

Annex E. The questionnaire's modeling

Table 1. Board task part of the questionnaire.

Label	Task	Evaluation
task_1	Direct succession problems	1 – 2 – 3 – 4 – 5
task_2	Evaluate/control management performance	1 – 2 – 3 – 4 – 5
task_3	Determine management's responsibility	1 – 2 – 3 – 4 – 5
task_4	Maximize shareholder value	1 – 2 – 3 – 4 – 5
task_5	Determine salary/compensation of management	1 – 2 – 3 – 4 – 5
task_6	Select new managers	1 – 2 – 3 – 4 – 5
task_7	Building organizational reputation	1 – 2 – 3 – 4 – 5
task_8	Networking and maintain relations	1 – 2 – 3 – 4 – 5
task_9	Advising management	1 – 2 – 3 – 4 – 5
task_10	Formulate/ratify organizational strategy	1 – 2 – 3 – 4 – 5
task_11	Taking care of access to extra resources	1 – 2 – 3 – 4 – 5

Table 2. Board Human Capital part of the questionnaire (a).

Label	Item	Evaluation
IBS_1	International business experiences	1 – 2 – 3 – 4 – 5
IBS_2	Networks or personal contacts abroad which related to current business	1 – 2 – 3 – 4 – 5
IBS_3	Education related to international business	1 – 2 – 3 – 4 – 5
IBS_4	Marketing expertise and specialization	1 – 2 – 3 – 4 – 5
IBS_5	Information technology and communication expertise and specialization	1 – 2 – 3 – 4 – 5

Table 3. Board Human Capital part of the questionnaire (b).

Label	Item	Evaluation
IBKL_1	Knowledge about the laws, norms and standards in foreign markets	1 – 2 – 3 – 4 – 5
IBKL_2	Knowledge about the language	1 – 2 – 3 – 4 – 5
IBKL_3	Having foreign subsidiaries or representative companies abroad	1 – 2 – 3 – 4 – 5
IBKL_4	Having cooperative agreements, including agreements with agents and alliance partners	1 – 2 – 3 – 4 – 5
IBKL_5	Having experiences in doing business abroad	1 – 2 – 3 – 4 – 5
IBKL_6	Having the unique knowledge and/or competence	1 – 2 – 3 – 4 – 5
MC_1	Extensive knowledge of the firm's main operations	1 – 2 – 3 – 4 – 5
MC_2	Extensive knowledge of the firm's critical technology and key competences.	1 – 2 – 3 – 4 – 5

MC_3	Extensive knowledge of the firm's weak sides and its products and services.	1 – 2 – 3 – 4 – 5
MC_4	Extensive knowledge of the development regarding the firms's customers, markets, products and services.	1 – 2 – 3 – 4 – 5
MC_5	Extensive knowledge of the firm's suppliers and customers negotiation power.	1 – 2 – 3 – 4 – 5
MC_6	Extensive knowledge of threats from entrants and new products and services.	1 – 2 – 3 – 4 – 5

Table 4. Board Human Capital part of the questionnaire (c).

Label	Item	Evaluation
RT_1	Board members share similar beliefs about the future direction of this organization.	1 – 2 – 3 – 4 – 5
RT_2	Board members actively encourage change and implement a culture of improvement, learning, and innovation in moving towards excellence.	1 – 2 – 3 – 4 – 5
RT_3	There is a high degree of unity of purpose throughout the the board of directors.	1 – 2 – 3 – 4 – 5
RT_4	There is a comprehensive and structured planning process which regularly sets and reviews short and long-term goals of the board.	1 – 2 – 3 – 4 – 5

Table 5. Board Human Capital part of the questionnaire (d).

Label	Item	Evaluation
USK_1	Board members know each other's competences well.	1 – 2 – 3 – 4 – 5
USK_2	The division of work in this board is a good match between board members' knowledge/competencies and the character of the work	1 – 2 – 3 – 4 – 5
USK_3	The most knowledgeable board members use their knowledge when an issue is discussed	1 – 2 – 3 – 4 – 5

Table 6. Board Social Capital part of the questionnaire.

Label	Item	Evaluation
ISC_1	The board members willingly share information with one another.	1 – 2 – 3 – 4 – 5
ISC_2	The board members in this organization have no hidden agendas or issues.	1 – 2 – 3 – 4 – 5
ISC_3	The board members share and accept constructive criticisms without making it personal.	1 – 2 – 3 – 4 – 5
ISC_4	The board members discuss personal issues if they affect job performance.	1 – 2 – 3 – 4 – 5
ISC_5	The board members willingly share information with one another.	1 – 2 – 3 – 4 – 5
ISC_6	The board members in this organization keep each other informed at all times.	1 – 2 – 3 – 4 – 5
TSC_1	I can rely on the board members I work with in this organization.	1 – 2 – 3 – 4 – 5
TSC_2	The board members in this organization are usually considerate of one another's feelings.	1 – 2 – 3 – 4 – 5
TSC_3	The board members have confidence in one another in this organization.	1 – 2 – 3 – 4 – 5
TSC_4	The board members in this organization show a great deal of integrity.	1 – 2 – 3 – 4 – 5
TSC_5	There is no 'team spirit' among board members in this organization" (reverse coded).	1 – 2 – 3 – 4 – 5
TSC_6	Overall, the board members at this organization are trustworthy.	1 – 2 – 3 – 4 – 5
VSC_1	The board members share the same ambitions and vision for the organization.	1 – 2 – 3 – 4 – 5
VSC_2	People in our board are enthusiastic about pursuing the collective goals and mission of the whole organization.	1 – 2 – 3 – 4 – 5

Label	Item	Evaluation
VSC_3	There is a commonality of purpose in the board of my organization.	1 – 2 – 3 – 4 – 5
VSC_4	The board members at this organization are committed to the goals of the organization.	1 – 2 – 3 – 4 – 5
VSC_5	The board members view themselves as partners in charting the organization direction.	1 – 2 – 3 – 4 – 5
VSC_6	Everyone is in total agreement on our organization's vision.	1 – 2 – 3 – 4 – 5

Table 7. SMEs development stage part of the questionnaire

Label	Item	Answer
S_1	We are developing product/service, which to limited degree is introduced in the market.	Yes/No
S_2	The sales are low.	Yes/No
S_3	Our firm grows fast and investments may be necessary for further development.	Yes/No
S_4	Our product/service can be introduced in several markets, and the sales are increasing.	Yes/No