.
- The **Political Climate** represents the current socio-political environment, and indicates the quality of the society and the stability of the current government policies.

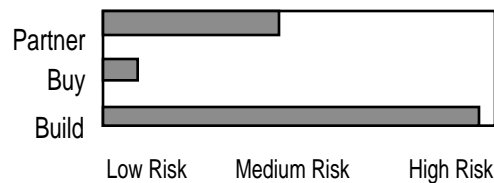
## Other Definitions:

Each fact in the fact sheets has been assigned a **relative importance**, which can be **low**, **medium**, or **high**. For simplicity you should assume that information of high importance is two and three times more important than information of medium and low importance.

**Climate** for each country's sector (financial, industrial, and political) are portrayed using a bar-chart metaphor. An example is given below. The climate can be poor, regular, or good. The longer the bar, the better the climate in that country regarding that particular criteria.



**Risks** for each alternative (industrial and political) are portrayed using a bar-chart metaphor. An example is given below. The risk for each alternative can be low, medium, or high. The longer the bar the highest the risk related to that alternative. Remember that the industrial and political risks are typically different from each other.



## Practice Run

### Country 1

#### 1. Select Investment alternative:

- The average yearly **Gross Profit** for each investment alternative is given in the table on the right.
- Yearly gross profit of each investment alternative has a **high importance**.

Average Yearly Gross Profit (Millions \$)		
Partner	Buy	Build
<u>12</u>	<u>16</u>	<u>20</u>

## DEFINITIONS

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Below you will find a brief definition for each type of decision in this task:

### **Selecting an Investment Alternative:**

You will have to make this decision for each one of the three countries. For this decision the team must consider three criteria:

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### **Selecting a Management Alternative:**

You will have to make this decision for each one of the three countries. For this decision the team must consider three criteria:

- The **Management Cost** information for each investment alternative represents the cost of management and technical personnel in that country.
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- The **Political Risk** of each investment alternative represents the risks related to government, union, and labor environments in the country, and how they relate to the use of local or American labor.

### **Rating the countries:**

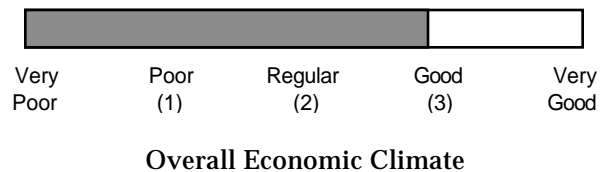
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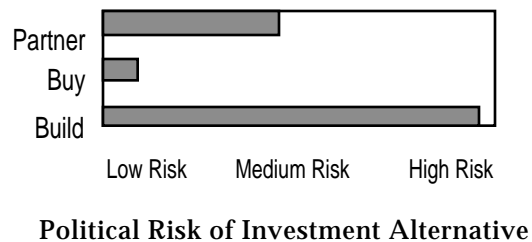
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## Practice Run

### Country 1

#### 1. Select Investment alternative:

- The **Industrial Risk** associated with each investment alternative is given in the table on the right.
- The industrial risk of each investment alternative has a **low importance**.



## DEFINITIONS

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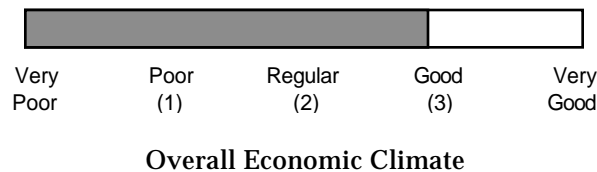
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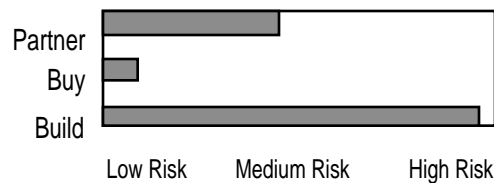
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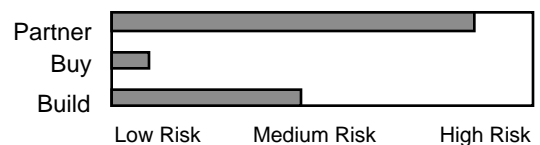


## Practice Run

### Country 1

#### Investment alternative:

- The **Political Risk** associated with each investment alternative is given in the table on the right.
- The political risk of each investment alternative has a **medium importance**.



