
RESEARCH

2018

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ACCOUNTING AND MANAGEMENT

Cai, Wei, and Susanna Gallani. “Subjectivity in Tournaments: Implicit Rewards and Penalties and Subsequent Performance.” HBS Working Paper 18-070, January 2018.

Deller, Carolyn, Susanna Gallani, and Tatiana Sandino. “In Search of Organizational Alignment Using a 360° Assessment System: Evidence from a Retail Chain.” HBS Working Paper 18-069, January 2018.

Deller, Carolyn, and Tatiana Sandino. “Effects of a Tournament Incentive Plan Incorporating Managerial Discretion in a Geographically Dispersed Organization.” HBS Working Paper 16-087, February 2016. (Revised January 2018.)

Grewal, Jody, Edward J. Riedl, and George Serafeim. “Market Reaction to Mandatory Nonfinancial Disclosure.” HBS Working Paper 16-025, September 2015.

Grewal, Jody, George Serafeim, and **Aaron Yoon**. “Shareholder Activism on Sustainability Issues.”

HBS Working Paper 17-003, July 2016.

Heinrichs, Anne, **Jihwon Park**, and Eugene F. Soltes. “Who Consumes Firm Disclosures? Evidence from Earnings Conference Calls.” Working Paper, September 2015.

Khan, Mozaffar, George Serafeim, and **Aaron Yoon**. “Corporate Sustainability: First Evidence on Materiality.” *Accounting Review* 91, no. 6 (November 2016).

Soltes, Eugene F., and **Jihwon Park**. “What Do Investors Ask Managers Privately?” Working Paper, November 2017.

ABSTRACT



Cai, Wei, and Susanna Gallani. “Subjectivity in Tournaments: Implicit Rewards and Penalties and Subsequent Performance.” HBS Working Paper 18-070, January 2018.

This study extends the literature on the tradeoffs

associated with subjectivity in tournament incentive systems by describing the effects of *implicit* penalties (rewards), whereby workers ranked at the top (bottom) of objective performance rankings fail to receive the reward (penalty) due to management's subjective performance evaluations. Using data from a field setting where incentive contracts are structured as repeated tournaments, we find that workers respond differently to subjective versus objective awards of rewards and penalties. Additionally, workers subject to implicit rewards (penalties) exhibit performance reactions that counterbalance those of workers receiving subjective penalties (rewards), with net effects indistinguishable from zero. However, while the effects of subjective rewards and penalties reverse in the subsequent period, the performance effects of implicit rewards and penalties persist. Our study documents consequences of subjectivity that might alter the effectiveness of tournament incentives and is relevant for the practice of incentive design.

ABSTRACT



Grewal, Jody, George Serafeim, and **Aaron Yoon**. "Shareholder Activism on Sustainability Issues." HBS Working Paper 17-003, July 2016.



Shareholder activism on sustainability issues has become increasingly prevalent over the years, with the number of proposals filed doubling from 1999 to 2013. We use recent innovations in accounting

standard setting to classify 2,665 shareholder proposals that address environmental, social, and governance (ESG) issues as financially material or immaterial, and we analyze how proposals on material versus immaterial issues affect firms' subsequent ESG performance and market valuation. We find that 58% of the shareholder proposals in our sample are filed on immaterial issues. We document that filing shareholder proposals is effective at improving the performance of the company on the focal ESG issue, even though such proposals nearly never received majority support. Improvements occur across both material and immaterial issues. Proposals on immaterial issues are associated with subsequent declines in firm valuation while proposals on material issues are associated with subsequent increases in firm value. We show that companies increase performance on immaterial issues because of agency problems, low awareness of the materiality of ESG issues, and attempts to divert attention from poor performance on material issues.

BUSINESS ECONOMICS

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Chauvin, Juan Pablo, Edward Glaeser, **Yueran Ma**, and Kristina Tobio. "What Is Different About Urbanization in Rich and Poor Countries? Cities in Brazil, China, India and the United States." *Journal of Urban Economics* 98 (May 2016).

Edelman, Benjamin, Michael Luca, and **Daniel Svirsky**. "Racial Discrimination in the Sharing Economy: Evidence from a Field Experiment." *American Economic Journal: Applied Economics* 9, no. 2 (April 2017): 1–22.

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Fedyk, Anastassia, Saurin Patel, and Sergei Sarkissian. "Managerial Structure and Performance-Induced Trading." Working Paper, 2017.

