BLISS
Behavioral Laboratory in the Social Sciences
and
PRIMO
Program for Research in Markets and Organizations

Abstract Book 2011
ABSTRACTS

2011

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It is with great pleasure that I write this foreword to the inaugural 2011 Abstract Book for the Harvard College Behavioral Laboratory in the Social Sciences, BLISS, and the Program for Research in Markets and Organizations, PRIMO, hosted by the Harvard Business School. This project has been conceived, organized, and composed by the BLISS and PRIMO Fellows to commemorate their summer of research, community, and learning. During these ten weeks of summer, the BLISS and PRIMO Fellows have been working under the guidance of distinguished faculty in the Faculty of Arts and Sciences, the Harvard Kennedy School, the Graduate School of Education, and the Harvard Business School. The project descriptions herein are a testimony of the broad range of interests and intellectual pursuits of this inaugural cohort of undergraduate researchers in the social sciences and business.

Combined with the Harvard College Program for Research in Science and Engineering, PRISE, we have developed a lively and energetic interdisciplinary residential community at Leverett House, to provide stimulating social interaction and an opportunity to interact with peers in a meaningful way. To that end, I would like to congratulate the BLISS and PRIMO fellows for their energetic and enthusiastic contributions to our emerging summer research village.

Finally, I would like to thank especially FAS Dean of Social Sciences Peter V. Marsden, HBS Senior Associate Dean for Planning and University Affairs and Chair of Doctoral Studies Mihir Desai, and HBS Assistant Dean of Administrative and Educational Affairs Jean Cunningham, along with BLISS coordinator Jennifer Shephard and PRIMO coordinator Marais Young. The effort to make BLISS and PRIMO a reality this summer was a community undertaking in and of itself, and I am thoroughly grateful for the goodwill, wise counsel, and operations expertise of my colleagues.

To the 2011 Fellows of BLISS and PRIMO, I wish you every success in your further development as researchers and scholars. I hope you look back on your experience this summer fondly and continue the clearly strong and compelling relationships you have developed with your peers over these past ten weeks. Thank you for making this first summer of BLISS and PRIMO such a resounding success!

Sincerely,
Gregory A. Llacer
Director, Harvard College Office for Undergraduate Research Initiatives
The inaugural year of the Program for Research in Markets and Organizations (PRIMO) brought together a remarkable group of undergraduates and Harvard Business School (HBS) faculty. PRIMO was designed to stimulate community and creativity among a small group of motivated Harvard undergraduates who are inspired by and are committed to pursuing excellence in business research. Over the course of the summer, this distinguished group of Harvard College students worked closely with HBS faculty members on diverse research topics ranging from business strategy to social media, and innovation management to private equity.

On behalf of the HBS community, I would like to thank the PRIMO fellows for their engagement and enthusiasm and I hope your risk-taking with this new program proved worthy. We are grateful to all of you for setting such a high bar for future PRIMO fellows. I would also like to thank the faculty advisors, who shared their love of research with these emerging scholars.

There are many individuals who made this program happen. Most notably, Jean Cunningham and Marais Young were central to the creation and launch of PRIMO and Scott Kominers was invaluable in providing energy and wisdom during the summer. Greg Llacer and Jamie Romine from the Harvard College Office for Undergraduate Research Initiatives were great partners in helping us launch the first formalized program that brings undergraduate researchers to HBS. From the initial phases of planning, Deans Evelyn Hammonds and Nitin Nohria have been nothing but extremely encouraging and generous with resources. In addition, the staffs at Baker Library and Research Computing Services at HBS have been very helpful. More than twenty doctoral students, faculty members and distinguished speakers generously shared their research and advice with the group of PRIMO fellows. The program couldn't have happened without the creativity, hard work and wisdom of all of these individuals.

Of course, the true measure of success for PRIMO will be the degree to which the perspectives of our fellows have been broadened and deepened. We sincerely hope you have found something transcendent in your efforts – the great joy, challenge and community that a life centered on research can provide. We look forward to basking in your reflected glory in the years to come. And, we look forward to building on our initial success with PRIMO in the years to come.

Best wishes,
Mihir Desai
Letter from the Editors

Dear BLISS and PRIMO fellows,

As the first cohort of BLISS and PRIMO, we pioneered into new territory. Instead of taking the safe route, we took a chance on these exciting, untested programs. Those in BLISS helped build a community among scholars across the social sciences. Similarly, PRIMO participants ventured across the river, bridging the business school and the college. Looking back over the summer, we would say the risk was definitely worth it!

Delving into our individual research projects, we tested theories and ran cutting-edge, original studies. In the process, we got a taste of the “front lines” of social science and business research. As we face other challenges in the future, we will surely carry with us the scientific aptitude for careful analysis, resourcefulness, and collaboration that we gained this summer.

As communities of twelve and fourteen, BLISS and PRIMO engaged with faculty and guest speakers on a personal level throughout our time here. These opportunities allowed us to sneak a peek into life as a professional academic. Rather than being intimidated by our distinguished guests, we began to realize that their paths to success were never predetermined or certain. Their stories inspire us to pave new paths of our own.

In addition to the research, these programs enabled us to come together as a tight-knit community. From picnic dinners along the Charles to Berryline study breaks in Quincy Courtyard, we created meaningful memories all summer long. How could we forget sharing the final Harry Potter movie with all our newfound friends? Taking part in BLISS and PRIMO allowed us to explore Harvard and the greater Boston area in a way we rarely get to experience during the school year.

This 2011 BLISS and PRIMO Abstract Book captures a small snapshot of this inaugural summer. To illustrate the academic but spirited nature of BLISS and PRIMO, we wanted this book to include both our intellectual pursuits and personal reflections. Please enjoy flipping through its pages and learning more about each research fellow. As we put the finishing touches on this publication, we’re proud to present it to you and hope it is just the first of many more!

Sincerely,
Debra Chang ‘12 and Vipul Shekhawat ‘14
Editors-in-Chief

The BLISS and PRIMO 2011 Abstract Book Editorial Staff:

Julie Barzilay ’13 • Caitlin Carey ’12 • Chris Hernandez ’13
Trung Nguyen ’13 • Elena Pepe ’13 • Zuzanna Wojcieszak ’13
Xiao Xiao Wu ’14 • Greg Yang ’14
This research consists of three studies analyzing “Theory of Mind” in infants and toddlers. Theory of mind—the ability to think about the mental states of others—is a capacity critical to both emotional and social development.

One line of research hypothesizes that children with language delays will have delayed theory of mind, in part because language provides the verb structures and vocabulary to conceptualize beliefs. West Resendes designed a battery of theory of mind tests that is being run on 18-24 month-old infants with differential access to language: the language-delayed group consists of deaf children of hearing parents and the comparison group contains hearing children. If language delays are related to delays in early theory of mind, the implication is that hearing parents should start signing to deaf children very early to ensure a rate of cognitive and emotional development parallel to that of hearing children.

Another line of inquiry asks how executive function (EF) which is akin to self-control and cognitive flexibility, facilitates the emergence of early theory of mind. Because it’s possible that self-control is necessary to suppress one’s own perspective, we’re testing whether theory of mind abilities are correlated with EF in infants aged 18-24 months. We’re testing infants’ theory of mind skills by setting up situations where they have to predict or interpret the actions of someone with misinformation, and we’re testing their EF skills with games requiring self control and working memory.

The other EF study engages a method called executive function depletion to analyze whether EF is necessary to express theory of mind concepts in children ages 4-5, who consistently pass false belief tests. The study begins with an EF-requiring task—a game that involves inhibiting an instinct to press a red square button when a red square flashes onscreen—and is followed by two false belief tests. Four- and five-year-olds, once their EF is temporarily “depleted” by the hard game, fail the tests more often than those who play an easier version of the game, indicating that EF is involved in the expression of belief concepts. If the role of EF in theory of mind can be more explicitly pinpointed, the implications for understanding behavioral disorders are profound.