## **Data sheets - Task A**

## Italy

1. Select Investment alternative:

- The average yearly **Gross Profit** for each investment alternative is given in the table on the right.
- Yearly gross profit of each investment alternative has a **high importance**.

Average Yearly Gross Profit (Millions \$)		
Partner	Buy	Build
<u>14</u>	<u>20</u>	<u>16</u>

2. Select Management alternative:

- The average yearly **Management Cost** for each management alternative is given in the table on the right.
- Yearly cost of each management alternative has a **low importance**.

Yearly Management Cost (Millions \$)	
Local	American
<u>4</u>	<u>6</u>

## United Kingdom

3. Select Investment alternative:

- The average yearly **Gross Profit** for each investment alternative is given in the table on the right.
- Yearly gross profit of each investment alternative has a **high importance**.

Average Yearly Gross Profit (Millions \$)		
Partner	Buy	Build
<u>18</u>	<u>20</u>	<u>12</u>

4. Select Management alternative:

- The average yearly **Management Cost** for each management alternative is given in the table on the right.
- Yearly cost of each management alternative has a **low importance**.

Yearly Management Cost (Millions \$)	
Local	American
<u>6</u>	<u>8</u>

# Brazil

## 5. Select Investment alternative:

- The average yearly **Gross Profit** for each investment alternative is given in the table on the right.
- Yearly gross profit of each investment alternative has a **high importance**.

Average Yearly Gross Profit (Millions \$)		
Partner	Buy	Build
<u>18</u>	<u>16</u>	<u>14</u>

## 6. Select Management alternative:

- The average yearly **Management Cost** for each alternative is given in the table on the right.
- Yearly cost of each management alternative has a **low importance**.

Yearly Management Cost (Millions \$)	
Local	American
<u>4</u>	<u>10</u>

# All Countries - Financial Climate

## 7. Rate countries in a scale from 1 to 10:

The Financial Climate has a **medium importance**.

### Italy

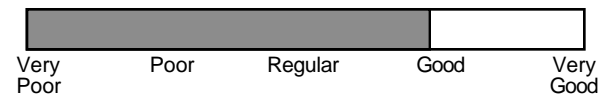
- Italy is currently experiencing **good financial climate**



Financial Climate in Italy

### United Kingdom

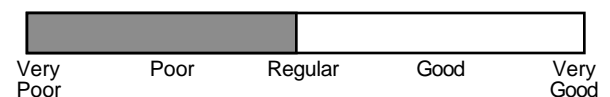
- The United Kingdom is currently experiencing **good financial climate**



Financial Climate in the UK

### Brazil:

- Brazil is currently experiencing **regular financial climate**

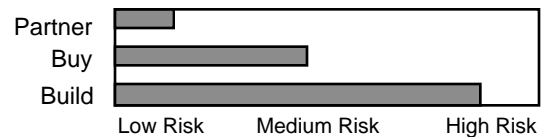


Financial Climate in Brazil

## Italy

### 1. Select Investment alternative:

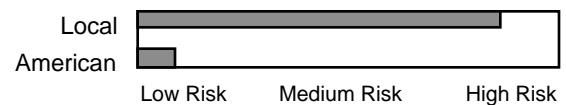
- The **Industrial Risk** associated with each investment alternative is given in the table on the right.
- The industrial risk of each investment alternative has a **low importance**.



Industrial Risk of Investment Alternatives

### 2. Select Management alternative:

- The **Industrial Risk** associated with each management alternative is given in the table on the right.
- The industrial and market risk of each management alternative has a **medium importance**.

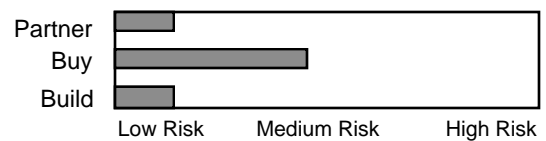


Industrial Risk of Management Alternatives

## United Kingdom

### 3. Select Investment alternative:

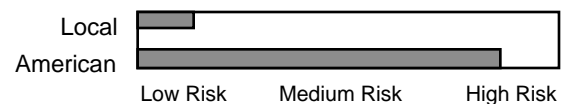
- The **Industrial Risk** associated with each investment alternative is given in the table on the right.
- The industrial risk of each investment alternative has a **low importance**.



Industrial Risk of Investment Alternatives

### 4. Select Management alternative:

- The **Industrial Risk** associated with each management alternative is given in the table on the right.
- The industrial risk of each management alternative has a **medium importance**.

