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Editorial

Dear Readers,

The Journal of Independent Studies and Research – Management and Social Sciences & Economics (JISR - MSSE) is a multi-disciplinary research journal that publishes bi-annually. The Journal is appreciated by the academia, scholars and researchers alike particularly those working in the fields of management, social sciences and economics. JISR-Management, Social Sciences and Economics (MSSE) is recognised in the “Y category” by the Higher Education Commission (HEC), Pakistan and is now striving for the very prestigious X category reorganisation. The journal and quality of its content are credited to the people who have been associated with the publication, especially editors, contributors, publishers, readers and students of Independent Studies and Management sciences.

The importance of a journal that highlight pressing issues in the current economy and the market is undisputed. The current issue of JISR-MSSE is a volume number 14, issue 2 (July – Dec 2016) which contains eight research papers in different fields relating to management sciences. The first paper focuses on the Significance & Adaptation of Janis’s Groupthink Model among Students and focuses on a Case of Research Groups in BUITEMS. The second paper studies the Impact of Working Capital Management on the Profitability of firms focusing on the Case of Pakistan’s Cement Sector. The third paper examines the Effects of External Cues on Impulse Buying in Pret Market while the fourth paper conducts an Experimental Investigation of the Mediating Effect of Organizational Learning on Transformational Leadership and Organizational Resilience. The fifth paper reviews the Impact of IMF programmes on Pak-Economy during 1988-2002 while the sixth paper focuses on urbanisation and governance of institutions in Karachi. The seventh paper conducts an analysis of Mathematics Anxiety and its Effects on Mathematics Achievements in Male and Female Students Studying at 10th Grade while the eighth article is a study on Compliment Responses in a Metropolitan City. The papers cover a wide area related to multiple disciplines providing decent information and knowledge to the readers.

Yours sincerely,

Dr. Muhammad kashif,
Editor & In-Charge Publications,
JISR,
SZABIST.

Significance & Adaptation of Janis's Groupthink Model among Students: A Case of Research Groups in BUITEMS

Raheela Maula Bakhsh¹

Dr. Uzma Mukhtar²

ABSTRACT

The Janis's Groupthink model has its foundation on the concept that when group decision is made under some antecedent conditions, they are less successful. Furthermore, there are earlier researches which tested the significance of overall model to know whether it can be adapted in each type of group decision making or not, however, this study finds sparse studies in student groups. As research students at BUITEMS have to work in groups and make decision regarding their research work during their scholarship. Which ultimately results in the success or failure and influence their academic career. Therefore, the main purpose of our study is to explore the relevance and adaptation of Janis Groupthink Model among students. For this purpose, this study used the group discussion method to check the fitness of Janis's Groupthink model in education context. Data were collected from the 4 research groups of MS Scholars of the 2013 batch studying in BUITEMS by using Glaser Groupthink Index. The results revealed less support for the Janis's Model as the Conditions in each Stage were not met.

Keywords: : Groups, Janis's Groupthink Model, Decision Making, Groupthink Symptoms, Symptoms of defective decision making

INTRODUCTION

Background of the Study

Decision making is an important aspect of everyday life. All of us make decisions by evaluating a number of alternatives regarding many aspects of life that are either of minor level of importance or of very high importance on which future depends. Many studies have been conducted to analyze the effectiveness or inefficiency of group contemplation in decision making (Barsa & Dana, 2011; Esser, 1998, Janis, 1972, 1982; Neck & Moorhead, 1992; Probasco, & Leve, 1992; Sims, 1992; Sims & Sauser, 2013; Turner, Pratkanis, Probasco, & Leve, 1992). Groupthink has been considered as a major factor in many wrong decisions and it is applied to a broad range of group settings (Rose, 2011; Sims & Sauser, 2013). So, groupthink is focal point of interest regarding decision making in groups. It is based on the concept of groupthink in decision making that leads to diminishing groups' ability to make meaningful efforts to evaluate all possible course of alternatives and to make a more comprehensive and accurate decision.

On one hand groups provide us an opportunity to enhance our ability to achieve the goals that cannot be achieved with individual effort. Whereas, the drawback that has been evidenced is that it has potential hazard associated with destructive decision making (Turner & Pratkanis, 1998).

The idea behind the groupthink concept is that groupthink occurs in a group when group members are involved in a process to enhance in-group cohesiveness, motivated by the

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endeavor of unanimity. And this sort of behavior lessens the group ability and enthusiasm to appraise the alternative courses of actions on the basis of reality. Groupthink model was proposed by Janis's in 1971 since then many studies have been conducted to test this model in different context to verify its significance (Ball, 2016; Fuller & Aldag, 1998; Sims & Sausser; 2013).