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Glaeser, Edward, Wei Huang, **Yueran Ma**, and Andrei Shleifer. "A Real Estate Boom with Chinese Characteristics." *Journal of Economic Perspectives* 31, no. 1 (Winter 2017).

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Lee, Seunghyup and Gea Hyun Shin. "Employment Protection, Financial Uncertainty, and Corporate Investment in Innovation." Working Paper, 2018.

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Lian, Chen, **Yueran Ma**, and **Carmen Wang**. "Low Interest Rates and Risk Taking: Evidence from Individual Investment Decisions." Working Paper, January 2018.

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ABSTRACT



Ma, Yueran. "Non-Financial Firms as Cross-Market Arbitrageurs." Working Paper, 2018.

I demonstrate that non-financial corporations act as cross-market arbitrageurs in their own securities. Firms use one type of security to replace another in response to shifts in relative valuations, inducing negatively correlated financing flows in different markets. Net equity repurchases and net debt issuance both increase when the expected returns on debt are particularly low or when the expected returns on equity are relatively high. Credit valuations affect equity financing as much as equity valuations do and vice versa. Cross-market corporate arbitrage is most prevalent among large, unconstrained firms. It counteracts market segmentation and helps to account for aggregate financing patterns.

ABSTRACT



Edelman, Benjamin, Michael Luca, and **Daniel Svirsky**. “Racial Discrimination in the Sharing Economy: Evidence from a Field Experiment.” *American Economic Journal: Applied Economics* 9, no. 2 (April 2017): 1–22.

In an experiment on Airbnb, we find that applications from guests with distinctively African-American names are 16% less likely to be accepted relative to identical guests with distinctively White names. Discrimination occurs among landlords of all sizes, including small landlords sharing the property and larger landlords with multiple properties. It is most pronounced among hosts who have never had an African-American guest, suggesting only a subset of hosts discriminate. While rental markets have achieved significant reductions in discrimination in recent decades, our results suggest that Airbnb’s current design choices facilitate discrimination and raise the possibility of erasing some of these civil rights gains.

ABSTRACT



Holden, Richard, Michael Keane, and **Matthew Lilley**. “Peer Effects on the United States Supreme Court.” Working Paper, February 2017.

Using data on essentially every U.S. Supreme Court decision since 1946, we estimate a model of peer effects on the Court. We consider both the impact of justice ideology and justice votes on the votes of their peers. To identify these peer effects we use two instruments. The first is based on the composition of the Court, determined by which justices sit on which cases due to recusals or health reasons for not sitting. The second utilizes the fact that many justices previously sat on Federal Circuit Courts and are empirically much more likely to affirm decisions from their “home” court. We find large peer effects. Replacing a single justice with one who votes in a conservative direction 10 percentage points more frequently increases the probability that each other justice votes conservative by 1.63 percentage points. In terms of votes, a 10 percentage-point increase in the probability that a single justice votes conservative leads to a 1.1 percentage increase in the probability that each other justice votes conservative. Finally, a single justice becoming 10% more likely to vote conservative increases the share of cases with a conservative outcome by 3.6 percentage points—excluding the direct effect of that justice—and reduces the share with a liberal outcome by 3.2 percentage points. In general, the indirect effect of a justice’s vote on the outcome through the votes of their peers is typically several times larger than the direct mechanical effect of the justice’s own vote.

HEALTH POLICY MANAGEMENT

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Aguirre, Emilie. “An International Model for Antibiotics Regulation” *Food and Drug Law Journal* 72, no. 295 (2017).

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Aguirre, Emilie, Oliver Mytton, and Pablo Monsivais. “Liberalising Agricultural Policy for Sugar in Europe Risks Damaging Public Health.” *British Medical Journal* (October 27, 2015).

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Holmgren, A Jay, Eric Pfeifer, Milisa Manojlovich, and Julia Adler-Milstein. “A Novel Survey to Examine the Relationship Between Health IT Adoption and Nurse-Physician Communication.” *Applied Clinical Informatics* 7, no. 4 (December 2016): 1182–1201.

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Friedberg, and Russell A. Phillips. “A Comprehensive Theory of Integration.” *Medical Care Research and Review*, in press.

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ABSTRACT



Dworkis, Daniel A., **Lauren A. Taylor**, David A. Peak, and Benjamin Bearnot. “Geospatial Analysis of Emergency Department Visits for Targeting Community-Based Responses to the Opioid Epidemic.” *PLoS One* (March 31, 2017).