In order to obtain repeat measures of a certain aspect of cognition over a period of time, it is important to have validated multiple forms of a particular task. The Cambridge Face Memory Test (CFMT) is a test of unfamiliar face recognition that can be used in healthy adults as well as in people with deficits in face recognition (Duchaine & Nakayama, 2006). Its stimuli consist of six target faces that are memorized in the beginning as well as 46 distractor faces. The objective of the task is to identify which face of three is one of the target faces. In the introduction, which consists of 18 trials, the exact positions and lighting conditions as those that were memorized are tested. In the 30-trial novel section, the positions and lighting conditions are altered. In the final 24, noise is introduced. The test thus becomes progressively harder. Whereas in the original CFMT actual pictures were used, the two alternate forms were composed of computer-generated faces. The tests were normed using an online sample and have potential applications for training studies and other longitudinal studies of face recognition abilities.
Contemporary Migration Flows of Chinese-born US Residents
Debra Chang
Lecturer and Assistant Director of Undergraduate Studies for Social Studies
Nicole Newendorp
Department of Social Studies, Anthropology

This research project focuses on understanding the experiences of Chinese migrants who have immigrated to the US following their retirement. Over the past two decades, 30 percent of Chinese-born migrants who enter the US have come after the age of sixty. Although the decisions of these senior citizens shift the demographics of China’s and America’s aging populations, there has been little ethnographic data that examines why and how these Chinese-born seniors migrate late in their lives.

The methodology used for this research includes participant observation research and a series of in-depth interviews with these elderly migrants. The research focuses on collecting oral history-based interview accounts of the seniors’ lives before migration, their experiences in the United States, and their motivations for migration. This summer, the specific focus involves recording the ways in which Chinese-born seniors interact with resources and individuals in Boston Chinatown. The sample group includes both Mandarin and Cantonese speaking immigrants who have migrated to the Boston area since 1990 after their retirement in China. These interviewees are contacted through people met at various field sites including the Great Boston Chinese Golden Age Center, Chinese Consolidated Benevolent Association, and the South Cove East residential housing block.

Thus far in the research, findings focus on two particular themes that have emerged regarding these Chinese seniors’ experiences. The first involves continuities of social-cultural roles such as care giving for grandchildren and a desire to ensure future economic and social stability of their descendents. The second involves seniors’ narratives of family reunion after a history of family separation prior to this move from China to the United States. This summer, we are continuing to find new trends in the data as we interview migrants’ about their participation in Chinatown and are interested in how these discoveries will affect the future of Boston Chinatown.

Social Cognition & Mentalization
Christopher Hernandez
Associate Professor Jason Mitchell
Department of Psychology

This summer, I have rotated among several different projects related to the processing of social information (social cognition) and the ability to infer the thoughts and feelings of others (mentalization). The SCAN Lab uses behavioral methods and functional magnetic resonance imaging (fMRI), a neuroimaging method that monitors changes in metabolic activity among different brain regions, to investigate the neural basis of social cognition.

One project I am working on aims to determine the power of social influence on one’s judgment of physical attractiveness. Previous research has shown that we tend to normalize our opinions in conformity with the opinions of others to avoid their disapproval (Asch, 1951). The goal of the project is to test if knowledge of the attractiveness ratings of a face made by others influences one’s initial rating of the same face. Behaviorally, this involves rating a series of computer-generated faces followed by reading about the ratings of others compared to one’s own. We observe if there are any noticeable changes in one’s ratings after learning of other people’s ratings.

In another project, we are interested in learning the effects of age on social cognition. We place subjects at least 65 years of age in the fMRI scanner and ask them to read passages regarding a person’s moral acts. They must rate how permissible these actions are, while we attempt to detect the neural correlates of their social cognitive processes. In another test, these older participants read short stories about the contents of another person’s mind and answer questions from this person’s perspective. In the final test, our elderly subjects watch short animations of geometric shapes that either imply a mental state or a physical explanation of what is going on.

We hope to demonstrate via fMRI any recognized differences in mentalizing as a function of aging, which may be associated with deficits in activation in the core regions involved in mentalizing: the medial prefrontal and posterior cingulate cortices, and the temporoparietal junction.
Discrepancies between Parent, Teacher and Student Reports from the 4R's Intervention Program
Marian Morris
Assistant Professor Stephanie Jones and GSE Graduate Student Andres Molano
Graduate School of Education

In an effort to promote positive social development along with academic achievement, an intervention program known as the Reading, Writing, Respect and Resolution (4Rs) Program was implemented in New York City public elementary schools. This intervention program paired social-emotional learning with literacy development in an innovative new curriculum. To evaluate how the 4R's Program affected social-emotional, behavioral and academic skills, a series of questionnaires were completed by the students as well as by their parents and teachers. These questionnaires reveal information on a wide set of attributes for each student, such as aggression, academic achievement and social networks within classrooms. While research has been conducted around the student reports from this program, the parent and teacher data remains largely untouched. This project seeks to investigate the responses from all three sources. By comparing parent-teacher, parent-student and teacher-student responses it will be possible to calculate the discrepancies within each group. After determining these differences I will be able to look for patterns in the data that may be caused by underlying factors such as socio-economic status and other demographic characters. Through this research project I hope to gain some insight into the amount of agreement one might expect between reports from the perspective of parents, teachers and the students themselves.

The Other Race Effect
Elena Pepe
Professor Ken Nakayama
Department of Psychology

Previous research has shown that people are better at recognizing faces of their own race than faces of other races – a phenomenon known as the Other Race Effect (ORE). This effect is thought to be created because people process own race faces differently than they process other race faces. Studies show that people process own race faces more holistically, encoding the face as a whole with configural information, rather than focusing on individual features.

We are using the Part-Whole Face Test to explore why people have difficulty with other race faces and to determine which specific aspects of face processing may lead to the ORE. In this test, participants are shown a face. Then they are presented with two stimuli and have to chose which of these stimuli matches the face they were just shown. These stimuli can either be whole faces or individual features (eyes, noses, and mouths). Participants complete this task in an all Caucasian block, an all Korean block, and a mixed Caucasian and Korean block.

The use of whole face trials and part trials lets us determine whether participants are processing faces holistically (by seeing whether they are more accurate with whole trials than parts). According to previous studies, we should find that Caucasian participants are processing more holistically in the Caucasian block than in the Korean block. However, the presence of the mixed block of trials also lets us see whether the interaction of same and other race faces has an effect on processing and if holistic processing of other race faces is increased by the presence of own race faces. Furthermore, the breakdown of trials into individual feature types allows us to see whether any face region in particular is driving the ORE – we are particularly interested in the eye region as previous studies have shown eyes to be very diagnostic in face recognition.

Language and Early Theory of Mind: A Study with Deaf and Hearing Infants
Westley Resendes
Professor Susan Carey
Department of Psychology

This study compares the development of early social cognition in hearing and oral deaf children born to hearing parents. A major component of social cognition is Theory of Mind (ToM), which is the ability to understand that others have different mental states, and that these mental states - such as goals, desires and beliefs - are the underlying causes of action (Premack & Woodruff, 1978). Oral deaf children of hearing parents typically have restricted access to language, as their language input consists largely of spoken English. This specific subset of deaf children has been shown
to be delayed in language and in some measures of social cognition in the school-aged years (Peterson & Siegal, 2000). We will measure goal understanding, comprehension and production of pointing, imitation ability, and control variables such as working memory, vocabulary size, and socioeconomic status in much younger oral deaf children—those under two years of age. We expect that our cohort of deaf children may struggle in some aspects of early ToM due to their lack of language access. A reported delay in oral deaf children, assuming that their scores on control measures are similar to those of the hearing cohort, would lead to implications for parental care of oral deaf infants and early educational intervention. Our findings may lead us to suggest a potential course of intervention for the cognitive delays that deaf children may suffer, as hearing parents of deaf children may need to expose their deaf child to sign language to prevent further cognitive delays.