During literature search, we find many studies (e.g., Raven, 1974; McCauley, 1989; Neck and Moorhead, 1992) that identified the relationship between antecedent circumstances of groupthink and symptoms of groupthink while other studies (e.g., Esser and Lindorfer, 1989; Peterson, Owens, Tetlock, Fan & Matorana, 1998; Smith, 1985) focused on the association among outcomes and groupthink symptoms. Griffen (1997) also argued that most researchers on groupthink has focused extreme group failure cases. He further suggested that this trend needs to be changed. We further investigated the organizational setting, we find merely any literature or study which discuss the groupthink antecedents and their consequences in educational setting, though it is important phenomenon directly related to impact on the students' performance.

The main purpose of our study is to find and retest the significance of Janis's groupthink model among the students' and adaptation of the Janis' Groupthink model after retesting. As students at MS level have to work in groups and make important decisions regarding their research work. These decisions can result in successful or unsuccessful outcomes for them. Therefore, analysis of students' decision making will lead us towards testing whether the Janis's groupthink model (see Fig 1) has same level of significance among student groups as shown in literature or not.

The research on groupthink phenomenon will provide a new insight regarding group decision making as the data would be collected from student groups rather than laboratory experiments or failure based case studies. Further this study will be helpful to shed light on the significance of Janis's Group think model as all stages will be included in this research. This piece of literature would also fulfill the gap identified by Hart (1991) and that what happens if antecedent conditions are not met. This gap to the best knowledge of authors so far has not been studied. This paper is composed in such a way that first section will comprises of introduction part, second part will discuss the literature review followed by methodology, result, discussion and conclusion. Last section will discuss the limitations and future work.

LITERATURE REVIEW

Groupthink has been defined by many authors in many ways. Janis (1971) defines groupthink as a type of thinking in which people are engaged and motivated to select an alternative course of action, as they are engaged in in-group cohesiveness. He further adds that "in group loyalty requires each member to avoid raising controversial issues". Janis (1982) presents the groupthink conceptual model that consist of four stages;

1. Antecedents comprised of high cohesiveness, insulation of the group, lack of leader impartiality, lack of procedural norms, member homogeneity, high stress from external threat, low temporary self-esteem induced by recent faults, and time pressure.
2. Groupthink symptoms comprising of overestimation of group illusion of invulnerability, collective rationalization, belief in inherent morality of the group, stereotypes of outsiders, direct pressure and mind guards
3. Defective decision making symptoms consists incomplete survey of alternatives, incomplete survey objects, failure to examine risk of preferred choice, poor information search, selective bias in processing information in hand, failure to appraise alternative, and failure to work out contingency plan

4. Results which includes low probability of successful outcomes (Chen, Tsai, Shu, 2009; Janis, 1982).

Many studies (e.g., Esser and Lindoerfer, 1989; Peterson et al., 1998; Smith, 1985) analyze the relationship between different stages presented in the model like some studies have focused on the association among outcomes and groupthink symptoms (Smith, 1985; Esser and Lindoerfer, 1989; Peterson et al., 1998; Chen et al., 2009). According to Esser (1998) the results of both qualitative and quantitative research verified the results provided by Janis's model. But the main problem analyzed in all the earlier researches was that these researches were conducted on similar set of historical cases that were based on poor decision making.

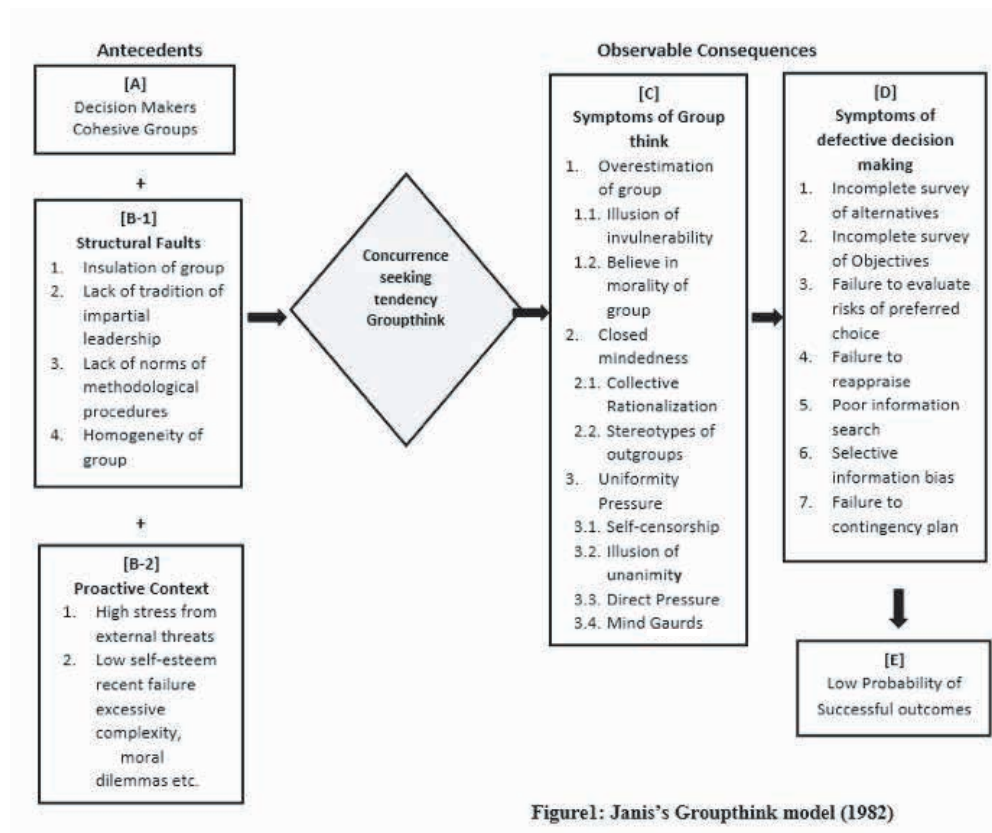
On the other hand, many studies (e.g., Raven, 1974; McCauley, 1989; Neck and Moorhead, 1992) have tried to focus on identifying relationship between antecedent circumstances of groupthink and symptoms of groupthink. Another dimension that was used in the case study method was to develop or predict cause and effect relationships among antecedents, groupthink symptoms and the outcomes of the process (Tetlock, Peterson, McGuire, Cheng, Feld, 1992). According to Chen et al. (2009) the third type of research has used systematic and comprehensive way but still it was lacking experimental evidence in order to exhibit the validity of groupthink model. So the fourth area for research was identified and research was conducted on the 'defective symptoms' of groupthink (Chen et al., 2009). Their research finding showed five defective symptoms (Incomplete survey of objectives, Failure to examine risks of preferred choice, Selective bias in processing information at hand, Failure to reappraise alternatives, and Failure to work out contingency plans) were causing changes in firms performance.

