Researchers have identified various framing states (choice, goal and attribute) that help explain inconsistencies in decision making. Additionally, risk propensity and fear also influence complex decisions situations. This paper considers these factors and develops a framework which may further our understanding of the human decision making process.

This paper will consider what has been articulated in the literature regarding risk, framing, emotions and risk propensity in an attempt to propose a framework that incorporates areas the author contends are vital to fully understanding decision making in organizations. The first section will consider the influence of framing and risk as defined by Prospect Theory and will introduce the Levin, et al.’s (1998) model of framing as a tri-dimensional concept. Next, the paper will review Sitkin and Pablo’s (1992) model of risk propensity and supporting literature that argues for incorporating personal experience into the decision making process. Following this, the paper will evaluate what is known about the role of emotions in decision making with a particular emphasis on the role of fear. Fear has been chosen as the operative emotion to consider given the dearth of research into the effect of this variable and the likely influence of fear of decision outcome on decision choices. Finally, the paper will offer propositions and a framework for the synthesis of these decision making influences that might be empirically tested.

The studies reviewed within this paper and the subsequent propositions offer an valued contribution to the literature on decision making in that no previous theories of decision making have incorporated framing, individual risk experience, and emotion as components of decision theory. It is posited that these factors that are key to understanding business decision making, real decisions about critical factors that have the potential to influence the success of an organization.