Active Learning in Undergraduate Economics Courses
Vipul Shekhawat
Advisors: Mark Edington, Dustin Tingley
Harvard Kennedy School

Professors and lecturers at the undergraduate level sometimes assume that their personal knowledge about a subject will lead to success as an instructor. However, the breadth and depth of education research over the past several decades has shown that only scientific inquiry into pedagogical methods can truly reveal what is best for students’ education. Increasingly, undergraduate economics instructors are implementing in-class economic experiments to illustrate difficult concepts. For example, instructors might assign students to represent sellers and buyers during an in-class simulation, and then allow the class to reach a price equilibrium to illustrate the laws of supply and demand. Review of the existing literature on such innovative teaching methods has shown that some economic concepts are better taught through in-class experiments, while a lecture format is optimal for others. A variety of other factors can influence the outcomes of such research, including student gender, GPA, personality type, and learning style. As our project progresses, we aim to uncover the optimal method for the instruction of specific economic concepts by comparing the results of a control (lecture) teaching method against an experimental treatment, focusing on student knowledge, performance, satisfaction, and reduction in test anxiety as dependent variables.

Factors Affecting Social Cognitive Ability
Zuzanna Wojcieszak
Associate Professor Jason Mitchell
Department of Psychology

The Social Cognitive Neuroscience Lab at Harvard investigates how people mentalize—think about others and infer their feelings—through several projects of social cognition in a variety of populations.

The first project is a meta-analysis of extant functional magnetic resonance imaging (fMRI) studies of social deficits in autism. We found over thirty separate studies that directly compare brain activity of subjects with autism spectrum disorder (ASD) to healthy populations on a variety of tasks indicating social-cognitive proficiency (e.g. recognizing emotional states from facial and bodily expressions, understanding irony, or responding to social cues, such as directional gaze). The next step will be to compare these studies in order to find consistent activation patterns responsible for the poorer performance on social-cognitive tasks in the autistic population.

The second project looks at theory of mind - specifically, the relationship between reading fiction and improving ToM ability on individual, neural and societal levels. For example, we are looking into correlations between levels of literacy and prosocial behaviours (e.g. homicide rates on one end, and volunteering/donation rates on the other) in various countries and states, as well as brain activity while reading and mentalizing.

Finally, we are investigating the basis of mentalizing about similar and dissimilar others, looking at Red Sox and Yankees fans as two antagonistic populations. It has been found that people use information about themselves to mentalize about similar others, but it is not known what people use to mentalize about dissimilar others. There is also no precise answer to what exactly constitutes similarity and dissimilarity: physical characteristics, social group membership or liking/hatred.
The Effects of Altruism and Delayed Gratification
Esther Wu
Professor Daniel Gilbert and
Psychology Graduate Student Bethany Burum
Department of Psychology

This study is investigating the relationship between altruism and delayed gratification. Previous psychology research has suggested that people may view their future selves as they do other people. Thus, being good to one’s future self, or delayed gratification, should be connected to altruism, or being good to others. In our study, we measure delayed gratification by asking subjects to complete a discounting task in which they are asked whether they would hypothetically prefer to receive $10 now or a larger amount in the future. The more often they choose the latter, the better they are to their future self and the higher their delayed gratification. Then, a confederate pretending to be a random student asks for help in completing as much of a long survey as the participant can complete. The number of questions and amount of time spent on this survey measures altruism. We predict that those who more often choose the larger amount will also answer more survey questions, thus showing a positive correlation between altruism and delayed gratification. This study is the first step toward investigating whether altruism and delayed gratification have a shared mechanism.

Social Network Analysis in Elementary School Children
Greg Yang
Assistant Professor Stephanie Jones and
GSE Graduate Student Andres Molano
Graduate School of Education

Social network theory speculates that behaviors spread along friendship lines, such that the person who is most nominated as a friend by others wields the most influence. This study analyzes academic and emotional development in elementary school students through a social network point of view. Data from 18 schools about student grades, aggressiveness, and other metrics along with friendship relationships (“who hangs out with whom”) across 2 semesters were collected. Next, we will perform longitudinal analysis on the data. We expect to see that student social network size correlates with aggressiveness.

Natural Expectations, Macroeconomic Dynamics, and Asset Pricing
David Zhao
Professor David Laibson
Department of Economics

The goal of this project is to examine how people form expectations about the future: specifically, how they form predictions about the evolution of stochastic time series. Through a computer-based laboratory experiment, we will observe how people use past values of a numerical series to forecast future values.

We expect that subjects’ forecasts will be biased in predictable ways, due to innate psychological biases. For example, people tend to put too much weight on the short term trends they notice in the recent past – an idea that has been formalized using the model known as “adaptive expectations”. As a result, they will overly extrapolate these trends while underestimating the amount of randomness in the series. Also, to the extent that some stochastic processes are too difficult for the human mind to intuitively grasp, subjects’ predictions will contain excess noise, even if they are not biased in any direction.

This project adds to the behavioral economics literature on expectations formation. It is relevant for policymakers seeking to understand real-world macroeconomic phenomena that depend on how well people predict the future, such as asset bubbles and patterns of stock market volatility.
Multilateral Bankruptcy
Arash Alidoust
Professor Jerry Green
Harvard Business School (HBS)

The original bankruptcy rule problem in classical economics deals with an estate which is to be divided among claims where the estate is not sufficient to satisfy the claims. Therefore, the social planner needs to intervene and decide on the “fair” division of the state to each agent with a claim. However, the case becomes more complicated when more agents and more estates are introduced to the question. This case is interesting since the current financial crisis showed that the financial system is extremely interconnected and the bankruptcy of a few agents could have a catastrophic impact on the entire system. In this project, we focus on generalizing the classical economic problem with a solution with good normative properties. We assign an exogenous wealth to each agent -- for example, the cash they have in the bank account -- and we assign a debt matrix to the system that represents the debt of each agent to others in the system. Next, we will analyze the implications of using different bankruptcy rules and generalize the axioms that have been studied in the original problem.

Executive Compensation Trends and Say-On-Pay
Hugh Archibald
Professor Jay Lorsch and
Associate Professor Suraj Srinivasan
Department of Sociology; HBS

The new Say-on-Pay law included in the Dodd-Frank Act states that all publicly traded companies must hold shareholder votes concerning the pay packages of the top 6 executives at the company. The votes are non-binding but they are an indication of shareholder dissatisfaction with some aspects of the company. Shareholders are advised on these votes by Institutional Shareholder Services, a division of the company RiskMetrics. For every company, ISS issues a recommendation on how shareholders should vote. These recommendations are based on a set of criteria that ISS applies to the pay packages of the executives at the company. If they determine that the pay practices for any of the executives is in some way egregious or inconsistent with the performance of the company, then they issue a negative recommendation for the company, advising shareholders to vote against the company’s compensation package at the annual shareholder meeting. The importance of these recommendations varies from company to company. Some that have received negative recommendations have passed their shareholder votes by wide margins while others have struggled to do so in some cases. The ISS issued negative recommendations for just under 300 companies. 37 of those companies have received negative vote outcomes from their shareholder votes. Our research is focused on investigating what specific issues cause shareholders to vote against compensation plans. We are investigating this by running a statistical regression using the outcome of the vote as the dependent variable and various aspects of performance and executive pay as the independent variables. We expect that companies that have a large disconnect between executive pay and company performance will be the companies that are most likely to receive negative votes from shareholders.