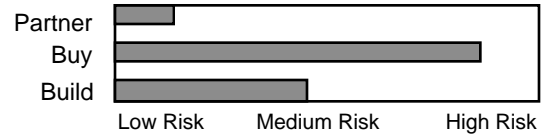


Industrial Risk of Management Alternatives

# Brazil

## 5. Select Investment alternative:

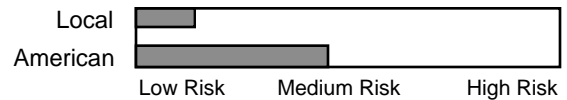
- The **Industrial Risk** associated with each investment alternative is given in the table on the right.
- The industrial risk of each investment alternative has a **low importance**.



Industrial Risk of Investment Alternatives

## 6. Select Management alternative:

- The **Industrial Risk** associated with each management alternative is given in the table on the right.
- The industrial risk of each management alternative has a **medium importance**.



Industrial Risk of Management Alternatives

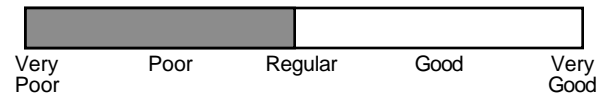
# All countries - Industrial Climate

## 7. Rate countries in a scale from 1 to 10:

Industrial climate has a **high importance**.

### Italy

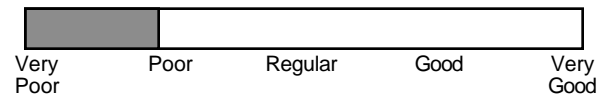
- Italy is currently experiencing **regular industrial climate**



Industry Climate in Italy

### United Kingdom

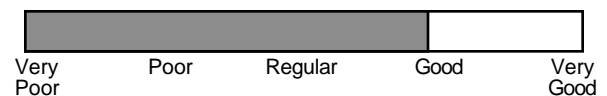
- The United Kingdom is currently experiencing **poor industrial climate**



Industry Climate in the United Kingdom

### Brazil:

- Brazil is currently experiencing **good industrial climate**

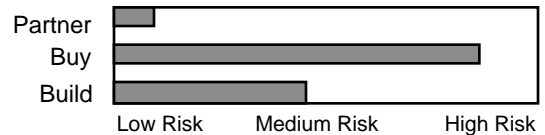


Industry Climate in Brazil

## Italy

### Investment alternative:

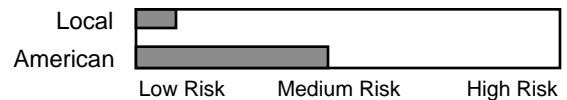
- The **Political Risk** associated with each investment alternative is given in the table on the right.
- The political risk of each investment alternative has a **medium importance**.



Political Risk of Investment Alternatives

### Management alternative:

- The **Political Risk** associated with each management alternative is given in the table on the right.
- The political risk of each management approach has a **high importance**.

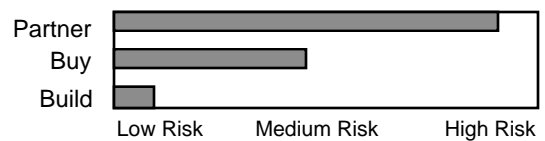


Political Risk of Management Alternatives

## United Kingdom

### Investment alternative:

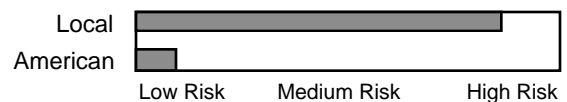
- The **Political Risk** associated with each investment alternative is given in the table on the right.
- The political risk of each investment alternative has a **medium importance**.



Political Risk of Investment Alternatives

### Management alternative:

- The political risk associated with each **management alternative** is given in the table on the right.
- The political risk of the management alternative has a **high importance**.

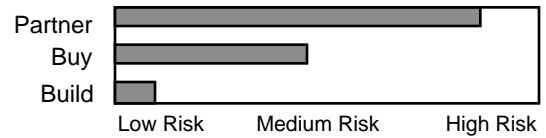


Political Risk of Management Alternatives

# Brazil

## 5. Select Investment alternative:

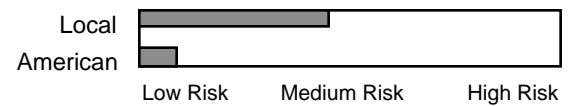
- The **Political Risk** associated with each investment alternative is given in the table on the right.
- The political risk of the investment alternatives has a **medium importance**.



