

Appendix E

CHOICE DILEMMAS PROCEDURE

OPINION QUESTIONNAIRE II

Instructions. On the following pages, you will find a series of situations that are likely to occur in everyday life. The central person in each situation is faced with a choice between two alternative courses of action, which we might call *X* and *Y*. Alternative *X* is more desirable and attractive than alternative *Y*, but the probability of attaining or achieving *X* is less than that of attaining or achieving *Y*.

For each situation on the following pages, you will be asked to indicate the minimum odds of success you would demand before recommending that the more attractive or desirable alternative, *X*, be chosen.

Read each situation carefully before giving your judgment. Try to place yourself in the position of the central person in each of the situations. There are twelve situations in all. Please do not omit any of them.

1. Mr. A, an electrical engineer, who is married and has one child, has been working for a large electronics corporation since graduating from college five years ago. He is assured of a lifetime job with a modest, though adequate, salary, and liberal pension benefits upon retirement. On the other hand, it is very unlikely that his salary will increase much before he retires. While attending a convention, Mr. A is offered a job with a small, newly founded company which has a highly uncertain future. The new job would pay more to start and would offer the possibility of a share in the ownership if the company survived the competition of the larger firms.

Imagine that you are advising Mr. A. Listed below are several probabilities or odds of the new company's proving financially sound.

Please check the lowest probability that you would consider acceptable to make it worthwhile for Mr. A to take the new job.

- ___ The chances are 1 in 10 that the company will prove financially sound.
- ___ The chances are 3 in 10 that the company will prove financially sound.
- ___ The chances are 5 in 10 that the company will prove financially sound.
- ___ The chances are 7 in 10 that the company will prove financially sound.
- ___ The chances are 9 in 10 that the company will prove financially sound.
- ___ Place a check here if you think Mr. A should *not* take the new job no matter what the probabilities.

2. Mr. B, a 45-year-old accountant, has recently been informed by his physician that he has developed a severe heart ailment. The disease would be sufficiently serious to force Mr. B to change many of his strongest life habits — reducing his work load, drastically changing his diet, giving up favorite leisure-time pursuits. The physician suggests that a delicate medical operation could be attempted which, if successful, would completely relieve the heart condition. But its success could not be assured, and in fact, the operation might prove fatal.

Imagine that you are advising Mr. B. Listed below are several probabilities or odds that the operation will prove successful.

Please check the lowest probability that you would consider acceptable for the operation to be performed.

- ___ Place a check here if you think Mr. B should *not* have the operation no matter what the probabilities.
- ___ The chances are 9 in 10 that the operation will be a success.
- ___ The chances are 7 in 10 that the operation will be a success.
- ___ The chances are 5 in 10 that the operation will be a success.
- ___ The chances are 3 in 10 that the operation will be a success.
- ___ The chances are 1 in 10 that the operation will be a success.

3. Mr. C, a married man with two children, has a steady job that pays him about \$6000 per year. He can easily afford the necessities of life, but few of the luxuries. Mr. C's father, who died recently, carried a \$4000 life insurance policy. Mr. C would like to invest this money in stocks. He is well aware of the secure "blue-chip" stocks and bonds that would pay approximately 6% on his investment. On the other hand, Mr. C has heard that the stocks of a relatively unknown Company X might double their present value if a new product currently in production is favorably received by the buying public. However, if the product is unfavorably received, the stocks would decline in value.

Imagine that you are advising Mr. C. Listed below are several probabilities or odds that Company X stocks will double their value.

Please check the lowest probability that you would consider acceptable for Mr. C to invest in Company X Stocks.

- ___ The chances are 1 in 10 that the stocks will double their value.
- ___ The chances are 3 in 10 that the stocks will double their value.
- ___ The chances are 5 in 10 that the stocks will double their value.
- ___ The chances are 7 in 10 that the stocks will double their value.
- ___ The chances are 9 in 10 that the stocks will double their value.
- ___ Place a check here if you think Mr. C should *not* invest in Company X stocks, no matter what the probabilities.

4. Mr. D is the captain of College X's football team. College X is playing its traditional rival, College Y, in the final game of the season. The game is in its final seconds, and Mr. D's team, College X, is behind in the score. College X has time to run one more play. Mr. D, the captain, must decide whether it would be best to settle for a tie score with a play which would be almost certain to work or, on the other hand, should he try a more complicated and risky play which could bring victory if it succeeded, but defeat if not.

Imagine that you are advising Mr. D. Listed below are several probabilities or odds that the risky play will work.

Please check the lowest probability that you would consider acceptable for the risky play to be attempted.

