BSN4811 Innovation and Productivity, 4MCs

BSN4811A Innovation and Productivity (with Econometrics), 5MCs

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| Tuesday, 12-3pmBIZ1-02-01  | I.P.L. PngRiady Building, Level 6, Room 38iplpng@gmail.com |

A key challenge for Singapore and other developed economies is to sustain economic growth. Growth can be based on working harder (more labour, more investment, more resources) or working smarter (raising productivity). Innovation contributes to working smarter -- getting more from the same resources.

This module introduces recent research in productivity, innovation, and entrepreneurship, focusing on implications for economic policy and business strategy. The module will be highly interactive and apply multiple disciplines including economics, psychology, and management. Students will present research papers, analyze data, write reports, and engage in discussion.

The prerequisite is basic knowledge of microeconomics, statistics, and algebra.

The following syllabus is subject to revision and will be updated online. Please refer to the LumiNUS for the current version.

Assessment (BSN4811), 4MCs

* Class participation: 20%
* Research papers including discussion questions -- presentation and slides: 50%
* Examination: 30%

Assessment (BSN4811A), 5MCs

* Class participation: 15%
* Research papers including discussion questions -- presentation and slides: 20%
* Empirical exercises – presentation, slides, and written report: 35%
* Examination: 30%

Submit one printed copy of the slides and written report at the beginning of class. Note: Penalty of 25% for submission after the deadline.

BSN4811 (4MCs) and BSN4811A (5MCs) are recognized for the Economics major. <http://www.fas.nus.edu.sg/ecs/undergraduate/matriculated_16-17%20onwards.html#maj>

Mode of teaching: Hybrid in-person and remote lecture, by rotation to comply with Business School teaching policy.

Supplementary reading (for econometrics): Joshua D. Angrist and Jorn-Steffen Pischke, Mastering "metrics": the path from cause to effect, Princeton University Press, 2015. (Central Library: HB139 Ang 2015).

Syllabus

(# All to read; ^ Student presentation; + For reference only)

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| Date | Subject | Assignment |
| #1Jan 12  | IntroductionProductivity* TFP
* Estimation
* Sources

Policy evaluation | Readings# Chad Syverson, “What Determines Productivity?” *Journal of Economic Literature*, Vol. 49 No. 2, 2011, 326-365.# Martin Wolf, “The long wait for a productivity resurgence”, *Financial Times*, 13 June 2018.# “An Evaluation of the Impact of Enterprise Singapore’s Loan Schemes”, *Economic Survey of Singapore*, 2018 Quarter 1, 44--52.Questions (In-class discussion; no presentation)1. Identify a mistake in Mr Wolf’s essay and comment.
2. Comment on the empirical strategy of the evaluation of Enterprise Singapore’s loans.
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| Date | Subject | Assignment |
| #2Jan 19 | Productivity* Management
* Customer
 | Readings# Nicholas Bloom, Benn Eifert, et al., “Does management matter? Evidence from India”, *Quarterly Journal of Economics*, Vol. 128 No. 1, February 2013, pp. 1-18, 20-44, and 45-47.# Ju-ye Lee and Simon Freebody, “Management Practices in Singapore”, Policy, Research and Benchmarking Working Group, National Productivity and Continuing Education Council, (undated).Questions (In-class discussion; no presentation)1. In the Bloom et al. study, why was it important to include a control group?
2. Bloom et al. show that $250,000 of consulting raises profit by $325,000. Why didn’t the manufacturers engage consultants before Bloom et al.’s experiment?
3. A fundamental proposition in economics is that perfect competition allocates resources in an economically efficient way. Comment on this proposition in light of the Bloom et al. study.
4. Refer to the Lee and Freebody study. Suppose that you estimate a company-level regression to explain the management score of Singapore businesses. What explanatory variables would you include? What are the signs of the coefficients that you expect?
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| Date | Subject | Assignment |
| #3Jan 26 | Innovation strategy | *Empirical exercise #1* NUS Overseas Colleges and Entrepreneurship.Readings^ James Bessen, Learning by Doing: The Real Connection between Innovation, Wages, and Wealth, Yale University Press, 2015 [CL: HD6331 Bes 2015] Chapter 4.^ Malcolm Gladwell, Outliers: The Story of Success, Penguin, 2008 [HSS: BF637 Suc.Gl 2008] Chapters 7 and 8.Questions for presentation: 1. Critically review the author’s analysis.
2. Explain the managerial implications of the analysis.
3. How would you test the author’s theories? Describe the study – whether laboratory experiment, field experiment, or observational study.
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| Date | Subject | Assignment |
| #4Feb 2 | Innovation strategy, cont’d | Readings# Philip Anderson and Michael L. Tushman, “Technological Discontinuities and Dominant Designs: A Cyclical Model of Technological Change”, *Administrative Science Quarterly*, Vol. 35 No. 4, December 1990, 604-18 only.# “Crossed lines in the boardroom”, *Economist*, 15 November 2018. <https://www.economist.com/business/2018/11/17/crossed-lines-in-the-boardroom># Edward White, “Samsung mounts 5G offensive as countries review Huawei networks”, *Financial Times*, 5 October 2020.^ Clayton M. Christensen, *The Innovator’s Dilemma*, Harvard Business Review Press, 1997, Introduction.^ Andrew A. King and Baljir Baatartogtokh, “How useful is the theory of disruptive innovation?" *MIT Sloan Management Review*, Vol. 57 No. 1, 2015, 77-90.^ Jill Lepore, The Disruption Machine, *New Yorker*, 23 June 2014.Questions (In-class discussion; no presentation)1. Anderson and Tushman (1990: 614-615) argue that “In regimes of low appropriability, a single dominant design will emerge following each technological discontinuity … majority of potential adopters will await the emergence of an industry standard before purchasing a new product or installing a new process technology”. Discuss in the context of smartphones -- comparing the iOS, Android, and other systems.