Understanding the Incentives of Commissions-Motivated Agents: Theory and Evidence from Indian Life Insurance
Chris Coey
Professor Shawn Cole
Harvard Business School Department of Finance

This study is an experimental and theoretical investigation of the behavior of agents and consumers in the life insurance market. We are primarily interested in why the law of one price is grossly violated for two different types of life insurance products common in India. We hypothesize that behavioral biases of consumers and commissions-motivated advice provided by agents are responsible for the persistence of one type of policy—whole life insurance—that is significantly more expensive than another type of
policy—term insurance. The study has two phases, corresponding to the supply and demand sides of the market. First, we investigate how agents who sell life insurance products respond to the variable commissions they receive. In general, agents receive higher commissions on whole life policies than on term policies. In an audit study conducted on hundreds of life insurance agents, we found that agents will often try to pitch whole policies to consumers even when consumers would benefit more from an alternative policy such as term. This evidence suggests that these intermediaries actually recommend and sell products that maximize their own well-being, with little regard to the need of the customer. The second ongoing phase of the study uses randomized field experiments to determine how effective a standard agent pitch for whole life insurance is, and also whether a ‘debiasing’ treatment can help consumers to make better decisions. We want to know whether consumers are rational enough to discount the information provided by commissions-motivated agents. The results may have broad implications for public policy and the regulation of commissions and financial intermediaries.

Open Innovation Tournaments in Government
Ruth Engel
Assistant Professor Karim Lakhani
Department of Technology and Operations Management, HBS

This research examines ways in which crowdsourcing innovation can best be achieved in government. In the private sector, contests have become fairly well established as a method of producing diverse, creative solutions to problems. How can the government harness the power of citizens to answer large-scale questions or to solve smaller, more technical problems? We are examining past innovation tournaments both in the private and public sector to see how challenges are most effectively designed and run. Established successes like the Netflix Prize and the X-Prize are being studied, as are newer competitions like HUD’s sustainable community challenge. A white paper is being written for the White House to give recommendations for government agencies looking to expand their crowdsourcing efforts.

Founders’ Dilemma
Sarah Farrell
Associate Professor Noam Wasserman
Department of Entrepreneurial Management, HBS

Our research this summer focuses on what has been deemed the founders’ dilemma: can the founder of a business both rake in the cash and run the show? In other words, can entrepreneurs have their cake and eat it too? Professor Wasserman’s research has demonstrated that it is in fact quite difficult to do both. Very few achieve the Bill Gates ideal of founding a successful company and managing it for many years after. In most cases, attempting to maximize either wealth or control imperils the achievement of the other. For instance, in order to grow their business, most founders are forced to accept money from either angel investors or venture capital firms who ask for a piece of the company in exchange for the liquidity they provide. If the founder chooses to accept this money in order to grow the business to the next level, he/she is forced to give up some power over decision-making in the company. In this sense, founders must realize their desires quite quickly: do they want to be rich or king? By expressing motivations early, one ensures that each choice along the road is made with a consistent strategy in mind.

Business Ethics: Dennis Kozlowski
Stephanie Havens
Assistant Professor Eugene Soltes
Department of Accounting and Management, HBS

Dennis Kozlowski was the former CEO of Tyco International, a manufacturing conglomerate. Kozlowski was indicted in June of 2002 for sales tax evasion, however it was later discovered that he stole millions of dollars from Tyco for personal luxury spending. Business Week wrote an eleven-page article in 2002 about Kozlowski that has been the most detailed account of Kozlowski’s life and career to date. Our goal in this research paper is to delve deeper into Kozlowski’s life and choices, trying to discover his motivations, what went wrong, and whether he deserved the punishment he received (eight to twenty-five years in prison). Research for this paper included various sources including documents from Kozlowski’s court cases, proxy statements filed by Tyco, articles written about Kozlowski that document his incredible successes prior to his indictment, as well as tales of his
excessive spending, and interviews with Tyco board members and Kozlowski himself. We found that there were a myriad of influences on Kozlowski, including his manipulative father, his love of Ayn Rand novels, and his predecessors at Tyco. As well, we found that his crimes were perhaps not as terrible as they were made out to be. For example, Americans avoid paying sales tax every day through internet companies such as Amazon.com, and many of the “unauthorized loans” that Kozlowski took could have been legal because of tricky wording in the contracts. We hope readers will see that there is more to the Kozlowski story than flagrant fraud and excessive luxury spending.

**U.S. Competitiveness**

Allen He
Professor Michael Porter and Professor Jan Rivkin
Department of Sociology, HBS Strategy Unit

I am working on a project with Michael Porter and Jan Rivkin that studies U.S. competitiveness. Specifically, how is America doing in terms of job creation and other fields of production? We are trying to see how America stands in comparison to other countries in the short and long term. To accomplish this, we are developing an index that includes hard data, such as job creation and job losses in different parts of the country as well as in various sectors. On the micro level, we are developing a survey for leaders of companies to see how they make firm/factory location choices, which would give us insight to how this shapes the country’s aggregate economy.

We have encountered several issues while developing the project. The first question we encountered was how to define “competitiveness.” It can be argued that any factor of a country can contribute to or take away from its competitiveness. As we proceed, we are careful to focus on the main aspects that affect competitiveness and not take everything into consideration. Another issue that we have seen is the variance of hard data available for countries. Several databases would report different figures for the same variable, which may take away from our eventual findings.

**Anthropomorphism and Labor Illusion**

Tami Kim
Associate Professor Michael Norton and Doctoral Candidate Ryan Buell
HBS Business Administration, Technology and Operations Management

We are examining the effects of labor illusion when anthropomorphism is introduced to technology services. Labor illusion describes people’s tendency to choose a service that engages in operational transparency. For example, even if two websites return the same results for their customers, one that demonstrates labor exertion (ex: showing search progress) is likely to be preferred despite an extra wait time.

The current project is an extension of this effect: do people want to see exertion of labor from technology services because labor implies human-like aspects? We will be varying the degrees of human-likeness in a web service to test how anthropomorphism affects consumer behavior.

**Private Equity Firms and Crises**

Sebastian Mejias
Victoria Ivashina and Josh Lerner
Department: Finance

The goal of my research project is to understand whether the source of a firm’s capital (publicly traded firms vs. private equity owned firms) affects its ability to deal with and overcome economic downturns and crises. There is literature that suggests both sides of the story. Some say that the high leverage employed by private equity firms makes them highly cyclical and vulnerable to market cycles. Still, others claim that since private equity-backed firms are composed of a much smaller number of shareholders and investors, they have greater flexibility in financing during tough times. Additionally, the large amount of debt employed by private equity firms might force them to react sooner and more vigorously to downturns thus reducing some potential economic losses.

Methodologically, I first matched private firms with public firms, as a control, based on industry, assets size, and year. After that, I gathered data on bond
and loan issues and analyzed regressions on the differences between the private and public firms’ use of these refinancing instruments, and more specifically, differences in recession years versus non-recession years.

**How Star Women Succeed**  
Elan Nguyen  
Professor Boris Groysberg  
Department of Business Administration;  
Organizational Behavior, HBS

Professor Groysberg’s research focuses on talent and career management. More specifically, he looks at high-achieving professionals, or “stars,” and examines how they build and manage their own individual careers. In conducting this research, he discovered that male and female stars differed in the ways that they built their careers. This finding led to the creation of the How Star Women Succeed (HSWS) project, which aims to examine these gender differences as well as to gain a better understanding of why it exists.

The How Star Women Succeed project tackles the issue of gender and career management from multiple angles. One component of this research involved interviewing over 250 highly successful women from across the globe. The goal in assembling this data is to better understand how successful women build their careers and how professional women succeed in general. The second component of this research involved interviewing male and female undergraduate seniors who were about to graduate. The aim of these interviews was to hear from individuals who had not yet entered the workforce and, more specifically, not learned about their career expectations, perceptions of the work world, and expectations about the role, influence, and impact of gender in the workplace. Also of interest is if differences exist in these perceptions between males and females.

