2
Hot or Not? How It Affects Job Interviews

4
When Stretch Assignments Backfire.

6
Jolting Your Team Out of an Innovation Rut

8
The Hidden Quota for Women at the Top
Billionaire entrepreneur Michael Dell gave good advice when he returned to the University of Texas at Austin as commencement speaker in 2003. “Try never to be the smartest person in the room,” he told the graduates of his alma mater.

I don’t have to worry about this trap when I participate in faculty meetings at the Robert H. Smith School of Business. I step into a roomful of accomplished thinkers who can teach me new things every time. Perhaps no one is the smartest person in the room in such an environment because everyone specializes in different areas and brings different perspectives.

Smith faculty members have a broad range of PhDs and real-world experience as consultants and business leaders. They have worked on Wall Street, Main Street and in government offices from the White House to the SEC.

They also have professional networks that span the globe. They speak Chinese, Russian, Spanish and more than a dozen other languages.

They attend key events and discuss the latest advances in their fields. Often they are the ones delivering the keynote addresses and writing the articles that shape these forums.

Smith faculty members respond to hot topics in the news and deliver bite-sized business insights—combined with research summaries and videos.

You don’t have to join the Smith faculty to have a seat at our next gathering. Smith Brain Trust opens the door.

To subscribe, visit rhsmith.umd.edu/smithbraintrust.

Alex Triantis
Dean, Robert H. Smith School of Business
University of Maryland

Research@Smith summarizes research conducted by the faculty of the Robert H. Smith School of Business at the University of Maryland.

DEAN
Alex Triantis

ASSOCIATE DEAN OF FACULTY & RESEARCH
Michael Ball

EDITOR
Daryl James

CONTRIBUTING WRITERS
Carrie Handwerker
Gregory Muraski
Chris Shea
Jessica Smith

PHOTOGRAPHER
Tony Richards

DESIGNER
Lori Newman

Research@Smith is published two times a year by the Robert H. Smith School of Business University of Maryland 3570 Van Munching Hall College Park, MD 20742 www.rhsmith.umd.edu

We’d like to put Research@Smith directly into the hands of academics, executives, policymakers and others who are interested in learning about the latest research conducted by Smith School faculty. To request a copy of this publication or make an address correction, contact Daryl James at editor@rhsmith.umd.edu or 301.405.0944.

Learn more about Smith research: www.rhsmith.umd.edu/smithresearch

Goldman Sachs 2015
HOT OR NOT?

It’s a truism in the workplace: Psychology studies show that physically attractive people generally have an advantage. But new research from the University of Maryland’s Robert H. Smith School of Business clarifies the mechanism through which attractiveness works as an advantage in one specific scenario—job interviews. More intriguingly, the research also shows when beauty can work against you.

“It’s not always an advantage to be pretty,” says Marko Pitesa, an assistant professor of management and organization at Smith. “It can backfire if you are perceived as a threat.”

A new article by Pitesa and three co-authors advances the research on attractiveness by stressing the potential future working relationship between the job interviewer and a job candidate. Curiously, in this study it was male attractiveness—not female—that made the most difference. If the interviewer anticipated working with the candidate in a cooperative way, the interviewer preferred attractive male candidates over unattractive male candidates. However, if the interviewer perceived the candidate as a potential competitor, the interviewer discriminated in favor of unattractive men.

No such effect was found when the selection involved female candidates. That might be because attractive men are perceived as being markedly more competent, intelligent and achievement-oriented than unattractive men; on the other hand, the stereotypical relationship between attractiveness and competence for women is more mixed. The results suggest that interviewers were hardly blinded by beauty, in which case they might have preferred the more attractive person in each case. Instead, they calculated which candidate would further their own career.

“The dominant theoretical perspective in the social sciences for several decades has been that biases and discrimination are caused by irrational prejudice,” Pitesa says. “The way we explain it here, pretty men just seem more competent, so it is actually subjectively rational to discriminate for or against them.” (On a deeper level the behavior remains irrational, since no evidence of a true link between looks and competence, and therefore discrimination, clearly harms the candidates as well as organizations.)

The authors—besides Pitesa, they were Sunyoung Lee of University College London, Madan Pillutla of London Business School, and Stefan Thau of INSEAD—conducted four separate experiments. In the first, 241 adults were asked to evaluate fictional job candidates based on carefully calibrated fake qualifications and experience, in an online setting.

