

General Instructions:

Thank you for your participation in this experiment. There are no tricks involved in any part of the experiment. All of the procedures used will be exactly as they are described in these instructions. The experiment should last approximately 20 minutes, and must be completed in one sitting. Before beginning, please remove any distractions that may affect your ability to complete the experiment. Others may be completing the experiment at a later time, so please do not discuss the experiment with anyone. During the experiment, you will not be able to go "back" to previous screens.

Each participant is guaranteed to receive at least \$2.00 as a participation fee. As explained below, you will have the opportunity to earn additional compensation (which will be between \$0 and \$10) during the experiment. Your total earnings, including the \$2.00 participation fee, will be paid to you via your Amazon Mechanical Turk account.

To protect your identity, we have randomly assigned you a participant number. This number will be used to collect information about your decisions during the experiment, and will be used to pay you at the end of the experiment.

In this experiment, you will act as a division manager for a firm that manufactures a variety of products. Since you have authority over investment decisions in your role as division manager, you will be presented with information about potential projects to consider implementing in your division, and will make a series of decisions about which of those projects you would prefer to implement. As explained in more detail below, your compensation for this part of the experiment will be based on the performance of one of the projects you select for possible implementation.

There will be three parts to the experiment:

1. Instructions and a brief quiz to check your understanding of these instructions.
2. The project selection task, described in more detail below, that you will complete to earn additional compensation.
3. An anonymous questionnaire about your experience.

Task Instructions:

For the duration of this experiment, assume you are a division manager in your firm. As part of your responsibilities as division manager, you make periodic decisions regarding investments in new projects within your division. Each division's required rate of return on investment is 10%, and so evaluations of a division manager's performance include comparisons of the performance of that division's projects to the required return. For the upcoming period, you have a budget of \$700 to invest in a new project for your division.

Once the project selection task begins, you will be presented with information about different projects that can possibly be implemented in your division. Projects will be presented in pairs – Project A & Project B – and you will select one of the two projects from each pair that you would like to implement. You will repeat this process for a total of ten pairs of projects.

All projects presented to you require the same investment (\$700). The information presented to you for each project will indicate: (1) the range of possible levels of income the project could generate in the coming period, (2) the likelihood of the project generating each particular outcome, and (3) the **residual income** that results from each particular outcome.

Residual income is an important measure used by your firm to evaluate the performance of projects chosen by division managers. As such, it will be used to determine your bonus compensation, in the manner described on the next page. Residual income represents the income generated by a project in excess of your division's required rate of return on investment of 10%. It can therefore be calculated in the following manner:

$$\text{Residual income} = \text{Income generated by project} - (\text{Required rate of return} \times \text{Investment in project})$$

To illustrate, consider the following example: Project A generates \$170 in income. Since your division's required rate of return is 10%, and all projects you will consider in this experiment require a \$700 investment, the residual income for project A is:

$$\$170 - (10\% \times \$700) = \$100$$

Information for a sample pair of projects has been provided below to allow you to become familiar with the type of information you will see during the actual project selection task:

Possible outcomes represent the range of income that could be generated by the project

Each likelihood represents the chance that the project will generate each corresponding amount of income, based on a random draw. For example, Project A has a 1% (or 1 out of 100) chance of generating \$170 in income, a 3% (or 3 out of 100) chance of generating \$150 in income, and so on. Note that all likelihoods sum to 100% for each project.

Project A

Possible Outcomes	Likelihood	Residual Income
170	I (1%)	\$100
150	III (3%)	\$80
140	IIII (5%)	\$70
120	IIIIII (6%)	\$50
115	IIIIII (7%)	\$45
110	IIIIII (8%)	\$40
105	IIIIIIII (15%)	\$35
95	IIIIIIII (15%)	\$25
85	IIIIIIIIII (20%)	\$15
70	IIIIIIIIII (20%)	\$0

Project B

Possible Outcomes	Likelihood	Residual Income
240	IIII (5%)	\$170
230	IIII (5%)	\$160
210	IIIIIIII (10%)	\$140
175	IIIIIIII (10%)	\$105
135	IIIIIIIIII (15%)	\$65
100	IIIIIIIIII (15%)	\$30
75	IIIIIIIIII (15%)	\$5
30	IIIIIIII (10%)	-\$40
10	IIIIIIII (10%)	-\$60
0	IIII (5%)	-\$70

Residual income, an important measure used by your firm to evaluate performance, is the income generated by the project in excess of your division's required return on investment. It is calculated as: Income generated by project – (Required rate of return x Investment in project). In your case that equates to: Project outcome – (10% x \$700). The residual income of the project chosen for implementation in your division will determine your bonus compensation, as described in detail on the next page.

As stated previously, you will be presented with ten pairs of projects and will select one project from each pair that you would prefer to implement. Once you have finished making all ten selections, you will complete a questionnaire about your experience, and will then learn the outcome of your implemented project and your compensation for the experiment.

Compensation:

Your compensation will be calculated using the following rules:

As mentioned earlier, you will receive \$2.00 for your participation in this experiment, plus additional compensation earned as a result of the decisions you make during the experiment. This additional compensation will be in the form of a bonus that will be calculated based on the performance of the project implemented in your division.

Please note that while you will be indicating your preference for implementing one of two projects from ten separate pairs of projects, **one randomly selected project** from your ten choices will actually be implemented. The performance of that single project will be determined randomly based on the likelihoods of each of the project's outcomes (as described previously), and the project's performance will then determine your bonus compensation for the experiment.

Bonus compensation will range between \$0 and \$12 and will be determined using the **residual income** of the project implemented in your division, according to the following:

Bonus compensation = \$2 for project performance that meets the division's required return (i.e., Residual income of \$0), and an additional \$2 for each additional \$70 in Residual income. This can be summarized in the following schedule:

Residual income from implemented project	Bonus
Less than \$0	\$0
\$0-69	\$2
\$70-\$139	\$4
\$140-\$209	\$6
\$210-\$279	\$8
\$280-\$349	\$10

For illustrative purposes, consider the following total compensation calculation examples:

1. The project randomly chosen for implementation from a participant's set of ten selected projects attains an outcome of \$165. Residual income for the project is therefore: $\$165 - (10\% \times \$700) = \$95$. The participant's total compensation for the experiment is:

Bonus based on residual income of \$95	= \$4.00
<u>Participation fee</u>	<u>= \$2.00</u>
Total compensation	= \$6.00

2. The project randomly chosen for implementation from a participants' set of ten selected projects attains an outcome of \$35. Residual income for the project is therefore: $\$35 - (10\% \times \$700) = -\$35$. The participant's total compensation for the experiment is:

Bonus based on residual income of -\$35	= \$0.00
<u>Participation fee</u>	<u>= \$2.00</u>
Total compensation	= \$2.00