A research study revealed that managers' decision making was affected by eight groupthink symptoms. However, the demographic characteristics affected the viewpoints of the respondents differently (Naserieh et al., 2011). Another study (i.e., Esser & Lindoerfer, 1989) which was conducted on US space shuttle "Challenger" incident revealed that the team of engineers was also affected by the groupthink in decision making process. Tetlock et al. (1992) finds less support for the Janis's model. According to this study, in groupthink model both cohesiveness and situational stress were independently influencing the symptoms of groupthink whereas the structural and procedural mistakes of the organization were effectively predicting the symptoms of groupthink. Sims and Sauser (2013) research provided evidences on defective symptoms of groupthink that were prominent in board of directors group.

A research study on Janis Groupthink model by Chapman (2006) was conducted to see the role of anxiety and stress. Which depicted that groupthink was caused by anxiety and stress and reason behind them were issues related to decision making that management group faced. However, the processes involved and their effect in these conditions were not explained.

Schafer & Crichlow (1996) in their study, has simplified the Janis groupthink model to Antecedent Conditions, Information Processing Errors, and unfavorable outcomes. The study was extension of work by other researchers to find the reasons in 19 cold war crises. Research identified five key antecedent conditions: which were highly influential in all these cases. These were lack of tradition of unbiased leadership, lack of tradition of logical procedures, overestimation of the group, closed-mindedness, and pressures toward uniformity but the limitation of the study was that it has just focused crises situation and all cases were war cases. Rose (2011) reviewed literature related to groupthink and suggested that groupthink prevention steps need to be tested and focus should now be laid on this area.

It was suggested by Chen et al. (2009) that the causes of groupthink can be different in different decision making situation, so there is a need to identify these causes. According to Rose (2011) still there is ambiguity that whether groupthink is a myth or not as there is a need for lots of improvement in the experimental design for testing groupthink model.



RESEARCH METHODOLOGY

Qualitative method is used in this study. For Qualitative data collection, both interview and discussion methods have been used. In addition Descriptive statistics has also been used to present data.

For measuring the groupthink symptoms 3 instruments has been used first one is Glaser groupthink index. Groupthink index is commercially designed questionnaire that comprises of 40 questions measured on five point Likert scale demonstrating almost always to almost never, was modified and used for our qualitative study (see Appendix-A) (Glaser, 1993 as cited in Chen et al. 2009). The second instrument was designed by Chen et al. (2009) that was based on 8 interview questions for antecedent conditions (see Appendix-B). This instrument was also modified for this piece of literature. Target population was BUITEMS students. The last instrument was adapted from Allen (2001) encompassing 14 questions on five point Likert scale from Not true to always true (see Appendix-C).

As nature of study was qualitative for that reason sampling technique used was non-probability sampling, in which purposive sampling was used. The need for purposive

sampling is based on the requirement of researcher where he wants to achieve specific objective. Further here the data is needed to be accumulated tactically (Marshall, 1996; Palys, 2008).

Additionally it has being exemplified with the help of key informant technique, here the selected individual or individuals are asked to get desired information which provides guidance about a culture (Bernard 2002). Furthermore, these key informants are those whom watchful, insightful participants of the community, and they know the culture of the community of interest as well as are ready to share their information (Bernard, 2002; Campbell, 1955; Seidler, 1974; Tremblay, 1957).