The opioid epidemic in the United States carries significant morbidity and mortality and requires a coordinated response among emergency providers, outpatient providers, public health departments, and communities. Anecdotally, providers across the spectrum of care at Massachusetts General Hospital (MGH) in Boston, Massachusetts, have noticed that Charlestown, a community in north-east Boston, has been particularly impacted by the opioid epidemic and needs both emergency and longer-term resources. We hypothesized that geospatial analysis of the home addresses of patients presenting to the MGH emergency department (ED) with opioid-related emergencies might identify “hot spots” of opioid-related health care needs within Charlestown that could then be targeted for further investigation and resource deployment. Here, we present a geospatial analysis at the United States census tract level of the home addresses of all patients who presented to the MGH ED for opioid-related emergency visits between 7/1/2012 and 6/30/2015, including 191 visits from 100 addresses in Charlestown, Massachusetts. Among the six census tracts that comprise Charlestown, we find a 9.5-fold difference in opioid-related ED visits, with 45% of all opioid-related visits from Charlestown originating in tract 040401. The signal from this census tract remains strong after adjusting for population dif-

ferences between census tracts, and while this tract is one of the higher utilizing census tracts in Charlestown of the MGH ED for all cause visits, it also has a 2.9-fold higher rate of opioid-related visits than the remainder of Charlestown. Identifying this hot spot of opioid-related emergency needs within Charlestown may help redistribute existing resources efficiently, empower community and ED-based physicians to advocate for their patients, and serve as a catalyst for partnerships between MGH and local community groups. More broadly, this analysis demonstrates that EDs can use geospatial analysis to address the emergency and longer-term health needs of the communities they are designed to serve.

ABSTRACT



Holmgren, A Jay, Vaishali Patel, and Julia Adler-Milstein. "Progress In Interoperability: Measuring U.S. Hospitals' Engagement In Sharing Patient Data." *Health Affairs* 36, no. 10 (October 2017): 1820–1827.

Achieving an interoperable health care system remains a top U.S. policy priority. Despite substantial efforts to encourage interoperability, the first set of national data in 2014 suggested that hospitals' engagement levels were low. With 2015 data now available, we examined the first national trends in engagement in four domains of interoperability: finding, sending, receiving, and integrating electronic patient information from outside providers. We found small gains, with 29.7% of hospitals engaging in all four domains in 2015 compared to 24.5% in 2014. The two domains with the most progress were sending (with an increase of 8.1 percentage points) and receiving (an increase of 8.4 percentage points) information, while there was no change in integrating systems. Hospitals' use for patient care of data from outside providers was low, with only 18.7% of hospitals reporting that they "often" used these data. Our results reveal that hospitals' progress toward interoperability is slow and that progress is focused on moving information between hospitals, not on ensuring usability of information in clinical decisions.

MANAGEMENT

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Cromwell, Johnathan R. "The Social Process of Developing a Social Robot: A Model of Dynamic Problem Solving in Groups for Breakthrough Innovation." Working Paper, 2018.

Cromwell, Johnathan R., Teresa M. Amabile, and Jean-Francois Harvey. "An Integrated Model of Dynamic Problem Solving Within Organizational Constraints. In *Individual Creativity in the Workplace*, edited by Roni Reiter-Palmon, Victoria Kennel, and James C. Kaufman. New York: Academic Press (in press).

Cromwell, Johnathan R., and Heidi K. Gardner. "When Great Minds Think Alike: The Value of Familiarity for Collaborative Creativity as the Stakes Become Higher." Working Paper, 2018. (Under review at Organization Science.)

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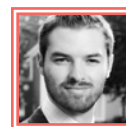
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Tetlock, Philip E., and **J. Peter Scoblic**. "The Power of Precise Predictions." *New York Times* (October 4, 2015): SR10.

ABSTRACT



Cromwell, Johnathan R. "The Social Process of Developing a Social Robot: A Model of Dynamic Problem Solving in Groups for Breakthrough Innovation." Working Paper, 2018.

The process of developing a breakthrough innovation often requires people to collaborate with each other under highly uncertain and ambiguous conditions for prolonged periods of time. Throughout this process, groups must be able to maintain effective collaboration dynamics as they navigate through open and ill-defined problems as well as closed and well-defined problems and transitions between them as they respond to shifting environmental conditions. In this study, I explore these dynamics in a two-year ethnography of an organization that developed one of the world's first social robots for the home. My emergent findings reveal that groups engaged in three different stages of collaboration, which I call constructing a shared solution, constructing a shared representation, and constructing a shared problem. Each stage includes a unique set of collaboration dynamics that yield different effects on the development of problems and solutions. I summarize my findings in a model of dynamic problem solving in groups, which illustrates

how the continuous collaboration of groups that transition between these three stages of collaboration cumulates into the co-evolution of problems and solutions over time.