- Place a check here if you think Mr. D should *not* attempt the risky play no matter what the probabilities.
- The chances are 9 in 10 that the risky play will work.
- The chances are 7 in 10 that the risky play will work.
- The chances are 5 in 10 that the risky play will work.
- The chances are 3 in 10 that the risky play will work.
- The chances are 1 in 10 that the risky play will work.

5. Mr. E is president of a light metals corporation in the United States. The corporation is quite prosperous, and has strongly considered the possibilities of business expansion by building an additional plant in a new location. The choice is between building another plant in the U.S., where there would be a moderate return on the initial investment, or building a plant in a foreign country. Lower labor costs and easy access to raw materials in that country would mean a much higher return on the initial investment. On the other hand, there is a history of political instability and revolution in the foreign country under consideration. In fact, the leader of a small minority party is committed to nationalizing, that is, taking over, all foreign investments.

Imagine that you are advising Mr. E. Listed below are several probabilities or odds of continued political stability in the foreign country under consideration.

Please check the lowest probability that you would consider acceptable for Mr. E's corporation to build a plant in that country.

- The chances are 1 in 10 that the foreign country will remain politically stable.
- The chances are 3 in 10 that the foreign country will remain politically stable.
- The chances are 5 in 10 that the foreign country will remain politically stable.
- The chances are 7 in 10 that the foreign country will remain politically stable.
- The chances are 9 in 10 that the foreign country will remain politically stable.
- Place a check here if you think Mr. E's corporation should *not* build a plant in the foreign country, no matter what the probabilities.

6. Mr. F is currently a college senior who is very eager to pursue graduate study in chemistry leading to the Doctor of Philosophy degree. He has been accepted by both University X and University Y. University X has a world-wide reputation for excellence in chemistry. While a degree from University X would signify outstanding training in this field, the standards are so very rigorous that only a fraction of the degree candidates actually receive the degree. University Y, on the other hand, has much less of a reputation in chemistry, but almost everyone admitted is awarded the Doctor of Philosophy degree, though the degree has much less prestige than the corresponding degree from University X.

Imagine that you are advising Mr. F. Listed below are several probabilities or odds that Mr. F would be awarded a degree at University X, the one with the greater prestige.

Please check the lowest probability that you would consider acceptable to make it worthwhile for Mr. F to enroll in University X rather than University Y.

- Place a check here if you think Mr. F should *not* enroll in University X, no matter what the probabilities.
- The chances are 9 in 10 that Mr. F would receive a degree from University X.
- The chances are 7 in 10 that Mr. F would receive a degree from University X.
- The chances are 5 in 10 that Mr. F would receive a degree from University X.
- The chances are 3 in 10 that Mr. F would receive a degree from University X.
- The chances are 1 in 10 that Mr. F would receive a degree from University X.

7. Mr. G, a competent chess player, is participating in a national chess tournament. In an early match he draws the top-favored player in the tournament as his opponent. Mr. G has been given a relatively low ranking in view of his performance in previous tournaments. During the course of his play with the top-favored man, Mr. G notes the possibility of a deceptive though risky maneuver which might bring him a quick victory. At the same time, if the attempted maneuver should fail, Mr. G would be left in an exposed position and defeat would almost certainly follow.

Imagine that you are advising Mr. G. Listed below are several probabilities or odds that Mr. G's deceptive play would succeed.

Please check the lowest probability that you would consider acceptable for the risky play in question to be attempted.

- The chances are 1 in 10 that the play would succeed.
- The chances are 3 in 10 that the play would succeed.
- The chances are 5 in 10 that the play would succeed.
- The chances are 7 in 10 that the play would succeed.
- The chances are 9 in 10 that the play would succeed.
- Place a check here if you think Mr. G should *not* attempt the risky play, no matter what the probabilities.

8. Mr. H, a college senior, has studied the piano since childhood. He has won amateur prizes and given small recitals, suggesting that Mr. H has considerable musical talent. As graduation approaches, Mr. H has the choice of going to medical school to become a physician, a profession which would bring certain prestige and financial rewards; or entering a conservatory of music for advanced training with a well-known pianist. Mr. H realizes that even upon completion of his piano studies, which would take many more years and a lot of money, success as a concert pianist would not be assured.

Imagine that you are advising Mr. H. Listed below are several probabilities or odds that Mr. H would succeed as a concert pianist.

Please check the lowest probability that you would consider acceptable for Mr. H to continue with his musical training.

- Place a check here if you think Mr. H should *not* pursue his musical training, no matter what the probabilities.
- The chances are 9 in 10 that Mr. H would succeed as a concert pianist.
- The chances are 7 in 10 that Mr. H would succeed as a concert pianist.