**Families and Wealth across Generations**  
Trung Nguyen  
Associate Professor Belen Villalonga, Professor John Davis, and Professor David Ager  
Departments of Finance, Business Administration (HBS), and Department of Sociology

This project examines how wealth is transmitted across generations of family businesses. We are interested in determining the reason some families do exceptionally well compared to others in maintaining their wealth. How did families such as the Rockefeller family and the Du Pont family break the curse of “Shirtsleeves to shirtsleeves in three generations” while others saw their wealth dissolve in only two or three generations? In order to explain these differences, we look at Forbes 400, a list of the wealthiest Americans, as well as the magazine’s list of the wealthiest people in the world. The Forbes 400 list started in 1982 and Forbes’ the “Wealthiest People in the World” first appeared in its 1987 issue. For each individual, Forbes estimates his/her net worth and provides some additional information such as family business industry, marriage, inheritance, family relationship and reasons for decrease in wealth. We recorded these variables for each individual and hope to identify the reasons behind the success or failure of families across generations.

**Social Ties in Entrepreneurship and Venture Capital**  
Victoria Shih  
Professor Paul Gompers and Assistant Professor Yuhai Xuan  
Departments of Behavioral Finance, Business Administration, HBS

This research aims to find and understand the roles of social ties, such as similar education and work backgrounds, shared ethnicity, and gender, in hiring and syndication decisions between venture capitalists and between venture capitalists and entrepreneurs. Significantly, we also correlate these variables with the ultimate success of companies. Our research also looks specifically at the outside, non-venture capitalist individuals chosen to sit on the boards of directors at new portfolio companies, and what kinds of
characteristics and social ties affect their recruitment and hiring. The research involves searching for a great deal of online data and conducting interviews with venture capital firms and portfolio company boards.

**Consumer Protection in Online Discount Voucher Sales**

Xiaoxiao Wu
Assistant Professor Benjamin Edelman
Department of Negotiations, Organizations, and Markets, HBS

I am working with Professor Edelman in developing an online tool that would utilize research detailed in his paper “Consumer Protection in Online Discount Voucher Sales” to help consumers in their day to day transactions. In his paper, Professor Edelman evaluates “five areas where online discount voucher services -- Groupon and similar sites -- risk falling afoul of applicable consumer protection law”. To make use of the research in a more practical way, our tool will help consumers write letters to voucher vendors to report problems they had as they tried to redeem a voucher or redemption. We'll ask the consumers a series of questions, and will alert them to legal principles that may affect their rights.

**Are Unions Pro-Labor?**

Catherine Zagroba
Professors Cohen, Coval, and Malloy
Harvard Business School

This summer, I am working on the “Are Unions Pro-Labor?” Project with Professors Cohen, Coval, and Malloy of Harvard Business School. The project is looking at the interaction between unemployment and unionization in the Great Depression era and the effects they are having on growth today. Specifically, we are looking at over 200 metropolitan areas in the United States to determine what factors led to increased unemployment during the Great Depression. We expect to find that increased unemployment during the Great Depression is correlated with increased unionization because during an economic downturn people want the job security a union can provide. We have already found that unemployment in 1940 is highly correlated with unionization in 1985 and that high unemployment in 1940 is correlated with slow economic growth from 1970-2001. Thus we expect to find that cities with the highest unemployment during the Great Depression also had a large union presence, which has led to slower economic growth even today.
Future Aspirations
Even though my exact path remains unclear, I know that I am passionate about History of Science, Evolutionary Biology, Psychology and English. I’m thinking about medical school and public health, but am also excited by the idea of academic research. I want to work with people and help the world in the best way I can, and I am so grateful for the chance to experience the research world firsthand this summer as I work through ideas about policy, education, medicine, and academia.

Favorite Memory
There have been too many wonderful moments to choose from! The Harvard Forest excursion, whale watching, the North End dinner, my 8 mile run to Boston Common with Veronica, July 4 on the Esplandade with the Boston Pops (and the nearly two hour walk back!), salsa lessons, guitar jam sessions, doing gymnastics in Lev courtyard with Chris Coey, picnics on the Charles, and OF COURSE the epic Harry Potter screening! Sitting in a theatre with amazing friends and enjoying the final installment of a series that defined our childhood was incredible. Doing research at the Museum of Science has been great, and I’ve loved working, learning, and laughing with the interns in my lab. I’m so grateful to the amazing grad students I work with for sharing their experiences and expertise with me every day. I can’t imagine a better way to spend a summer!

Advice For Future Fellows
My advice to future BLISS/PRIMO students is this: do everything! Go to all the speakers, go on as many field trips as possible, and most importantly, meet everyone. Ask a ton of questions about everyone’s research, and remember to ask your advisers and professors about life as a researcher. Finally, GO INTO BOSTON - how often during the school year do you lament how infrequently you get on the T and go into the city? It’s beautiful and exciting and historical, and you should have a blast exploring!
Most Embarrassing/Funny Research Moment
I was really tired one day after staying up late debugging some code, so I guess I fell asleep at my desk. And it wasn't a little nap either. It was six hours of solid sleep. When I woke up, I had a pillow under my head and a blanket around me. My boss said that he knew that I was tired from working so hard so decided to let me sleep and gave me the proper sleeping accessories (pillow and blanket). I didn't get in trouble, but it was definitely not one of my finer moments!

Why She Wanted To Do BLISS
Since getting to Harvard, I’ve kinda been on the fast track. My heart beats 1.5x as fast as that of a normal person, so I live 1.5x as fast too! (The second part of that statement has yet to be scientifically proven.) I got into upper-level classes my freshman year and never really got to know people in my own year. BLISS seemed like the perfect opportunity to meet other people around my age doing research in the social sciences too!

Advice For Future Fellows
Bring a fan. Take advantage of the dinner portions of the dinner talks, where you get to chat with some awesome professors. If a soda can’s lid is convex, stop shaking it. Really get to know your faculty sponsor and lab supervisors, because they’re probably awesome. If your code isn’t working, you’re probably missing a semicolon. And talk to your fellow fellows as much as you can (without sacrificing productivity)!

Debra Chang
Sociology, Economics
Lowell House, Class of 2012

Most Embarrassing/Funny Research Moment
One of the weekly gatherings I go to in Chinatown includes the Chinese Consolidated Benevolent Association’s elderly ballroom dancing classes. The first time my research advisor and I walked in, one of the older gentleman immediately asked us to dance. We were just there to observe the group, but I realized that as an ethnographer, I should participate too. Needless to say, with little background in ballroom dancing, it was embarrassing to test my dance moves. Now as I look back to that first meeting, I laugh and am happy to say that I’ve at least improved since that first day.
Future Aspirations
One of my long-term dreams is to start a school in China one day. After spending a few summers in China and Taiwan, I’ve developed a deep passion for meeting the education needs for students in those countries. I would love to start a school that focuses not only on academic acumen, but will also foster creativity and character development.

Advice For Future Fellows
Really get plugged into the research community by balancing your time between the intellectual exercise of research and the fun social activities. BLISS has been such a great experience so far and I’m glad I decided to participate this summer in its pilot year. 10 weeks go by fast, so enjoy each day that you get!

Christopher Hernandez
Psychology
Mather House, Class of 2013

Why He Wanted To Do BLISS
Before this summer, I had no prior lab research experience and had never spent a summer away from home in New York. This program provided me with motivation to change both, while allowing me the opportunity to interact with a diverse community of hungry researchers and the flexibility to help propose academic and social events that eventually became staples of the program.