MARKETING

Donnelly, Grant Edward, Masha Ksendzova, Ryan Howell, Kathleen Vohs, and Roy F. Baumeister. "Buying to Blunt Negative Feelings: Materialistic Escape from the Self." *Review of General Psychology* 20, no. 3 (2016): 272–316.

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John, Leslie, **Grant Edward Donnelly**, and Christina Roberto. "Psychologically Informed Implementations of Sugary-Drink Portion Limits." *Psychological Science* 28, no. 5 (May 2017): 620–629.

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Mann, Heather E., **Ximena Garcia-Rada**, Daniel Houser, and Dan Ariely. "Everybody Else Is Doing It: Exploring Social Transmission of Lying Behavior." *PLoS ONE* 9, no. 10 (October 2014).

ABSTRACT



John, Leslie, **Grant Edward Donnelly**, and Christina Roberto. "Psychologically Informed Implementations of Sugary-Drink Portion Limits." *Psychological Science* 28, no. 5 (May 2017): 620–629.

In 2012, the New York City Board of Health prohibited restaurants from selling sugary drinks in containers that would hold more than 16 oz. Although a state court ruled that the Board of Health did not have the authority to implement such a policy, it remains a legally viable option for governments and a voluntary option for restaurants. However, there is very limited empirical data on how such a policy might affect the purchasing and consumption of sugary drinks. We report four well-powered, incentive-compatible experi-

ments in which we evaluated two possible ways that restaurants might comply with such a policy: bundling (i.e., dividing the contents of oversized cups into two regulation-size cups) and providing free refills (i.e., offering a regulation-size cup with unlimited refills). Bundling caused people to buy less soda. Free refills increased consumption, especially when a waiter served the refills. This perverse effect was reduced in self-service contexts that required walking just a few steps to get a refill.

ORGANIZATIONAL BEHAVIOR

Apfelbaum, Evan P., and **Jeffrey Lees**. "Threat matching: A Model for Tailoring Diversity Approaches to Context." Working paper, 2018. (Invited revision at *Academy of Management Review*.)

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The Interplay of Gender and Local Communities in the Commercialization of Social Ventures." Working Paper, August 2017.

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ABSTRACT



Dimitriadis, Stefan, Matthew Lee, Lakshmi Ramarajan, and Julie Battilana. "Blurring the Boundaries: The Interplay of Gender and Local Communities in the Commercialization of Social Ventures." *Organization Science* 28, no. 5 (September–October 2017): 819–839.

This paper examines the critical role of gender in the commercialization of social ventures. We argue that cultural beliefs about what is perceived to be appropriate work for each gender influence how founders of social ventures incorporate commercial activity into their ventures. Specifically, we argue and show that although cultural beliefs that disassociate women from commercial activity may result in female social venture founders being less likely to use commercial activity than their male counterparts, these effects are moderated by cultural beliefs about gender and commercial activity within founders' local communities. The presence of female business owners in the same community mitigates the role of founders' gender on the use of commercial activity. We examine these issues through a novel sample of 584 social ventures in the United States. We constructively replicate and extend these findings with a supplemental analysis of a second sample, the full population of new nonprofit organizations founded during a two-year period in the United States ($n = 31,160$). By highlighting how gendered aspects of both the social and commercial sectors interact to shape the use of commercial activity by social venture founders, our findings contribute to research on hybrid organizations in the social sector, communities as a context for the enactment of gender, and the enactment of gender in entrepreneurship.

ABSTRACT



Huang, Karen, Michael Yeomans, Alison Wood Brooks, Julia Minson, and Francesca Gino. "It Doesn't Hurt to Ask: Question-asking Increases Liking." *Journal of Personality and Social Psychology* 113, no. 3 (September 2017).