As the aim of this piece of work was to test the significance of Janis's Group Think Model among students therefore, purposive sampling was used by taking MS student groups. Further, literature search backup our selection of sample. Literature search identifies that basically two methods were used in all research studies to test the Groupthink Model, these were either case studies or laboratory experiments. Laboratory studies have tried to test the presence and strength of relationship between antecedents and symptoms of groupthink that whether linearity exist between these two stages or not. Whereas in case studies, different groups have been observed to find whether the symptoms lead to defective decisions or not. Hence case study is justified methodology for this research.

Later, Data were collected from Students MS level works in groups and teams. Usually students have to make decisions regarding their projects and research work in teams and groups, so by analysing their decision making procedure beginning from antecedents and ending on outcomes may lead us to access the significance of Janis's Groupthink Model. It will also help us to verify that the groupthink process antecedents and other two stages lead towards similar unsuccessful outcomes as mentioned in other past researches. Data were collected from research groups of students BUITEMS. For this purpose, the permissions were asked from respective department head and instructor and also verbal consent from students groups was taken.

The sample of research was based on 4 research groups of MS Scholars of 2013 batch sciences from Department of Management at Balochistan University of Information Technology and Management Science. Focused Group Discussion with each group was conducted for data collection. Total 30 questions were asked from each group and FGDs were recorded with help of tape recorder as well as hand written notes were taken according to the requirement of the study and willingness of participant of research (Morgan, 1997).

The interviews were conducted at BUITEMS City Campus with in the class room as respondents were MS scholars by giving consideration to the requirement of the study. The duration of interview was 30-40 minutes. Time for each interview with each respondent was decided by and in accordance of the respondent group. Among four research groups there were both males and female participants. Study Groups belonged to MS Management Sciences.

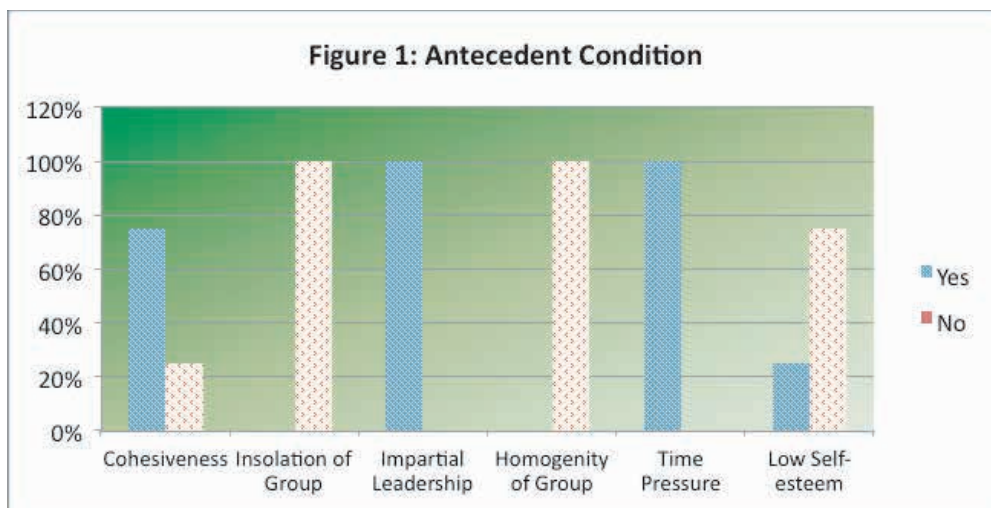
ANALYSIS AND DISCUSSION

The data collected from four research groups provide useful insight that how group decision making is becoming useful for making tough decision or what sort of problems are occurring due to the groupthink phenomenon . The data was collected on three stages of the Janis's groupthink model and responses revealed following results, which are discussed as follows:

Antecedent Conditions

The responses of respective groups revealed that the groups are cohesive. The respondents (3 out of 4 groups) described that while making any sort of decision they work as a unified body to complete their tasks. Antecedent conditions were also found to be bit different from earlier studies. For example; respondents revealed that they do not work in insolation rather they like to take advice from other groups. The four groups revealed that while working on projects they like to have ideas of other outside groups and they find help from the other group criticism. Leadership was not dominant in any of the group rather the whole group worked on the basis of consensus. Another fact was revealed that the institute has provided the students with a certain criteria for the research project which they had to maintain a specific GPA and other quality research procedures etc.