Favorite Memory
My favorite memory is definitely the surprise birthday party I received on 7/11/2011. I was busy rushing to our local 711 store for 7/11 Free Slurpie Night and didn’t realize my friends had disappeared after our speaker event about effective Powerpoint presentations earlier in the night. As I finished speaking with my mom by phone and entered my room in Quincy, I hear an awesome chorus of “SURPRISE!” hit me before I even set foot in the room. Roughly 30 friends from PRISE, BLISS, PRIMO and other summer programs had come to see me and present me with a delicious Burdick’s chocolate cake. I spent the next few hours laughing, taking tons of pictures and, at one point, crowd surfing. It really epitomized the tight sense of community and friendship I had wanted from participating in BLISS.

Advice For Future Fellows
I strongly advise you to attend the social events, no matter how quirky or outside your comfort zone they might be. The people who attend are really wonderful, kind and fun-loving. Take the time to attend the speaker events, as you may learn a lot and see some amazing live demonstrations or get free signed copies of books. Take plenty of pictures. Please go to the Esplanade area for the 4th of July if you plan to stay in Boston; you will see an INCREDIBLE show. Use the weekend/general free time to explore tons of new restaurants. If you have an awesome (and sensible) idea for a social events, don't be afraid to propose it because chances are you will people who want to do it (and Greg is very supportive and pretty generous with his funds).
Marian Morris  
Psychology, Classics  
Lowell House, Class of 2012

Future Aspirations  
While I am doing research at the Graduate School of Education this summer and I love teaching, my heart also belongs to Organismic and Evolutionary Biology. I plan to combine my interest in education and biology after I graduate next May by participating in a teaching program for a few years either as an elementary school teacher or a middle school science teacher. Last summer I had the incredible opportunity to travel around Borneo, Malaysia and I became really interested in conservation. As a result, after teaching I hope to return to Southeast Asia to do research and to potentially work with a conservation group.

Why She Wanted To Do BLISS  
When I first heard about BLISS I thought it seemed like an amazing opportunity to become part of such a cool research community on campus. I’ve always wanted to stay in Cambridge for the summer and explore Boston without the stress of classes, and BLISS seemed like the perfect way to do that while working on interesting research. I’m so glad I decided to participate in BLISS! Getting to know the other BLISS/PRIMO fellows has been wonderful!

Favorite Memory  
It’s hard to choose just one! Going to the Blue Man Group performance was definitely one of the coolest trips I went on this summer! I have always wanted to see them so when I found out I won a ticket I got really excited. They definitely lived up to my expectations and now I want to go again! Also, the trip to Six Flags was a ton of fun! The last time I was at an amusement park was about six years ago so I had a blast on all the roller coasters!

Elena Pepe  
Psychology  
Eliot House, Class of 2013

Why She Wanted To Do BLISS  
I knew I wanted to continue doing psychology research over the summer, and BLISS provided me with the perfect opportunity to do it. Being among a community of peers was a major plus, especially when you get so used to dorm life during the school year. Furthermore, BLISS provides amazing intellectual opportunities like lectures and access to faculty that I would not be able to experience otherwise.
Advice For Future Fellows
Go to the opening dinner/activities/activities proposal meeting and get yourself into a habit of attending events, meeting other fellows, and being involved. Free food + amazing social and intellectual opportunities is well worth your time.

Favorite Memory
Hard to pick just one- I’ve definitely enjoyed all the Dudley dinners, ping pong games, weekend excursions and other moments spent getting to know the other fellows.

Westley Resendes
Psychology
Kirkland House, Class of 2012

Future Aspirations
There are two possible tracks for my future: psychology and educational policy. I might find myself as a psychology professor, continuing my theory of mind research while passing on my love of psychology to countless college students. I might also find myself as a policymaker, helping to shape educational policy for deaf children to improve the struggling deaf education system. Either way, I will be doing something for the kids!

Why He Wanted To Do BLISS
When I first learned about BLISS, I was excited with the prospect of a summer research community for social scientists who could learn from each other. I was delighted when I discovered that Professor Susan Carey selected my thesis project as one of the BLISS projects, as it offered me the opportunity to work on my thesis while being funded by BLISS and the Laboratory of Developmental Studies. The greatest benefit of participating in BLISS has certainly been the indispensable help of my fellow BLISS Fellow, Julie Barzilay, in my project!

Advice For Future Fellows
Do not be afraid to get to know your faculty mentor – be assertive, as they chose you to work on their project for the summer. Participate in as many events (yes, including the lectures) as you can, as there is no better time than the summer to learn and do new things, meet new people, and most importantly enjoy yourself.
Vipul Shekhawat  
Anticipated: Economics  
Dunster House, Class of 2014

Why He Wanted To Do BLISS
Like many other freshmen, I arrived at Harvard last year with a dozen different ideas of what I wanted to pursue academically. I gave hard science a try, but ultimately decided the social sciences were more up my alley. Having come from a scientific background, I place a high value on empiricism and scientific rigor. At the same time, though, I want to do research I can explain in simple English terms -- the kind of research that can be condensed into a public lecture or TED Talk that can actually help people understand how their minds work, and hopefully even understand how their minds work, and hopefully even how to improve their moods, learning methods, or social interactions through simple changes in how they think.

Favorite Memory
There have been many fun BLISS/PRIMO moments during this summer, but my favorite was probably one of the most relaxing: after a trip to the Harvard Forest on a Saturday, several of us came back to the Square, bought burritos, and had a picnic by the Charles. Perfect weather and great company helped crystallize this memory as one of my favorites for the whole summer.

Advice For Future Fellows
In four words, BLISS is a summer of opportunities. What matters is how you use it. If rigorous, productive research is your goal, you can do it. If you just want to explore the social sciences while having an extraordinary social experience at Harvard over the summer, that’s another option. And other than your obligation to the research, you’re never limited to anything: the combinations and possibilities are limitless, so make your own and don't look back.

Zuzanna Wojcieszak  
Psychology, Women and Gender Studies  
Eliot House, Class of 2013

Why She Wanted To Do BLISS
I did psychology research in various labs during my sophomore year and I wanted to continue exploring different areas of psychology during the summer. Having heard wonderful things from friends who did PRISE in past years, I was really excited to become a part of a community of researchers, passionate not only about (social) science, but also about spending time with each other. So far, the program has surpassed all of my expectations, especially when it comes to the community aspect, and I hope many, many generations of Harvard students will get to enjoy BLISS in the future.
Favorite Memory
There are many… One of the favourites is definitely our first weekend dinner together, at the Maharaja, as well as the trip to Gloucester and Harry Potter screening (thanks, Greg and all the PRISE/BLISS/PRIMO staff!).

Advice For Future Fellows
Come to the activities planning meeting and plan, plan, plan away. This is your chance to shape this summer experience. Even if you don’t go to the planning meeting, try to take part in as many activities and lectures as possible—you’ll get to meet wonderful people (yes, even the PRISE kids) and learn a lot. If you find yourself jobless in lab (especially in the first couple of weeks), don’t be shy and ask your lab manager/advisors to help you find something to do. Likewise, don’t be afraid to admit that you don’t know how to do something and ask for additional explanation or instructions.

Esther Wu
Psychology
Winthrop House, Class of 2013

Why She Wanted To Do BLISS
I wanted to do BLISS because I love Psychology and was looking forward to living and working with other students who had similar interests. That has definitely happened. However, I didn't think I would end up making a lot of close friends not only in BLISS, but PRIMO and PRISE as well. I was looking forward to the community and got so much more than I expected.

Favorite Memory
I would say my favorite BLISS/PRIMO memory was when a bunch of BLISS/PRIMO fellows went to the North End to eat dinner together then went and bought cannolis. On the way back, we were waiting for a light and some people decided to try to take some jumping pictures. (Capturing people when they were in the air). After the second attempt, I saw one of my friends writhing on the ground and I thought he was hurt. It turns out that his shorts ripped in a rather awkward location on his upper leg. It was the funniest ending to a great a night out with friends.