Conversation is a fundamental human experience that is necessary to pursue intrapersonal and interpersonal goals across myriad contexts, relationships, and modes of communication. In the current research, we isolate the role of an understudied conversational behavior: question-asking. Across 3 studies of live dyadic conversations, we identify a robust and consistent relationship between question-asking and liking: people who ask more questions, particularly follow-up questions, are better liked by their conversation partners. When people are instructed to ask more questions, they are perceived as higher in responsiveness, an interpersonal construct that captures listening, understanding, validation, and care. We measure responsiveness with an attitudinal measure from previous research as well as a novel behavioral measure: the number of follow-up questions one asks. In both cases, responsiveness explains the effect of question asking on liking. In addition to analyzing live get-to-know-you conversations online, we also studied face-to-face speed-dating conversations. We trained a natural language processing algorithm as a "follow-up question detector" that we applied to our speed-dating data (and can be applied to any text data to more deeply understand question-asking dynamics). The follow-up question rate established by the algorithm showed that speed daters who ask more follow-up questions during their dates are more likely to elicit agreement for second dates from their partners, a behavioral indicator of liking. We also find that, despite the persistent and beneficial effects of asking questions, people do not anticipate that question-asking increases interpersonal liking.

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ABSTRACT



Choudhury, Prithwiraj, and **Do Yoon Kim**. "Contextual Knowledge and Ethnic Migrant Inventors." HBS Working Paper 17-069, January 2017.

Ethnic migrant inventors might differ from locals in terms of knowledge they bring to host firms. We study the role of first-generation ethnic migrant inventors in cross-border transfer of knowledge previously locked within the cultural context

of their home regions. Using a unique dataset of Chinese and Indian herbal patents filed in the United States, we find that an increase in the supply of first-generation ethnic migrant inventors increases the rate of codification of herbal knowledge at U.S. assignees. Our identification comes from an exogenous shock to the quota of H1B visas and from a list of entities exempted from the shock. We also find that ethnic migrant inventors are more likely to engage in reuse of their prior knowledge, whereas inventors from other ethnic backgrounds are more likely to engage in knowledge recombination.

ABSTRACT



Gao, Cheng, Tiona Zuzul, Geoffrey Jones, and Tarun Khanna. "Overcoming Institutional Voids: A Reputation-Based View of Long Run Survival." *Strategic Management Journal* 38, no. 11 (November 2017): 2147–2167.

Emerging markets are characterized by underdeveloped institutions and frequent environmental shifts. Yet, they also contain many firms that have survived over generations. How are firms in weak institutional environments able to persist over time? Motivated by 69 interviews with leaders of emerging market firms with histories spanning generations, we combine induction and deduction to propose reputation as a meta-resource that allows firms to activate their conventional resources. We conceptualize reputation as consisting of prominence, perceived quality, and resilience, and develop a process model that illustrates the mechanisms that allow reputation to facilitate survival in ways that persist over time. Building on research in strategy and business history, we thus shed light on an underappreciated strategic construct (reputation) in an undertheorized setting (emerging markets) over an unusual period (the historical long run).

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ABSTRACT



Ibanez, Maria, Jonathan R. Clark, Robert S. Huckman, and Bradley R. Staats. "Discretionary Task Ordering: Queue Management in Radiological Services." *Management Science* (forthcoming).

Work scheduling research typically prescribes task sequences implemented by managers. Yet employees often have discretion to deviate from their prescribed sequence. Using data from 2.4 million radiological diagnoses, we find that doctors prioritize similar tasks (batching) and those tasks they expect to complete faster (shortest expected processing time). Moreover, they exercise more discretion as they accumulate experience. Exploiting random assignment of tasks to doctors' queues, instrumental variable models reveal that these deviations erode productivity. This productivity decline lessens as doctors learn from experience. Prioritizing the shortest tasks is particularly detrimental to productivity. Actively grouping similar tasks also reduces productivity, in stark contrast to productivity gains from exogenous grouping, indicating deviation costs outweigh benefits from repetition. By analyzing task completion times, our work highlights the trade-offs between the time required to exercise discretion and the potential gains from doing so, which has implications for how discretion over scheduling should be delegated.

ABSTRACT



Greenstein, Shane, **Yuan Gu**, and Feng Zhu. "Ideological Segregation Among Online Collaborators: Evidence from Wikipedians." HBS Working Paper No. 17-028, March 2017.

Do online communities segregate into separate conversations about "contestable knowledge"? We analyze the contributors of biased and slanted content in Wikipedia articles about U.S. politics and focus on two research questions: (1) Do contributors display tendencies to contribute to topics with similar or opposing bias and slant? (2) Do contributors learn from experience with extreme or neutral content, and does that experience change the slant and bias of their contributions over time? Despite heterogeneity in contributors and their contributions, we find an overall trend towards less segregated conversations. Contributors tend to edit articles with slants that are the opposite of their own views, and the slant from experienced contributors becomes less extreme over time. The experienced contributors with the most extreme biases decline the most. We also find some significant differences between Republicans and Democrats.



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