Most valuable information was that all the research groups have diversified members as they had different specialization background so homogeneity of the group was not found in the groups. The external threat was found as negligible because there wasn't any tough competition from outside institutes even with in class students did not felt a great threat from the other groups however the threat of time deadline was faced by all of the groups and in their opinion they felt a lot of pressure from the deadlines to complete research projects. Additionally three of the groups said that they were enjoying Additionally three of the groups said that they were enjoying their work in the group as this problem got resolved by the support of other members within group



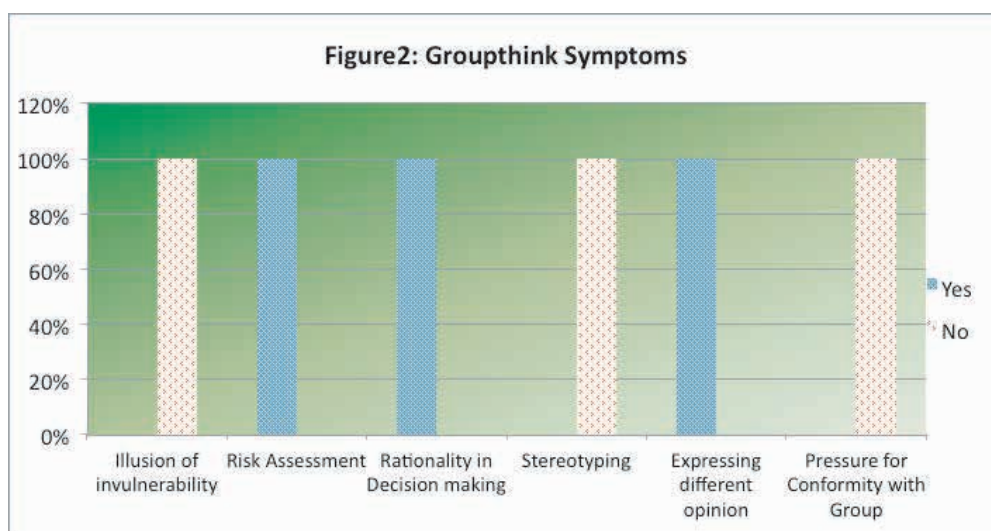
Groupthink Symptoms

On the basis of discussion of Focus group and interviews, it was revealed that each group was appreciating the efforts of other member. Also the group members described that they feel excitement and good while working in the group, however one of the group said that at start of research they felt bit uncomfortable due to new people and new topic but as the time passed on they started enjoying their work besides the help of all members and even with the help of supervisors and other groups risk associated with current research projects. Some student described that in the beginning they were helped out by other groups regarding some critical

issues related to data collection and research methodologies. Even after interview some members felt that still there are risks associated with their ongoing group projects.

The interview questions also revealed that the decision about the topic for research was made with the help of literature review, help of instructor and group members' self-interest. Which is also revealing that rational decision making has occurred during topic selection. Also the groups under study revealed that they did not had any issue with other groups who raised a question about the project as it was helpful for them to improve their work .However, two groups revealed that when the criticism is for improvement they like to hear with care, otherwise they ignored. The opinion about other out groups was that they felt other groups were also competent and there were no responses that were in favor of stereotyping as well.

The groups also described that gossips are not part of their conduct in discussions or during presentations by other groups because they thought it as unethical. Discussion also highlighted that it was very rare that any of the member within group use pressure on the others for his idea acceptance rather the decision taken by the group members were based on logic and rationality rather than just agreed upon decision. In all the groups group members were free to express their ideas and point of views and there was no pressure on them to conform with the other members also whenever they felt confusion they raised questions and provided with the more precise work.

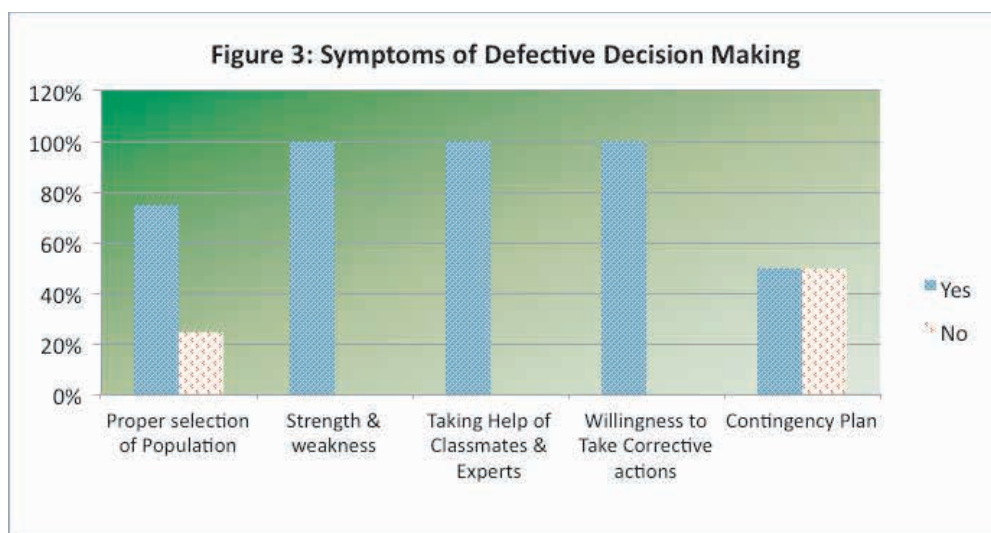


Symptoms of Defective Decision Making

The study also revealed that all the groups agreed upon that they had tried their level best to collect all the information regarding their research topic and after careful examination of different aspect the research work was carried out. Respondent groups were asked about the selection of target population for their study. The discussion with 3 of the groups revealed that they had paid careful attention to their research methodology and as per requirement of the topic data was collected from the relevant respondents however just one group said that on convenience basis they had selected the target population which revealed that 3 out of four fully researched the alternatives only one group didn't.