Advice For Future Fellows
The summer is really what you make of it. Go out and participate in all the events. Be social, make friends, and bond with your fellows. Lab is great and you will hopefully learn a lot, but what you really remember about this summer is the memories you make with friends. So…make memories!
Greg Yang
Anticipated: Mathematics
Quincy House, Class of 2014

Future Aspirations
If this summer has shown me a glimpse of my future career, I probably have seen myself working multiple unrelated projects at the same time, kind of like the polymath Benjamin Franklin was. I am too fascinated by the beauty and the practicality of mathematics to give up studying it, but the study of subtle relationships between people is too tasty to pass up on. At the same time, I am pursuing some kind of music/art side career. So I guess in the future you'll see me holding a compass on one hand and drumsticks on the other.

Why He Wanted To Do BLISS
I have never done research before, so I initially considered PRISE as my vessel for exploration. But after rejecting it as neither animals nor subatomic particles all that interest me, I applied to BLISS, as I began investing energy into studying social psychology on the side the second semester. Hence I intended BLISS to give me a free trial of social science research before I decide to buy the entire package.

Favorite Memory
The sun shone against the wide blue sky the day we went to the Gloucester beach. The sand was soft to the skin and the water freezing cold, but after a bit I became used to it and I felt warm inside. I particularly remember gasping when a huge wave formed in front of me, jumping to meet its challenge, and feeling my body carried back 2 feet by the water.

David Zhao
Applied Math/Economics
Currier House, Class of 2013

Future Aspirations
I consider going to graduate school for economics, while juggling thoughts of getting an M.B.A. I discuss being pre-law with friends who are spending their summers in public service, while I put on my pre-med hat in the company of fellow PRISElings. I'm at a point in my life where I can see myself flying in 50 different directions (did I mention I also write mediocre poetry in my free time?). But my experience this summer has helped shape my general expectations for a rewarding career, if not a more concrete idea of what path it should take. I have the privilege of watching world-famous economists merrily dive into their work every week. Even if I do not wish to follow in their footsteps, their drive and their love for what they do have inspired me to continue searching for my own passions, wherever they may lie.
Why He Wanted To Do BLISS
I thought BLISS would be a fulfilling program in several dimensions. I wanted to explore what the academic research setting is like, and gain insight into whether it is a good fit for me. I was excited about the opportunity to interact with renowned faculty, and see how they work and think on a day-to-day basis. I also looked forward to being on campus with a great community of students, and the chance to meet new people and have a fun, event-filled summer.

Advice For Future Fellows
It is really a blessing to be on campus over the summer, without the stress of classes, extracurriculars, and other term-time commitments. I would encourage everyone to take advantage of everything at their disposal: to reach out to faculty and find good mentors, to participate regularly in the awesome events that populate the PRISE calendar, to make new friends and be an active member of this great community.

PRIMO

Arash Alidoust
Mathematics
Quincy House, Class of 2013

Why He Wanted To Do PRIMO
I am planning to pursue a Ph.D. in Economics/Business therefore PRIMO was the perfect opportunity for me to get more information about the life style of Ph.D. students and made me more certain about following a career in academia.

Advice For Future Fellows
I think that one of the most interesting parts of the PRIMO program is the talks given by Ph.D. students and faculties about their research so I advice the students to attend all these talks if they want to know about the different aspects of life as a researcher. Another advice is to get involved in the PRIMO social life since it gives you a chance to get to know your peers who are interested in the same fields.

Favorite Memory
Walking to HBS in the morning with my fellow PRIMO students, HBS lunches and discussion about HBS talks with PRIMO fellows.
Hugh Archibald
Sociology
Lowell House, Class of 2012

Future Aspirations
My goal at this point is to work on the business side of sports management. I would like to attend business school and work towards being a COO of a professional football or basketball team with a focus on negotiating player and coach’s contracts.

Why He Wanted To Do PRIMO
I was looking for an opportunity to work with business school professors to see if business school was in fact a good fit for me and my career goals. I also wanted to see what research and academia were like since I had no experience with either previous to this summer.

Advice For Future Fellows
Reach out to professors that are doing work that you are interested in. This program is a unique opportunity to make connections with the people who the business leaders of the world listen to. If you can plug into that network properly you have a great opportunity to find an avenue into whatever future career you seek.

Chris Coey
Applied Math/Economics, Government
Kirkland House, Class of 2012

Why He Wanted To Do PRIMO
I am considering doing a Ph.D. in economics after college, so PRIMO offers an opportunity to discover what the research lifestyle is like and whether it is something I enjoy.

Favorite Memory
Going to the North End of Boston for Italian food and cannoli, with some BLISS+PRIMO people and other friends. The T-ride was a journey in itself. At the restaurant, we somehow we fit too many people around a table. Mike’s pastries after dinner was delish. But probably the most memorable moment was when a friend and I chest-bumped a birthday balloon and I ripped my favorite orange shorts.

Advice For Future Fellows
Organize group dinners for weekends and get out of Cambridge! Picnics by the river are great. Buy a fan. Also, don't be too exclusive (I won't say self-aggrandizing) - go and hang with PRISE fellows too!
Ruth Engel
Government
Mather House, Class of 2012

Why She Wanted To Do PRIMO
I am interested in ways that academia has real-world effects, especially in government. PRIMO has let me do in-depth research that will actually be used by the government to inform decisions. The business school is the perfect place to see how directly research can be applied.

Favorite Memory
I’ve loved eating lunch with the other PRIMO fellows every day. Not only is the food great, but it’s let us really get to know each other and feel like a community.

Advice For Future Fellows
Explore! See Cambridge, go into Boston, take the ferry to Provincetown. This will be one of the only times at college where you really have evenings and weekends free, so take advantage of it.

Sarah Farrell
Chemistry
Adams House, Class of 2013

Why She Wanted To Do PRIMO
As a science concentrator, I chose to participate in PRIMO because I wanted to pursue research from a different angle. I had worked in a lab at the Navy during a previous summer, participating in a project that focused on finding replacements for atmospheric contaminants such as chlorofluorocarbon. I found myself drawn to PRIMO because I wanted to see how research in business academia differed from research in the pure sciences. So far I have found my research at HBS very satisfying. HBS emphasizes both positive and normative research—that is, you are encouraged both to observe phenomena and generate solutions. In this sense, I have been able to see very quickly how the topics I am exploring can be directly applied to the real world.

Favorite Memory
This is not so much of an isolated memory in time as an overarching memory of the program, but I have loved eating dinner in Dudley House every night with the new friends I made in PRISE, BLISS and PRIMO. When thinking back on this summer I will always remember our discussions about our research interests, storytelling about daily events and, of course, lots of laughter. Being in Cambridge over the summer has also been an amazing opportunity to do the exploring of Boston that is always difficult to fit in during the craziness of term-time.
Advice For Future Fellows
Take advantage of the numerous resources surrounding you! HBS is an amazing facility—talk to as many guests, professors and employees as you can. Visit Baker Library if you find you have a bit less work on a rainy summer day—read an article in HBR that catches your eye or a chapter of a book that looks exciting. Attend as many doctoral student lectures and faculty talks as you can. I cannot tell you how frequently I have found myself thinking back to some of these speakers and the questions/topics that were brought up in discussion. Never forget that you are surrounded by some of the most innovative and influential thinkers in the realm of business academia!

Stephanie Havens
Anticipated: Economics
Dunster House, Class of 2014

Most Embarrassing/Funny Research Moment
I was calling eBay to get their opinion on sales tax evasion, and a man picks up with a thick accent. I start questioning him, and he seems to get nervous and suddenly started exclaiming, “No, I cannot tell you, I cannot tell you.” I asked him why and he replied, “I don’t want to lose my job.”

Why She Wanted To Do PRIMO
PRIMO seemed like the perfect combination of research, business exposure, and community. I’m still not sure about what career I want to pursue, but I knew that PRIMO would give me a chance to try out academia and learn more about the finance world.