- The chances are 5 in 10 that Mr. H would succeed as a concert pianist.
- The chances are 3 in 10 that Mr. H would succeed as a concert pianist.
- The chances are 1 in 10 that Mr. H would succeed as a concert pianist.

9. Mr. J is an American captured by the enemy in World War II and placed in a prisoner-of-war camp. Conditions in the camp are quite bad, with long hours of hard physical labor and a barely sufficient diet. After spending several months in this camp, Mr. J notes the possibility of escape by concealing himself in a supply truck that shuttles in and out of the camp. Of course, there is no guarantee that the escape would prove successful. Recapture by the enemy could well mean execution.

Imagine that you are advising Mr. J. Listed below are several probabilities or odds of a successful escape from the prisoner-of-war camp.

Please check the lowest probability that you would consider acceptable for an escape to be attempted.

- The chances are 1 in 10 that the escape would succeed.
- The chances are 3 in 10 that the escape would succeed.
- The chances are 5 in 10 that the escape would succeed.
- The chances are 7 in 10 that the escape would succeed.
- The chances are 9 in 10 that the escape would succeed.
- Place a check here if you think Mr. J should *not* try to escape no matter what the probabilities.

10. Mr. K is a successful businessman who has participated in a number of civic activities of considerable value to the community. Mr. K has been approached by the leaders of his political party as a possible congressional candidate in the next election. Mr. K's party is a minority party in the district, though the party has won occasional elections in the past. Mr. K would like to hold political office, but to do so would involve a serious financial sacrifice, since the party has insufficient campaign funds. He would also have to endure the attacks of his political opponents in a hot campaign.

Imagine that you are advising Mr. K. Listed below are several probabilities or odds of Mr. K's winning the election in his district.

Please check the lowest probability that you would consider acceptable to make it worthwhile for Mr. K to run for political office.

- Place a check here if you think Mr. K should *not* run for political office no matter what the probabilities.
- The chances are 9 in 10 that Mr. K would win the election.
- The chances are 7 in 10 that Mr. K would win the election.
- The chances are 5 in 10 that Mr. K would win the election.
- The chances are 3 in 10 that Mr. K would win the election.
- The chances are 1 in 10 that Mr. K would win the election.

11. Mr. L, a married 30-year-old research physicist, has been given a five-year

appointment by a major university laboratory. As he contemplates the next five years, he realizes that he might work on a difficult, long-term problem which, if a solution could be found, would resolve basic scientific issues in the field and bring high scientific honors. If no solution were found, however, Mr. L would have little to show for his five years in the laboratory, and this would make it hard for him to get a good job afterwards. On the other hand, he could, as most of his professional associates are doing, work on a series of short-term problems where solutions would be easier to find, but where the problems are of lesser scientific importance.

Imagine that you are advising Mr. L. Listed below are several probabilities or odds that a solution would be found to the difficult, long-term problem that Mr. L has in mind.

Please check the lowest probability that you would consider acceptable to make it worthwhile for Mr. L to work on the more difficult long-term problem.

- The chances are 1 in 10 that Mr. L would solve the long-term problem.
- The chances are 3 in 10 that Mr. L would solve the long-term problem.
- The chances are 5 in 10 that Mr. L would solve the long-term problem.
- The chances are 7 in 10 that Mr. L would solve the long-term problem.
- The chances are 9 in 10 that Mr. L would solve the long-term problem.
- Place a check here if you think Mr. L should *not* choose the long-term, difficult problem, no matter what the probabilities.

12. Mr. M is contemplating marriage to Miss T, a girl whom he has known for a little more than a year. Recently, however, a number of arguments have occurred between them, suggesting some sharp differences of opinion in the way each views certain matters. Indeed, they decide to seek professional advice from a marriage counselor as to whether it would be wise for them to marry. On the basis of these meetings with a marriage counselor, they realize that a happy marriage, while possible, would not be assured.

Imagine that you are advising Mr. M and Miss T. Listed below are several probabilities or odds that their marriage would prove to be a happy and successful one.

Please check the lowest probability that you would consider acceptable for Mr. M and Miss T to get married.

- Place a check here if you think Mr. M and Miss T should *not* marry, no matter what the probabilities.
- The chances are 9 in 10 that the marriage would be happy and successful.
- The chances are 7 in 10 that the marriage would be happy and successful.
- The chances are 5 in 10 that the marriage would be happy and successful.
- The chances are 3 in 10 that the marriage would be happy and successful.
- The chances are 1 in 10 that the marriage would be happy and successful.