Political Risk of Investment Alternatives

## 6. Select Management alternative:

- The **Political Risk** associated with each management alternative is given in the table on the right.
- The political risk of the management approach has a **high importance**.



Political Risk of Management Alternatives

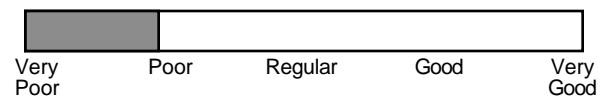
# All Countries - Political Climate

## 7. Rate countries in a scale from 1 to 10:

Political Climate has **low importance**.

### Italy

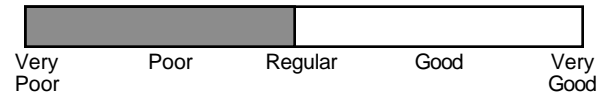
- Italy is currently experiencing **poor political climate**



Political Climate in Italy

### United Kingdom

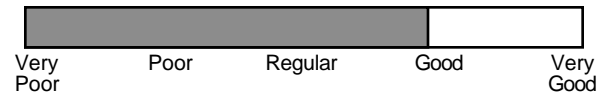
- The United Kingdom is currently experiencing **regular political climate**



Political Climate in the UK

### Brazil

- Brazil is currently experiencing **good political climate**



Political Climate in Brazil

## **Data sheets - Task B**

## Indonesia

1. Select Investment alternative:

- The average yearly **Gross Profit** for each investment alternative is given in the table on the right.
- Yearly gross profit of each investment alternative has a **high importance**.

Average Yearly Gross Profit (Million \$)		
Partner	Buy	Build
<u>18</u>	<u>20</u>	<u>16</u>

2. Select Management alternative:

- The average yearly **Management Cost** for each management alternative is given in the table on the right.
- Yearly cost of each management alternative has a **low importance**.

Yearly Management Cost (Million \$)	
Local	American
<u>6</u>	<u>8</u>

## Mexico

3. Select Investment alternative:

- The average yearly **Gross Profit** for each investment alternative is given in the table on the right.
- Yearly gross profit of each investment alternative has a **high importance**.

Yearly Management Cost (Million \$)		
Partner	Buy	Build
<u>12</u>	<u>18</u>	<u>16</u>

4. Select Management alternative:

- The average yearly **Management Cost** for each management alternative is given in the table on the right.
- Yearly cost of each management alternative has a **low importance**.

Yearly Management Cost (Million \$)	
Local	American
<u>2</u>	<u>4</u>

# Germany

## 5. Select Investment alternative:

- The average yearly **Gross Profit** for each investment alternative is given in the table on the right.
- Yearly gross profit of each investment alternative has a **high importance**.

Yearly Management Cost (Million \$)		
Partner	Buy	Build
<u>20</u>	<u>18</u>	<u>16</u>

## 6. Select Management alternative:

- The average yearly **Management Cost** for each management alternative is given in the table on the right.
- Yearly cost of each management alternative has a **low importance**.

Yearly Management Cost (Million \$)	
Local	American
<u>4</u>	<u>6</u>

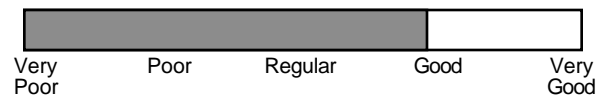
# All Countries - Financial Climate

## 7. Rate countries in a scale from 1 to 10:

The Financial Climate has **medium importance**.

### Indonesia

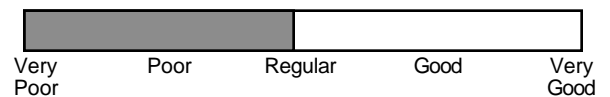
- Indonesia is currently experiencing **good financial climate**



Financial Climate in Indonesia

### Mexico

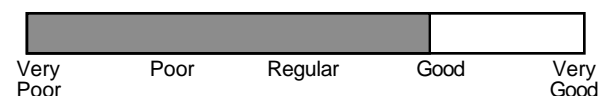
- Mexico is currently experiencing **poor financial climate**



Financial Climate in Mexico

### Germany

- Germany is currently experiencing **good financial climate**

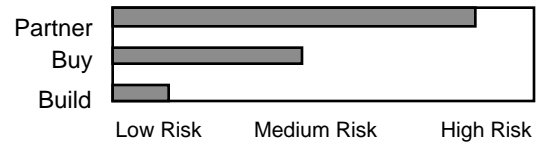


Financial Climate in Germany

## Indonesia

### 1. Select Investment alternative:

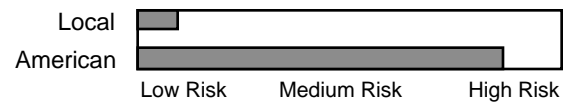
- The **Industrial Risk** associated with each investment alternative is given in the table on the right.
- The industrial of each investment alternative has a **low importance**.



