

**Strategic Decision Processes, Comprehensiveness  
and Company Performance:  
A Cross-National Comparison**

*Christopher Orpen*

Bournemouth Polytechnic

England

**Abstract**

Comprehensiveness is a measure of rationality and is defined as the degree to which firms attempt to be exhaustive or inclusive in making and integrating strategic decisions. The present study relates comprehensiveness to performance among four groups of firms: 25 United States firms in the stable food-processing industry and 26 in the unstable computer industry, 21 South African firms in the stable chemical industry, and 30 in the unstable fashion industry. Most of the correlations between comprehensiveness and performance were significantly positive among the firms in the stable industries in both countries, and significantly negative among those in the unstable industries in both countries. The results are discussed in terms of a contingency perspective on strategic decision processes.

*Keywords:* Strategic Decisions, Measure of Performance.