All four groups agreed that not only they have analyzed the strengths and weaknesses of their research but also they had selected the topic by considering its value for society and for the enhancement of new knowledge as well. All the groups were agreed to take suggestions from the other class fellows as well as experienced people in research to improve their projects.

The groups were willing to take corrective actions in any sort of unexpected results however 2 of the groups said that they had contingency plan if their current research become a failure where as others two did not had any plan b for such situation.



Low Probability of Successful Outcomes

All the groups believed that they will get good marks as they had put their best effort also they took help of peers, experts, and supervisor so they had confidence that probability of success was high.

DISCUSSION

After the data analysis we have found interesting facts that for antecedent conditions although Cohesion was there but the other conditions were absent including Insulation of group, Lack of Impartial leadership Lack of Methodological Procedure, Homogeneity of the group, High stress from External Threats and Low Self-esteem also shown in Figure 1. As the respondents were happy to take advice from other groups there were no formal leaders within the groups, however the one who was leading, worked out with the help of others and each member were given equal importance in the group. The past scholarship result revealed that lack of impartial leadership is an influential aspect affecting groupthink symptoms (Schafer & Crichlow, 1996). Conversely in this study leadership turned out to be unbiased one. The groups were relatively diversified as the students in management sciences has different specializations so the group composition was totally diversified, the members were with Finance, Marketing and HR so the condition of Homogeneity was absent. These results were consistent with Tetlock et al. (1992) findings where cohesiveness was found to be a factor influencing symptoms of groupthink. Further, there wasn't any potential threat from outside institutes as well as within the MS students groups there were competent groups but no challenge was there only the time pressure

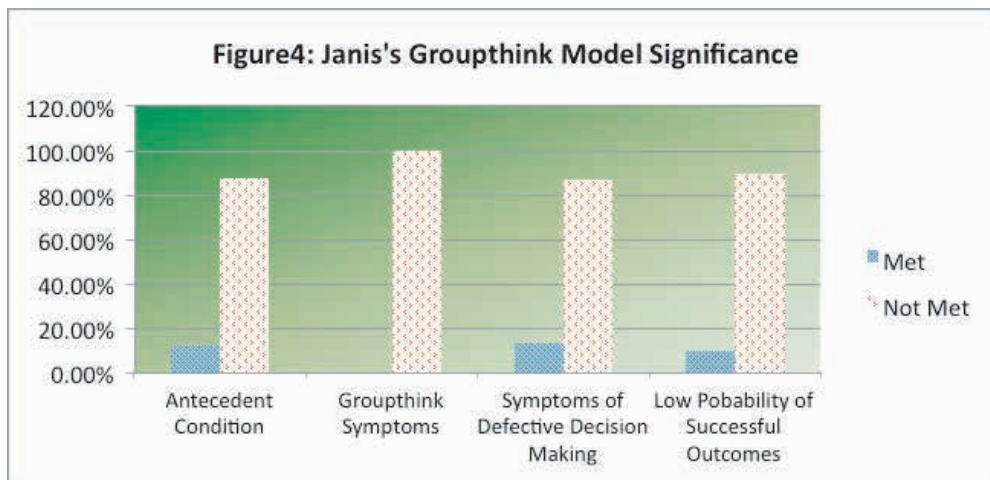
Also the group discussions revealed that the members of the group felt high self-esteem from within and outside groups. So, this portion gives the answer to Hart (1991) question that what would be the result in groupthink model when antecedent condition get differ. The answer is that when antecedent condition differs than the prescribed symptoms by Janis's Group Think model also differs.

The second stage of Groupthink that was "Groupthink Symptoms" also provided with mixed results illusion of invulnerability was not at all found as each group agreed that there other class mates are competent and that they helped them to improve their work. Also the groups described that while taking any topic for their research they tried their level best to get full information about the topic however in start they felt bit difficulty and confusion but with the help of instructors and other members they were able to deal with issues. The decisions were made by sensible judgment, use of logic and rationally also groups were not stereotyping each other. Each member agreed that he is free to express his views and no pressure was applied on any of the participant to conform to either group or leaders' point of view. Results are shown in Figure 2. These outcomes are completely opposite to the past study of Naserieh et al. (2011). They found all eight symptoms of groupthink model to be impelling the managers' decision making. This is due to the fact antecedent conditions were not met which has in return generated positive symptoms of groupthink.