Industrial Risk of Investment Alternatives

### 2. Select Management alternative:

- The **Industrial Risk** associated with each management alternative is given in the table on the right.
- The industrial risk of each management alternative has a **medium importance**.

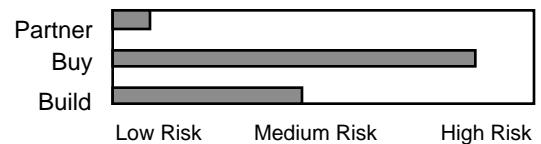


Industrial Risk of Management Alternatives

## Mexico

### 3. Select Investment alternative:

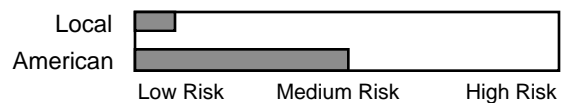
- The **industrial risk** associated with each investment alternative is given in the table on the right.
- The industrial risk of each investment alternative has a **low importance**.



Industrial Risk of Investment Alternatives

### 4. Select Management alternative:

- The **Industrial Risk** associated with each management alternative is given in the table on the right.
- The industrial and market risk of each management alternative has a **medium importance**.

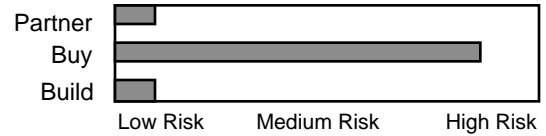


Industrial Risk of Management Alternatives

# Germany

## Investment alternative:

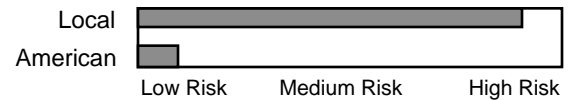
- The **Industrial Risk** associated with each investment alternative is given in the table on the right.
- The Industrial Risk of each investment alternative has **low importance**.



Industrial Risk of Investment Alternatives

## Management alternative:

- The **Industrial Risk** associated with each management alternative is given in the table on the right.
- The Industrial Risk of each management alternative has **medium importance**.



Industrial Risk of Management Alternatives

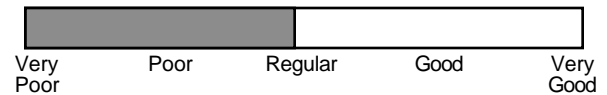
# All Countries - Industrial Climate

## 7. Rate countries in a scale from 1 to 10:

The Industrial Climate has **high importance**.

### Indonesia

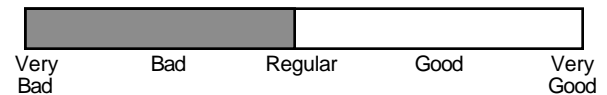
- Indonesia is currently experiencing **regular industrial climate**



Industrial Climate in Indonesia

### Mexico

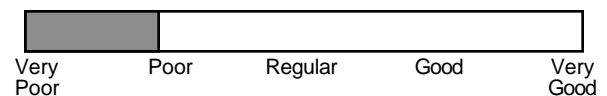
- Mexico is currently experiencing **regular industrial climate**



Overall Industry and Market Climate

### Germany

- Germany is currently experiencing **poor industrial climate**

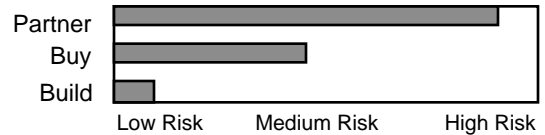


Industrial Climate in Germany

## Indonesia

**1. Select Investment alternative:**

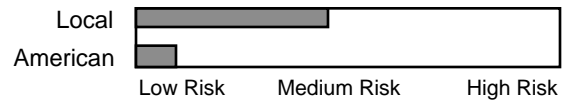
- The **Political Risk** associated with each investment alternative is given in the table on the right.
- The political risk of each investment alternative has a **medium importance**.