Men evaluated men and women evaluated women. Interviewers were primed to either think of the candidate as a future cooperator or competitor, and they were given a computer-generated headshot that was either attractive or unattractive. “Kind of attractive and slightly below average,” Pitesa clarifies—no supermodels. These carefully crafted headshots came from a set of images often used in attractiveness research.

A second experiment involved 92 people in a lab. They were asked to evaluate future competitors or partners in a quiz game, based on credentials that included sample quiz answers, and they saw similar headshots. The patterns of discrimination based on perceived self-interest was the same.

Experiment three opened up to include men interviewing women and women interviewing men. Nonetheless, there was still a preference to cooperate with the attractive man and compete against the unattractive man. (In a few cases, the authors found a “weak preference” for competing against the attractive woman.)

A final experiment used photographs of actual European business school students, vetted for attractiveness: same pattern. The authors said their research didn’t contradict previous studies finding that people prefer attractive candidates in general. But new considerations come into play when people’s own career arcs are at stake.

The authors hope the study will raise awareness at companies about when and how stereotyping occurs, leading to corrective steps. One method companies can deploy is to force people to justify their decisions rigorously, whether orally or in writing. “Stereotyping is a way of processing social stimuli more quickly,” Pitesa says. “Basically, making people think harder interferes with the act of stereotyping itself.”

READ MORE

Congratulations, you just got a stretch assignment! This means your boss trusts you and sees leadership potential. But beware. New research from the University of Maryland’s Robert H. Smith School of Business shows potential pitfalls. The same assignment that can inspire engagement and critical thinking also can trigger self-doubt and anxiety.

Some people cope well with the mixture of feelings, but others stay awake at night planning their escape to a less threatening environment. Given that organizations use stretch assignments to develop advancement potential, chasing people away is perhaps the least intended outcome.

“It’s a mixed bag,” says co-author Kathryn M. Bartol, co-director of the Smith School’s Center for Leadership, Innovation and Change (CLIC). “On the one hand you’re excited about the challenge that’s involved, but you also perceive the threats.”

Turning high-potential leaders toward the C suite rather than the exit during these developmental job experiences can hinge on individual levels of emotional intelligence. The research suggests that this important characteristic — the ability to monitor and adjust to emotions in oneself and others — creates a buffering effect that helps people cope with the trauma in constructive ways.

Besides Bartol, co-authors include Smith associate professor Myeong-Gu Seo and Smith PhD alumna Yuntao Dong, assistant professor at the University of Connecticut. The paper is based on a sample of 214 early-career managers and their supervisors.

“People have thought that stretch assignments are good for employees, no matter what,” Seo says. “But our research suggests that these assignments magnify your affective reaction in both ways — positive and negative.”

**Tips for Stretched Employees**

The research suggests at least five behaviors associated with emotional intelligence that can boost people’s resilience when they accept a stretch assignment.

1. **Get support.** Build a support team to help cope with stress at work. “Such support may directly boost pleasant feelings and decrease unpleasant feelings,” the authors write.

2. **Negotiate terms.** Push back if an assignment seems too daunting or unrealistic. Ask for necessary resources. “Have that conversation on the front side, so you don’t get overwhelmed,” Bartol says.

3. **Recognize unproductive attitudes.** Focusing too much on the negative can stifle creativity and lead to withdrawal. “If you feel totally overwhelmed, it’s not going to get you a positive outcome,” Seo says.

4. **Flip the narrative.** Focus on the opportunities for mastery, personal growth and meaningful contribution. “Flip it from threat to challenge,” Bartol says.

5. **Change the situation.** Anticipate emotional reactions and organize time to avoid stressful activities coming all at once. “Save the hardest or most unpleasant tasks for good days,” Seo says.

**Tips for Supportive Bosses**

The research also describes ways in which supervisors can help team members succeed and advance.

1. **Start small.** “Build people up over time,” Bartol says. “Stretch assignments are good, but if the amount of stretch is too much, then you are going to push turnover.”

2. **Appreciate diversity.** Consider people’s backgrounds and preferences when framing an assignment. “The job experience is subjective,” Seo says. “The same assignment can be very stressful for some people, but comfortable for other people.”

3. **Monitor and adjust.** Stay mindful of verbal and nonverbal cues, so you know when it’s time to intervene. “As a manager, learn how to detect the negative signals,” Seo says.