And the third stage analysis that was "Symptoms of Defective Decision" making revealed the fact that in selection of topic the all groups used every available source. However in data collection only one group has selected the target population by considering ease. All other 3 have described that the data collection site and population was selected as per requirement of the study. Also all groups agreed that their research was beneficial for the society and education groups and there was no response recorded about not taking help of the experts or the peers. This finding also revealed that this defective component was absent. These results are in contradiction of Chen et al. (2009) and Sims and Sauser (2013) study in defective symptoms were affecting firm performance. However one defective symptom was found in half of the research groups under study that was failure to contingency plan as two groups said they do have contingency plan and other two said that they didn't paid any attention to this issue yet. So this defective symptom was also present in Chen et al. (2009). Hence, on the basis of our discussion we would like to say that the "Antecedent Condition" were not met, neither there were solid evidence of existence of "Symptoms of Groupthink" as majority of the elements were absent for the "Defective Decision Symptoms" as well.

Summarising the results, following findings from the study based on the data analysis are depicted in Figure 4:

1. Antecedent conditions were met only by 12.5%, which also reduced the Groupthink Symptoms and they were totally absent (i.e. 0%)
2. The Defective Decision Making Symptoms were also less only 12%.
3. As well as Low Probability of Successful Outcomes were met only by 10%.



CONCLUSION

The analysis and discussion of data gathered from the BUITEMS with the help of group interviews has revealed that within our target population the Groupthink Model was miss-fit as the antecedent conditions were not met. The groups were not insulated rather they were working in cooperative manner, there were certain standards set by the organization which helped the groups to show a proper direction and evaluation mechanism. The groups within the program of study were diversified on the basis of specialization, they were having high self-esteem, and however time pressure was faced by all groups. By our analysis we conclude that there is further need for exploration about differing antecedent condition as change in antecedent condition can totally alter the results and the groupthink model becomes useless in such situations. This conclusion is supported by a suggestion given by Hart (1991) who described that there is a potential need for the establishment of precise antecedent conditions and groupthink dynamics only by then positive aspects of groupthink can be explored.

As the antecedent conditions were not met the symptoms of groupthink were also invisible there were no significant evidence that groups had stereotyping other groups, or considering other as less competent rationality was applied just agreed upon decisions were not made, and they were able to express their views freely so closed mindedness was also lacking, there wasn't any evidence that pressure was applied on members to agree on the decision.

Just one Defective Decision Symptom was found in half of the groups and that was "absence of contingency plan" other Defective Decision symptoms were found absent. The last stage is related to outcomes and as there were fewer flaws in the process so probability of successful outcomes was high.

The results are very helpful as it shows that concurrence seeking tendency is always influenced by Antecedent Conditions, when the Antecedent Conditions that are given in Janis's Groupthink Model are absent the significance of model decreases and it loses its strength. So, it should be adapted in such situation where the antecedent conditions are already visible or another model should be provided. Also we would like to suggest the groups contingency plan is necessary for the success of any decision every group must have a plan B in research so that in case of any unexpected situation the chances of failure will get decreased.

The study has limitations as the time was limited so we just interviewed four groups. However, more groups would have been included from same or other institute at different time and qualification level. Data is also cross sectional data. Study would be more effective if we continue it with time series data. Also this is qualitative study as majority of responses were almost similar so there are fewer chances that the respondents may have altered their responses but biasness element cannot be separated from the research. The third limitation is that as one setting i.e., BUTEMS has been selected for the data collection so results may not be generalizable. Results may also be changed in different organizational setting e.g., business or industrial settings.

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Appendix A

Glaser Groupthink Index (1993)

Groupthink symptoms	Items
1. Illusion of Invulnerability	<ol style="list-style-type: none"> 1. Is the chairman of the meeting always practical to the effectiveness reached in the meeting? 2. Participants of discussion are mostly over-optimistic? 3. Participant of discussion are laughing or jokingly toward the potential crisis that might lead to failure. 4. Participants of discussion has practical and adequate view on the needs to assess the weakness of joint decision. 5. Participants of discussion are always determined to remove the alarms of risk and potential problem in front of them.
2. Collective rationalization	<ol style="list-style-type: none"> 1. Participants in a discussion tried their best to meet the issue in objective manner. 2. Chairman of the meeting always ask the participant to provide opinion, to allow the final decision to meet the need of actual situation. 3. Participant of discussion always defend the potential problems identified by others. 4. Participant of discussion always provide evidence or points of view for the validity of the final decision of all members. 5. Participants would use pre-prepared reason to respond the critics raised by others.
3. Belief in inherent group orality	<ol style="list-style-type: none"> 1. Participants of discussion would give objectively consideration of organization and individuals on the joint decision of the members. 2. Participants of discussion always avoid justice or fairness before during the process of discussion.