Political Risk of Investment Alternatives

**2. Select Management alternative:**

- The **Political Risk** associated with each management alternative is given in the table on the right.
- The political risk of each management alternative has a **high importance**.

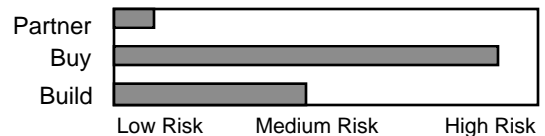


Political Risk of Management Alternatives

## Mexico

**3. Select Investment alternative:**

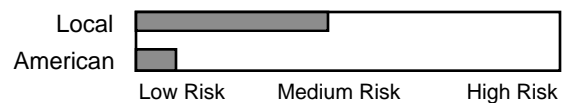
- The **Political Risk** associated with each investment alternative is given in the table on the right.
- The political risk of each investment alternative has a **medium importance**.



Political Risk of Investment Alternatives

**4. Select Management alternative:**

- The **Political Risk** associated with each management alternative is given in the table on the right.
- The political risk of each management approach has a **high importance**.

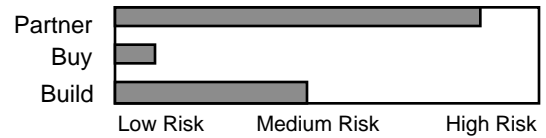


Political Risk of Management Alternatives

# Germany

## 5. Select Investment alternative:

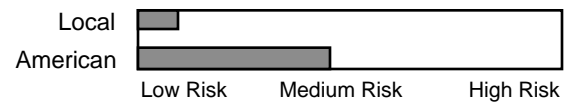
- The **Political Risk** associated with each investment alternative is given in the table on the right.
- The political risk of the investment alternatives has a **medium importance**.



Political Risk of Investment Alternatives

## 6. Select Management alternative:

- The **Political Risk** associated with each management alternative is given in the table on the right.
- The political risk of the management approach has a **high importance**.



Political Risk of Management Alternatives

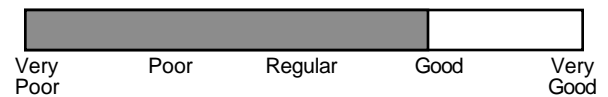
# All Countries - Industrial Climate

## 7. Rate countries in a scale from 1 to 10:

The Political Climate has **low importance**.

### Indonesia

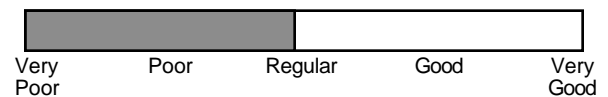
- Indonesia is currently experiencing **good political climate**



Political Climate in Indonesia

### Mexico

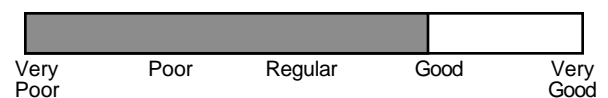
- Mexico is currently experiencing **regular political climate**



Political Climate in Mexico

### Germany

- Germany is currently experiencing **good political climate**



Political Climate in Germany

## Participant Logs

# DECISION LOG

---

Team Number:

Date:

The following checklist will help you keep track of your answers as you move through the group exercise. Feel free to annotate this sheet as you answer each question.

For questions 1-6, please select one alternative and mark your answer below:

- 1. The best type of investment for **Italy** is:  
 Partner  
 Buy  
 Build
- 2. The best management approach for **Italy** is:  
 Local  
 American
- 3. The best type of investment for **United Kingdom** is:  
 Partner  
 Buy  
 Build
- 4. The best management approach for **United Kingdom** is:  
 Local  
 American
- 5. The best type of investment for **Brazil** is:  
 Partner  
 Buy  
 Build
- 6. The best management approach for **Brazil** is:  
 Local  
 American

For question 7 please assign a number from 1 to 10 to each country according to how well they fulfill the four criteria:

- 7. Rank the **three countries** in a scale from one to ten:  
 Italy  
 United Kingdom  
 Brazil

# DECISION LOG

---

Team Number:

Date:

The following checklist will help you keep track of your answers as you move through the group exercise. Feel free to annotate this sheet as you answer each question.