4. **Be the regulator.** When you intervene, provide an infusion of emotional intelligence. “Help your employees to frame the situation better,” Bartol says. “Help them to change the situation.”

5. **Give permission to fail.** Give your employees room to experiment. “Create a climate that encourages tolerance for errors and risk-taking,” the authors write.

“Challenging tasks can awaken leadership potential or push people out the door.”

Teams searching for innovation increase their odds of driving the evolution of a field when they reach out to colleagues—or to research findings—outside their field’s area of expertise, a new study from the University of Maryland’s Robert H. Smith School of Business suggests.

“If all of the innovators come from the same backgrounds and know the same things, they might be efficient in coming up with solutions,” Smith professor Rafael Corredoira says. “The problem is that at some point, they will hit a wall. They will not be able to move beyond to find another solution.”

Corredoira and his coauthor, Preeta M. Banerjee of Deloitte Services LP, Market Insights, studied the dynamics of innovation by looking at the recent history of patents in the field of semiconductor technology. Their first step was to devise a more accurate way of measuring the influence of patents than the one that currently exists.

For scholars and businesses alike, the traditional method of gauging the technological significance has been to count the number of patents that directly cite the one being measured— to look at the “children” of the patent. Corredoira says this method is flawed. “By ignoring what happens after the children, we ignore a great deal of what it means to be a breakthrough invention,” he says. That’s because, he says, inventions don’t just have children. They have grandchildren and great-grandchildren, a whole sprawling family tree. Corredoira and Banerjee devised a complex mathematical model for accounting for all the branches of that tree.

This is important in its own right. “If companies are incorrectly identifying which patents are important, there is market failure,” Corredoira says. Some patents are overvalued or undervalued. And some researchers get too much credit or not enough.

Corredoira and Banerjee examined more than 12,300 patents related to semiconductor technology, granted from 1990 to 1994. They also looked backward at the patents that the owners of those patents had cited, from the 1980s. Unsurprisingly, almost all the patents tended to cite earlier technology from within a set of classes or subclasses of knowledge. (Such categories are assigned and maintained by the U.S. Patent office). They cited technology very similar to what the innovators were working on. However, patents showed larger influence if inventors had reached out to previously untapped areas of knowledge, importing knowledge from other realms into the semiconductor field. Corredoira and Banerjee called these “spanning” patents, an allusion to the idea of building bridges between different intellectual worlds.

Corredoira and Banerjee were especially interested in breakthrough patents—the top 5 percent or even 1 percent in terms of influence. Among two otherwise similar patents, in that category, patents that included spanning knowledge were twice as influential, on average. Over the life of a patent, that could be worth tens or even hundreds of millions of dollars.

Is it possible to consciously take advantage of this information? “As an individual inventor, I am not sure,” Corredoira says. “But as an organization, yes.”

In forming a team to tackle, say, a problem in the world of biology, a manager might want to be sure a physicist is on the team, too. He or she would bring experience from a different knowledge world that might be just enough to jolt the team out of a rut.

For brainstorming sessions, a marketing team might want to add an engineer from project development. When it comes to encouraging influential innovation, there are no guarantees. But spanning knowledge realms can improve the chances.
Companies work fairly hard to place one woman – but only one – in a top management position, according to research by Cristian Dezso, an associate professor at the Robert H. Smith School of Business, and two co-authors. The article found evidence of a “quota” effect: Once a company had appointed one woman to a top-tier job, the chances of a second woman landing an elite position at the same firm drop substantially – by about 50 percent, in fact.

The study’s design did not allow a conclusion about whether the quota was the result of conscious discrimination or subconscious thinking. Deszo and his co-authors, David Gaddis Ross and Jose Uribe, of Columbia Business School, looked at the top officers at 1,500 firms from 1991 to 2011. Drawing on data from a Standard and Poor’s database, supplemented with other sources, they looked at the top five most highly compensated managers at those companies.

Diversifying top management has become a significant priority for businesses – or, at least, it gets talked about a lot. While women make up nearly half of the workforce, 8.7 percent of top managers were women in 2011, according to the Bureau of Labor Statistics, up a bit from 5.8 percent who held such positions in 2000.