Favorite Memory
Definitely eating lunch every day with a great group of friends in Spangler café, where the dining hall is beautifully decorated with chandeliers and the food is perfection!

Allen He
Sociology
Kirkland House, Class of 2013

Why He Wanted To Do PRIMO
I wanted to do PRIMO because I was wondering whether I want to pursue academia after my undergraduate studies or take a break from school. Research in the hard sciences did not appeal to me and I found myself drawn to business research, particularly in business strategy. PRIMO allowed me to pursue this interest and find out whether this is something I truly enjoy doing.

Favorite Memory
My favorite PRIMO memory is getting to meet the people in the program as well as the rest of the research community. Many people have various interests that stimulate discussions about your own research as well as theirs.
Advice For Future Fellows
I would definitely suggest that people attend the guest lectures, even if they are not directly related to your project or your interests. You may find a new topic to be interested in or learn something you have been briefly introduced to in a classroom setting. In addition, hearing the professors talk passionately about their research encourages you to find something that you are passionate about as well.

Tami Kim
Government
Leverett House, 2012

Future Aspirations
I’m not really sure what path I will be following yet, but being part of PRIMO has made me realize the importance of having a job that you truly love. This may sound too cheesy, but seeing how much the professors and PhD students that I’ve been working with enjoy what they do has really impacted the way I’m thinking about my future after college.

Why She Wanted To Do PRIMO
I had worked as RA in government and psychology departments during the school year, and wanted to fully engage in research to see if it was compatible with my personality. I think people are fascinating, and marketing research is all about studying how people behave and respond—so my interests definitely aligned with those of my professor’s projects.

Advice For Future Fellows
Reach out to your professors and really get to know them.

Sebastian Mejias
Anticipated: Applied Math
Leverett House, Class of 2014

Future Aspirations
After graduating college, I plan to work in the private industry for a few years. My hope is that after spending some time working in industry, I will get a better idea if an MBA or a PhD in economics/business/finance is better suited for me. An MBA would give me some of the skills necessary to manage a large company or business. On the other hand, a PhD would give me the credentials to work at an international corporation such as the World Bank or IMF.

Why He Wanted To Do PRIMO
I wanted to do PRIMO because I sought to apply many of the statistical skills and economic theories learned in the classroom to real world applications and problems. Additionally, I wanted to experience the research method for the first time and get a glimpse of what a life in academia is like.
Advice For Future Fellows
My biggest advice, which will be told to everyone time and time again, is not to be afraid to ask for help and/or resources. The Baker Research Services staff has helped me out time and time again and they’re the nicest people in the world.

Elan Nguyen
Economics
Lowell House, Class of 2013

Future Aspirations
Upon graduating, I hope to gain some work experience before returning to school and getting my MBA. Ultimately, I would love to work in the food industry, specifically in management.

Why She Wanted To Do PRIMO
PRIMO was the perfect fit for me because I was fascinated by business and had wanted for a long time to gain some experience with research. This program presented a great opportunity to explore my passions, learn some new skills and ways of thinking, and meet a community of brilliant students who shares my interests.

Advice For Future Fellows
Attend as many speaker events as you can! They are awesome opportunities to hear from incredible professors and ask them questions about research, life, or anything else.

Trung Nguyen
Economics
Cabot House, Class of 2012

Why She Wanted To Do PRIMO
I am interested in business economics research and PRIMO was the perfect chance to engage in research with professors from the business school.

Favorite Memory
The “brown bag lunches”, the “distinguished speakers series”, and the case study session were the best parts of PRIMO besides learning about research from our faculty advisors. “Brown bag lunches” were held twice a week and allowed us to listen to research presentations of HBS doctoral students from different disciplines (organizational behavior, accounting, strategy, etc.). It was amazing how much we learned from their research. There were a few times when one of the PRIMO fellows gave such interesting feedback that the doctoral students said they would make a mark in their research notes. The most amazing faculties from HBS had dinner with us and discussed their research, talked about how they came up with ideas for their research, and discussed what their research involved (as of now, we had a professor who created the Balance Scorecard, and another who
did case studies on Lady Gaga and Night Clubs; we are going to have one of the 50 most influential business thinkers coming to dinner soon). We were excited to learn that their research is applicable to and important for the business world, and involves interacting with important business owners, executives and even famous people. Professor Desai gave us an HBS case study on how ownership does not necessarily imply control of a business in the case of tunneling, especially when owners do business in foreign countries that have weak legal protection. He pushed us by cold-calling us, taught us how to read a balance sheet and value a company’s stock in 10 minutes, and made us think on our feet and make decisions. We even got the chance to role-play (Professor Desai laughed when we were supposed to call the CEO of a potential acquirer and greet him with “What’s up”). Some of my fellows were talking about how it seriously made them consider an MBA. And just walking together as a group to HBS, chatting about our research, and having lunch in Spangler made us all become closer. Then, of course, listening to Professor Noam Elkies (PRISE distinguished speaker) create a canon based on the HARRY POTTER tune, trotting back from the theater from the last Harry Potter movie (laughing and discussing) and riding on the quiet empty T after a musical in Boston are all very fond memories.

Advice For Future Fellows
Take the opportunity from BLISS/PRIMO to interact with your faculty advisors and other faculties. They are the most amazing people and they are always interested in talking with you about their research. You should also get to know your cool fellows. You will learn a lot from them. Definitely utilize the available resources (do not waste your time wondering about how to do things when you can get help from the Baker Library Research Service with data collection, scanning, reading scans into word documents, finding a book/ microfiche). You should talk to the program administrator when you have any concerns or problems (For PRIMO fellows, Marais is amazing; she was always there for us. I had to visit the hospital once for a minor finger infection, but she was very concerned and was always there to help). Your head tutor (for PRIMO this year, it was Scott) knows a lot about problems that you can encounter in research and in interacting with the faculty. He can give great advice. You should participate in activities organized by PRISE as well (go to their distinguished speakers series, six flags, music, movies, musicals, whale watching, mafia games, July 4 fireworks watching, etc.).

Victoria Shih
Anticipated: Applied Math
Pforzheimer House, Class of 2014

Most Embarrassing/Funny Research Moment
I spent three days getting really frustrated about a program that wouldn’t work before I finally went and got help. All I had to do was replace the spaces in my file names with underscores.

Why She Wanted To Do PRIMO
I did biology research for two summers in high school but was very curious about other kinds of research. I had never seen or met anyone involved in business or finance academia, so I decided to check it out.

Advice For Future Fellows
Take advantage of the free events! Also, you should not be afraid to ask for help, whether from your professor, RA, or graduate/PhD students. You’re the least senior member of the team and probably the least experienced, so no one expects you to know everything!
**Xiaoxiao Wu**  
Anticipated: Applied Math  
Adams House, Class of 2014

**Future Aspirations**  
I'm interested in going to business school and working on Wall Street or in the industry for a while after I graduate from college. However, I am inclined to go back to graduate school after gaining some work experience.

**Why She Wanted To Do PRIMO**  
I thought it was a great way to learn more about HBS, online advertising and the academic research process.

**Advice For Future Fellows**  
Fully utilize the resources available to you. Don't be afraid to reach out to your professor if you ever need anything.

---

**Catherine Zagroba**  
Psychology  
Leverett House, Class of 2012

**Why She Wanted To Do PRIMO**  
I wanted to be a part of PRIMO to be a part of research community and not just independently work on a project for the summer.

**Future Aspirations**  
In the future, I am interested in going to business school and PRIMO allowed me to not only get a better sense of what business school is like, but interact with professors and graduate students and learn more about their fields of interest and different research topics.

**Favorite Memory**  
The best part of PRIMO is definitely eating lunch with the other PRIMO fellows in Spangler, the business school’s cafeteria. The food is delicious and it is great talking about our research and getting to know the other fellows.
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The first cohort of BLISS and PRIMO Fellows

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