For questions 1-8, please select one alternative and mark your answer below:

- 1. The best type of investment for **Indonesia** is:  
 Partner  
 Buy  
 Build
- 2. The best management approach for **Indonesia** is:  
 Local  
 American
- 3. The best type of investment for **Mexico** is:  
 Partner  
 Buy  
 Build
- 4. The best management approach for **Mexico** is:  
 Local  
 American
- 5. The best type of investment for **Germany** is:  
 Partner  
 Buy  
 Build
- 6. The best management approach for **Germany** is:  
 Local  
 American

For question 9 please assign a number from 1 to 10 to each country according to how well they fulfill the four criteria:

- 7. Rank the **three countries** in a scale from one to ten:  
 Indonesia  
 Mexico  
 Germany

## **Appendix B: Data collection forms**

### **Informed consent**

# INFORMED CONSENT FOR PARTICIPANTS OF RESEARCH STUDY

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**Title of Project:** The Effects of Technological Support for Decision Making on the Performance of Virtual Teams.

**Research Investigators:** Arnaldo R. Cano, Dr. Brian M. Kleiner

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## I. Purpose Of This Research

This research study will compare two types of computer systems designed to aid teams in working and making decisions when the team members are physically separated. The systems being tested – known as Computer Supported Cooperative Work Systems – allow team members to communicate and solve decision making problems ‘remotely’ by overcoming communication and information processing barriers.

This study’s purpose is to determine the effect that the two different types of systems have on the way groups work and make decisions. The study will investigate the impact that using either system has on aspects of team performance such as the groups dynamics, the quality of the final decision made, and attitudes of the group members towards the decision making experience.

## II. Procedures

You will be assigned randomly to a team. Each team will solve two short decision making tasks while interacting through a computer support system. Teams will be required so solve two problems based on a set of decisions. A number of variables related to team process and outcomes will be measured during and after the exercise.

The experiment is expected to take approximately two hours. Team members will interact with one another through a computer supported cooperative work system which may include videoconferencing, decision making, voting, ranking, and brainstorming capabilities.

## III. Risks

There are minimal risks associated with participation on this research study.

#### **IV. Benefits Derived From This Research**

Although no direct benefit to you can be promised, this research will provide insight into the most appropriate design for Computer Supported Cooperative Work Systems. Participating in this research study will expose you to state of the art communication and decision making systems and will introduce you to distributed team work.

The results of this research, once published, will provide managers, engineers, and system designers in general with empirical evidence on the most appropriate support for teams that must interact in a distributed setting.

#### **V. Extent of Anonymity and Confidentiality**

All information related to you collected during this research will be kept in a strictly confidential manner. Your individual performance will not be assessed, only your team's performance. Individual participants will not be identified except to the researchers during the execution of the study. All the performance assessment and analysis pertinent to this study will be done at the team level.

The nature of this research will involve the generation of video and audio signals intended for interaction between team members (Videoconferencing System). Some or all of the interactions between you and your team members may be recorded for later analysis. Any recordings of team interactions will be kept strictly confidential, and will only be available to the principal investigators. All recordings will be destroyed no later than one year after the completion of this study.

#### **VI. Compensation**

No monetary compensation will be given for participation in this research.

#### **VII. Freedom To Withdraw**

You are free to withdraw from this study at any time without penalty.

#### **VIII. Approval of Research**

As required by university policy, this research study has been approved by the Institutional Review Board for Research Involving Human Subjects, and by the Department of Industrial and Systems Engineering, at the Virginia Polytechnic Institute and State University.

#### **IX. Subject's Responsibility**

By signing this informed consent you agree to participate in this study. You also agree not to discuss any aspects of this study with people other than your team members after the conclusion of the study.

**X. Subjects Permission**

By signing this informed consent form you acknowledge that you have read and understood all the points stated above. Your signature gives your voluntary consent for participation in this research project. You must also understand that you may withdraw from participation on this study at any time without penalty.

If you have any questions about this research you may contact:

**Arnoldo R. Cano** (540) 231-3569 acano@vt.edu  
Principal Investigator

**Dr. Brian M. Kleiner** (540) 231-4926 bkleiner@vt.edu  
Faculty Advisor

**Mr. Tom Hurd** (540) 231-5281  
Chair, Institutional Review  
Board

Name (Please Print)	
Signature	Date

## **Pre-experimental quesitonaire**

## PRE-EXPERIMENTAL QUESTIONNAIRE

---

Team Number:

Date:

Please provide the following information by checking the best answer for each question.:

1. Describe you current status in the university

- Sophmore
- Junior
- Senior
- Graduate - Masters
- Graduate - Ph.D.