One possibility that the authors explored was that the hiring of one woman would lead to a snowball effect at a given company. “In fact, what we find is exactly the opposite,” Deszo says. “Once they had appointed one woman, the men seem to have said, ‘We have done our job.’” This may be because the men feel that such an appointment already puts them ahead of most companies (which is true).

Or they might feel that there are diminishing returns to hiring more women. One is enough to attract media attention, represent the company at “diversity” events, and satisfy activists pressuring the company. Or the men may perceive the first, pathbreaking women as off-the-charts exceptional, and subsequent female employees do not measure up, somehow.

In any case, one implication of the study is that such activists interested in promoting the presence of women in executive suites – whether those activists are board members, investors, or non-profit watchdogs – can’t move on from a given company after one woman is hired, Deszo says: “They need to keep up the pressure or even apply more pressure.”

The quota effect was especially strong when a woman was hired into a high-paid professional position – say, head of human resources. Those positions hold less power than “line positions,” like division heads. In other words, companies that promote a woman into a top professional job were especially unlikely to appoint another female executive.

Deszo and his colleagues used mathematical simulations to study the distribution of top female executives across the companies in their sample. If hiring one women eased the path for others, women should cluster together; if hiring a woman had no effect on future hires, you’d see a random distribution of female executives. But the authors found that the data best reflected a third possibility: Top female executives were isolated, repelling one another.

The authors considered and rejected the possibility of a “queen bee” effect – the idea that the first executive-level women hired would perceive other women as rivals, and work against hiring more. But if that were true, the authors said, the strongest evidence would be seen at those few companies with a female CEO (since a female CEO would have more say over executive appointments than other female executives would). But in fact, companies with female CEOs did slightly better at hiring a second woman than companies with a woman in a different senior position.

THOUGHT LEADERSHIP

Rajshree Agarwal, the Rudolph P. Lamone Chair and Professor in Entrepreneurship, has been named academic director of the new Ed Snider Center for Enterprise and Markets.

Kislaya Prasad, Smith research professor, helped the school win a $1 million grant from the U.S. Department of Education that will fund the Center for International Business Education and Research (CIBER) through 2018. Prasad has served as academic director of the school’s CIBER since 2009.

Roland Rust, Distinguished Professor and Executive Director of the Center for Excellence in Service and the David Bruce Smith Chair in Marketing, has been named the editor of the International Journal of Research in Marketing. He is the first non-European to be sole editor of the journal. Rust is also one of two people in 2015 to be elected a Fellow of the European Marketing Academy (EMAC).

Bruce Golden, the France-Merrick Chair in Management Science, will participate at several thought leadership events in summer 2015. He will serve on committees for the ODYSSEUS Conference in Corsica, the VERLOG Conference in Austria, the Metaheuristics International Conference in Morocco, and the INFORMS TSL Workshop in Germany. He also will give two lectures at the EURO PhD School in Italy.

Amna Kirmani, Smith marketing professor, has been named editor of the Journal of Consumer Psychology. Her new post started Jan. 1, 2015.

Sandro Boyson, research professor and co-director of the Supply Chain Management Center, was named Resilient Supply Chain Educator of the Year in 2015 by the Global Supply Chain Resiliency Council.

Tom Corsi, Co-Director of the Supply Chain Management Center and the Michelle E. Smith Professor of Logistics, and Curt Grimm, the Charles A. Taff Chair of Economics and Strategy, won the 2014 best paper award from Transportation Journal and the American Society of Transportation and Logistics. Their paper, “Should Smaller Commercial Trucks Be Subject to Safety Regulations?” was co-authored with David Cantor, PhD ’06, of Iowa State University and Donald Wright of Volpe Transportation Systems Center.

Zhi-Long Chen, operations management professor, was appointed as a senior editor of the Journal Production and Operations Management.

Lindsey Gallo, PhD ’14, earned the 2014 Paine Award for Academic Achievement and started her academic career as an assistant professor at the University of Michigan’s Ross School of Business.

Mary-Jane Rabier, PhD ’14, started her academic career as an assistant professor at McGill University’s Desautels Faculty of Management.

Gordon Gao, a professor of decision, operations and information technologies, has been appointed as associate editor at Management Science.

In his working paper, “Word of Mouth Bias and Optimal Communications Strategies,” Joshi and co-author from Duke University find high-quality firms in these areas should increase their spending on traditional advertising. The reason: Consumers are more likely to share negative opinions than positive ones. But savvy consumers are aware of the biases of word-of-mouth opinions and tend to discount negative reviews to such an extent that the advantage high-quality firms enjoy in that arena is essentially erased. Therefore, the old-fashioned technique of signaling quality through mainstream advertising remains relevant.