	<p>3. Participants of discussion always adjust and fair or minority to support the final decision of the members.</p> <p>4. Participants of discussion have objective and adequate attitude towards each other.</p> <p>5. Participants of discussion always believe that he/she is always right.</p>
4. Stereotypes of outsiders	<p>1. Participants of discussion avoid stereotype impression on the subject of discussion.</p> <p>2. Participants of discussion always avoid to give label to others or their thought.</p> <p>3. Participants of discussion always participate in private gossip.</p> <p>4. Participants of discussion always avoid to generalize the personality of others.</p> <p>5. Participants of discussion would proceed evaluation and measure on the effectiveness of each different possible situation.</p>
5. Pressure on dissenters	<p>1. The chairman would encourage the provision of different opinion.</p> <p>2. Chairman always deals with people with different opinion in detour but steady approach.</p> <p>3. Chairman would encourage participants to express all kinds of opinions.</p> <p>4. Chairman always encourages the expression of different viewpoint.</p> <p>5. Participants of discussion would apply pressure on the thinking of majority with different opinion.</p>
6. Self - Censorship	<p>1. Participant of discussion always keeps silence when he has doubt on an issue.</p> <p>2. Participants of discussion would neglect the doubts in his mind.</p> <p>3. Participants of discussion always feel that they has the power to question the decision or wisdom of majority.</p> <p>4. Participants of discussion always feel free to express opinion different from others.</p> <p>5. Participants of discussion always can freely express their doubt over the decision of majority.</p>
7. Unanimity	<p>1. During discussion, non-speaking participants would agree the opinion of majority.</p> <p>2. Participants of a discussion always reach unanimous decision rapidly.</p> <p>3. Participants of a discussion always have hot discussion, even argument during the process of meeting.</p> <p>4. Participants of discussion always actively support the stands of the others.</p> <p>5. Before reaching consensus among the participants of discussion, there are sufficient time for in-depth discussion.</p>

8. Self- appointed mindguard	<ol style="list-style-type: none"> 1. Participants of discussion will challenge or question the thinking of the leader or majority. 2. Participants of discussion apply pressure on each other, to avoid challenging or questioning the opinion of the leader or the majority. 3. Participants of discussion are allowed to express different idea freely. 4. Even the final decision is reached, the chairman still encourage participant to discuss and provide information on the negative side. 5. Chairman deals the different opinion before and after decision are in encouraging attitude.
5. Pressure on dissenters	<ol style="list-style-type: none"> 1. The chairman would encourage the provision of different opinion. 2. Chairman always deals with people with different opinion in detour but steady approach. 3. Chairman would encourage participants to express all kinds of opinions. 4. Chairman always encourages the expression of different viewpoint. 5. Participants of discussion would apply pressure on the thinking of majority with different opinion.

Appendix B

Chen et al. (2009)

Antecedents	Interview Questions
1. High cohesion	Do all of the group members unconditionally support your firm's decision to invest in Mainland China?
2. Insulation of the group	Do the decision group feel isolated when they made the decision to invest Mainland China?
3. Lack of leader impartiality	Does the leader in your decision group always request their subordinates to adopt his opinion because of his position or power?
4. Lack of procedure norms	Is there any formalized decision making procedure in your firm?
5. Member homogeneity	Do members of the investment team have similar backgrounds or they come from different departments?
6. High stress from external threat	What kind of investment does your company have in mainland China (new start-up firm/joint venture/merger)? Why was this decision made? Is it under pressure due to competition from outsiders?

7. Low temporary self-esteem induced by recent faults	Do decision makers feel upset when dealing with investment affairs, such as perceiving difficulties in worker management relations, or market share?
8. Time stress	Do you feel that time is running out during the decision-making period?
5. Pressure on dissenters	<ol style="list-style-type: none"> 1. The chairman would encourage the provision of different opinion. 2. Chairman always deals with people with different opinion in detour but steady approach. 3. Chairman would encourage participants to express all kinds of opinions. 4. Chairman always encourages the expression of different viewpoint. 5. Participants of discussion would apply pressure on the thinking of majority with different opinion.

Appendix C

Allen (2001)

Symptoms of defective decision making	Items
1. Incomplete survey of alternatives	<ol style="list-style-type: none"> 1. The unit did not do a complete survey of alternatives. 2. The unit conducted a complete survey of alternatives.
2. Incomplete survey of objectives	<ol style="list-style-type: none"> 1. The unit conducted a complete survey of their objectives. 2. The unit conducted an incomplete survey of their objectives.
3. Failure to examine risks of preferred choice	<ol style="list-style-type: none"> 1. The unit failed to examine risks of their preferred course of action. 2. The unit performed an adequate risk assessment before each mission.
4. Poor information search	<ol style="list-style-type: none"> 1. The unit conducted a poor mission analysis 2. The unit performed an adequate mission analysis
5. Bias in processing information at hand	<p>What kind of investment does your company have in mainland China (new start-up firm/joint venture/merger)?</p> <p>Why was this decision made?</p> <p>Is it under pressure due to competition from outsiders?</p>
5. Bias in processing information at hand	<p>What kind of investment does your company have in mainland China (new start-up firm/joint venture/merger)?</p> <p>Why was this decision made?</p> <p>Is it under pressure due to competition from outsiders?</p>