2. Describe your previous experience with computers, in particular Intel-based PCs and the Windows 95 operating system:

- No Experience. I have never used it and have not mastered any related skills
- Very little experience. I have experimented with it a few times bu still do not master all basic skills
- Some experience. I have used it more than a few times, and I master most basic skills.
- Moderate experience. I use it often, and have mastered the basic skills as well as a few advanced skills
- Lots of experience. I use it regularly, and I have mastered all the basic skills and most advanced skills.

3. Describe your previous experience with Video-Conferencing hardware and software. This includes video-capture hardware, and software such as CUSeeMe, NetMeeting, VideoPhone, etc.

- No Experience. I have never used it and have not mastered any related skills
- Very little experience. I have experimented with it a few times bu still do not master all basic skills
- Some experience. I have used it more than a few times, and I master most basic skills.
- Moderate experience. I use it often, and have mastered the basic skills as well as a few advanced skills
- Lots of experience. I use it regularly, and I have mastered all the basic skills and most advanced skills.

PRE-EXPERIMENTAL QUESTIONNAIRE - CONTINUED

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4. Describe your previous experience with Group Communication Support Software. This includes any generic chat and whiteboard software (such as those included with CoolTalk, CUSeeMe, NetMeeting, etc.) , as well as more advanced packages such as Ventana's Group Systems and Milagro's Knowledge-Net.

- No Experience. I have never used it and have not mastered any related skills
- Very little experience. I have experimented with it a few times but still do not master all basic skills
- Some experience. I have used it more than a few times, and I master most basic skills.
- Moderate experience. I use it often, and have mastered the basic skills as well as a few advanced skills
- Lots of experience. I use it regularly, and I have mastered all the basic skills and most advanced skills.

5. Describe your previous experience with Decision Support Software. This includes any software which helps individuals or teams make decisions, such as a logical-tree solver, a markovian-process algorithm, etc. Examples of commercial products include ExpertChoice, TeamEC, and K-Net.

- No Experience. I have never used it and have not mastered any related skills
- Very little experience. I have experimented with it a few times but still do not master all basic skills
- Some experience. I have used it more than a few times, and I master most basic skills.
- Moderate experience. I use it often, and have mastered the basic skills as well as a few advanced skills
- Lots of experience. I use it regularly, and I have mastered all the basic skills and most advanced skills.

6. Describe your previous experience with the members of your group.

- No Experience. I have never worked with neither one of my other team members before.
- Very little experience. I know one or both of my team members but we have not done any work together.
- Some experience. I know one of my group members and have experience working with him/her before on one or two occasions.
- Moderate experience. I know both of my group members and have experience working with them before on at least one occasion.
- Lots of experience. I know both of my group members and have experience working with them before on multiple occasions.

**Post-treatment questionnaire**

# POST-TREATMENT QUESTIONNAIRE

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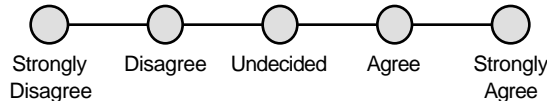
Task Letter:

Team Number:

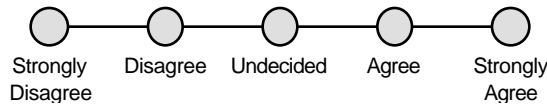
Date:

Please answer the following questions regarding the decision making task you just finish. Circle the answer that best describes your experience.

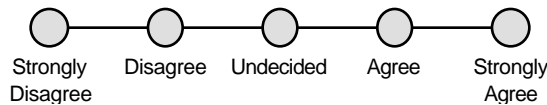
1. There was a high degree of unanimity between me and my other group members regarding the correct choices for each one of the decisions we made:



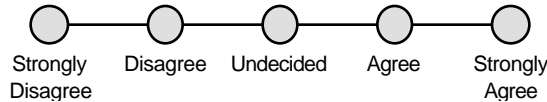
2. There was a high degree of cooperation between me and the other group members in an effort to share all the relevant information and arrive at the correct decisions:



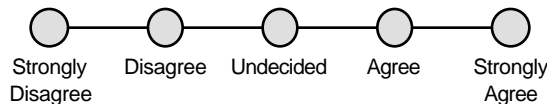
3. The technology used to support the group process allowed me to work naturally and did not impose unnecessary constraints or structures:



4. My group arrived at the best possible solution to the decision making task we just solved:



5. The process by which we arrived at a decision was satisfactory, and I would like to use this process again when making complex group decisions:



Please provide any additional comments in the lines below. Continue in the back if necessary:

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