In his working paper, “Dodging Repatriation and withholding employee performance," he researched the effect of inter-hierarchical ladder. Liao presented her working paper at the 2014 Academy of Management and the first research to show widespread investor cash in.”

“Though typically thought of as a tool through mainstream advertising to such an extent that the advantage and tend to discount negative reviews of the biases of word-of-mouth opinions to share negative opinions than positive and tend to discount negative reviews to such an extent that the advantage high-quality firms enjoy in that arena is essentially erased. Therefore, the old-fashioned technique of signaling quality through mainstream advertising remains relevant.

Investors Cash in on FOIA Requests

Though typically thought of as a tool for journalists, FOIA requests are a way for institutional investors to gain an edge over the rest of the market, according to a new study by two Smith School professors, Alberto G. Rossi and Russ Wermers, and a coauthor from the University of Melbourne. Their working paper, “The Freedom of Information Act and the Race Towards Information Acquisition,” looked at investors’ FOIA requests to the FDA for information about drug companies. It’s the first research to show widespread evidence that FOIA requests are linked with substantial trading gains. When institutional investors bought stock in the same quarter that they made a FOIA request, the stock posted above- and beyond quarterly gains of 5.26 percent. When investors sold a stock after FOIA requests, the stock dropped an abnormal 3.09 percent.

Multinationals Use M&A to Avoid Taxes

U.S.-based multinational corporations move an average of $12 billion in taxable income back into the country each year, tax free, through complex mergers and acquisitions. That’s according to a working paper, “Dodging Repatriation Tax: Evidence from Domestic and Foreign M & As,” by Emanuel Zur, an assistant professor of accounting and information assurance, and two coauthors. In addition to confirming earlier research that companies invest money abroad rather than pay high repatriation taxes here, the new research also shows that companies use extraordinarily complex measures to acquire domestic companies to return profits tax-free to the U.S. Although not illegal, Zur says, “Congress intended that that money should be taxed.” The research adds fuel to debate on corporate tax reform.

In industries where consumers turn to word-of-mouth reviews (think Epinions.com and Yelp), marketers should “not drop the ball on advertising,” says Yogesh V. Joshi, an associate professor of marketing.
MINING YELP

“I always try to find interesting research questions that would solve real problems.”

JORGE MEJIA
PhD in information systems at the University of Maryland’s Robert H. Smith School of Business (expected graduation, 2016)
BS and MS in electrical and computer engineering at Georgia Institute of Technology

Using a database of 130,000 Yelp reviews, Smith PhD student Jorge Mejia and two Smith professors have found a way to predict which Washington, D.C., restaurants will close. The technique, which grew out of Mejia’s dissertation, involves new software that can “read” and analyze the contents of online reviews.

For the study, the researchers identified slightly more than 2,000 regional restaurants that were open as of December 2013. From various sources, they then identified roughly 450 that had closed from 2005 to 2014. To identify linguistic patterns that foretold closure, they paired restaurants according to such factors as price and cuisine type, and looked at how the descriptions varied.

It doesn’t take a PhD to know that there’s a connection between a restaurant’s Yelp rating and whether it will survive. But what Mejia and professors Shawn Mankad and Anandasivam Gopal have created is more powerful: Their computer-assisted text analysis is more accurate at predicting restaurants’ demise than ratings alone (although the tool is most powerful when used in combination with numerical ratings).

Other scholars have sought to take the emotional temperature of online reviews, by analyzing the proportion of positive versus negative words. But the approach developed at Smith goes deeper, examining constellations of words associated with restaurants’ beating the long odds of their industry and remaining open.

For instance, restaurants for which reviewers use the words “food,” “good,” “place,” “like,” “order,” “friend,” “time,” “great,” “nice,” and “service” tended to survive at unusually high rates. The Smith team called the variable linked to those words “Quality Overall,” and it seemed to be the most potent signifier of general quality.

They used one subset of data to uncover the relevant linguistic patterns and another subset to test the predictive power of their model. In that second group, the variables did predict, to a statistically significant degree, whether a restaurant closed.

Although their predictive powers haven’t been tested in the real world, the algorithms and models used could be of great use to restaurant operators, the authors say. “I always try to find interesting research questions that would solve real problems,” says Mejia, who came to the University of Maryland with more than three years of management consulting experience in Europe and the United States.

In 2012 he also participated in Startup Chile, a six-month $45,000 budget accelerator program backed by the Chilean government.

The working paper is “More Than Just Words: Using Latent Semantic Analysis in Online Reviews to Explain Restaurant Closures.”

RESEARCH@SMITH CALENDAR

May 1, 2015 Second annual Conference on Financial Market Regulation with the Securities and Exchange Commission, co-hosted by the CFA Institute; 8:30 a.m. to 8 p.m., SEC headquarters, Washington, D.C.
May 11, 2015 The Intended and Unintended Consequences of Financial Reform; 9 a.m. to 7 p.m., Ronald Reagan Building, Washington, D.C.
May 18, 2015 IBM Conference; 8 a.m. to 5 p.m., Van Munching Hall 1500 and 1524, University of Maryland, College Park, Md.
May 21, 2015 Smith commencement; 2:30 p.m. for undergraduates and 5:30 p.m. for graduates, Xfinity Center, University of Maryland, College Park, Md.
Nov. 13, 2015 Smith Business Summit; Baltimore Marriott Inner Harbor at Camden Yards, 110 S Eutaw St, Baltimore, Md.

RESEARCH@SMITH BOOKSHELF

Dancing Elephants and Leaping Jaguars
Author: Sunil Mithas, Smith professor
Publisher: Finerplanet (fall 2014)
Summary: Few companies can match the recent global expansion of the Tata Group, which owns brands such as Jaguar, Land Rover, Taj Hotels and Good Earth Teas. Since 1991, annual revenue for the Indian conglomerate has exploded from $4 billion to more than $100 billion. Mithas explores the winning formula, the Tata Business Excellence Model.

An Introduction to Agent-Based Modeling
Coauthor: Bill Rand, assistant professor of marketing and director of the Center for Complexity in Business
Publisher: The MIT Press (April 10, 2015)
Summary: Agent-based modeling represents an emerging way of doing science – as computer-based experiments in natural, social, and engineered contexts, across domains that range from engineering to ecology. This introduction enables a hands-on approach – with hundreds of examples and exercises using NetLogo – to begin constructing models immediately, regardless of experience or discipline.

Handbook of Service Marketing Research
Coauthor: Roland Rust, Distinguished University Professor and David Bruce Smith Chair in Marketing
Publisher: Edward Elgar (April 28, 2014)
Summary: Researchers and practitioners get insight to the latest academic thinking on customer relationships and loyalty, customer-centered metrics, managing customer contacts, product and pricing, digital service marketing, rethinking the marketing function, and service for society.

RESEARCH@SMITH SPOTLIGHT: MINING YELP

May 1, 2015 Second annual Conference on Financial Market Regulation with the Securities and Exchange Commission, co-hosted by the CFA Institute; 8:30 a.m. to 8 p.m., SEC headquarters, Washington, D.C.
May 11, 2015 The Intended and Unintended Consequences of Financial Reform; 9 a.m. to 7 p.m., Ronald Reagan Building, Washington, D.C.
May 18, 2015 IBM Conference; 8 a.m. to 5 p.m., Van Munching Hall 1500 and 1524, University of Maryland, College Park, Md.
May 21, 2015 Smith commencement; 2:30 p.m. for undergraduates and 5:30 p.m. for graduates, Xfinity Center, University of Maryland, College Park, Md.

ROBERT H. SMITH SCHOOL OF BUSINESS

The Robert H. Smith School of Business is an internationally recognized leader in management education and research. One of 12 colleges and schools at the University of Maryland, College Park, the Smith School offers undergraduate, full-time and part-time MBA, executive MBA, online MBA, MS, PhD and executive education programs, as well as outreach services to the corporate community. The school offers its degree, custom and certification programs in learning locations in North America and Asia. More information about the Robert H. Smith School of Business may be found at www.rhsmith.edu.
IN THIS ISSUE

- Hot or Not? How It Affects Job Interviews
- When Stretch Assignments Backfire
- Jolting Your Team Out of an Innovation Rut
- The Hidden Quota for Women at the Top

Read More Online
This issue and previous issues of Research@Smith are available to read and download at www.rhsmith.umd.edu/research/ras.