Questions for presentation:1. How can Clayton Christensen’s theory of “disruptive innovation” help managers? Does it matter whether it is consistent with the empirical evidence?
2. “Nokia was already a classic example of the perils of disruptive innovation” (*Economist* 2018). Please comment.
3. In The Innovator’s Dilemma, Clayton Christensen applied his theory of disruptive innovation to electric cars. Electric cars have limited driving range. Christensen suggested that manufacturers target markets where limited range would be less concerning, “growing, crowded, noisy, polluted cities of Southeast Asia. Vehicles can sit on Bangkok’s roads all day, mostly idling in traffic jams … Electric motors would not need to run and hence would not drain the battery while idling” (page 211). Please comment.
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| Date | Subject | Assignment |
| #5Feb 9  | Creativity* Types
* Measures
* Influences
 | *Empirical exercise #2*:Supermarket self-service payment.# Beth A. Hennessey and Teresa M. Amabile, “Creativity”, *Annual Review of Psychology*, Vol. 61, 2010, 569-98.# Adam M. Grant and James W. Berry, “The Necessity of Others is the Mother of Invention: Intrinsic and Prosocial Motivations, Perspective Taking, and Creativity”, *Academy of Management Journal*, 2011, Vol. 54, No. 1, 73-96.^ Angela K.-y. Leung, et al. “Embodied metaphors and creative “acts””, *Psychological Science*, Vol. 23 No. 5, 2012, 502-509.^ Marily Oppezzo and Daniel L. Schwartz, “Give Your Ideas Some Legs: The Positive Effect of Walking on Creative Thinking”, *Journal of Experimental Psychology: Learning, Memory, and Cognition*, Vol. 40 No. 4, 2014, 1142.Questions (In-class discussion; no presentation)1. Amabile defines creativity as the production of ideas or outcomes that are novel and appropriate to some goal. How does this model apply to totally new, blue-sky inventions (eg, electricity, nuclear physics, Internet) as contrasted with problem-driven innovations (eg, electric vis-a-vis petrol-engine car)?
2. Amabile’s Consensual Assessment Technique uses experts to rate creativity. Compare it to the divergent thinking test as a measure of creativity.
3. If individual creativity is purely neurological, what are the implications for management and policy?
4. Experiments in behavioural economics typically pay incentives to encourage the subjects to work hard. How would such payments affect the laboratory experiment carried out by Grant and Berry (2011)?

Questions for presentation:1. Both the Leung et al. (2012) and Oppezzo and Schwartz (2014) studies find that physical activity stimulates creativity. Compare their explanations for this effect.
2. Why does walking stimulate divergent thinking, but not convergent thinking?
3. When economists conduct randomized controlled trials, they typically check for selection (control and treatment groups are similar in observable characteristics) and spillovers from the treatment to control groups. In the walking experiments, what would you check?
4. Refer to either Leung et al. (2012) or Oppezzo and Schwartz (2014). How would variation of creativity by age or gender affect their findings and managerial implications?
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| Date | Subject | Assignment |
| #6Feb 16 | Human resource management* Incentives
* Job rotation
* Suggestions
* Quality circles
* Mood
 | # Diwas KC, “Worker Productivity in Operations Management”, Foundations and Trends in Technology, Information and Operations Management, Vol. 13 No. 3, pp 174-200.^ Edward P. Lazear, “Performance pay and productivity”, *American Economic Review*, Vol. 90 No. 5, 2000, 1346-1361.^ Diwas Singh Kc, “Heuristic thinking in patient care”, Management Science, Vol. 66, No. 6, June 2020, 2545-2563.Question (In-class discussion; no presentation)1. What did you learn from the KC survey?Questions for presentation:1. In analyzing the effects of the switch in compensation scheme, Lazear’s (2000: Table 3) regressions include month and year dummies, and worker dummies. The switch coincided with new management at Safelite. Comment on other factors that might confound Lazear’s inference.
2. How would you design an experimental study to deal with the confounds in #1?
3. Given the large effect of performance pay (Lazear 2000), why might businesses still pay workers fixed wages rather than by piece rate?
4. Should Kc (2020) have reported a figure showing the frequency of discharges by minute before and after midnight? Illustrate what the figure should look like for Kc’s (2020) analysis to be valid.
5. Suppose that hospitals assess ward managers on the percentage occupancy of beds, with higher occupancy being better. How would this affect the interpretation of Kc’s (2020) results?
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| Date | Subject | Assignment |
| #7Mar 2 | Specialization | ^ Frederick Winslow Taylor, The Principles of Scientific Management, Norton (Reprint), 1967 [658 T 213], Chapter 2, pp. 30-85.^ IPL Png, “Automation, Job Design, and Productivity: Field Evidence”, October 2020.Questions for presentation:1. What did you learn from the Taylor book?
2. How would you test Taylor’s theories? Describe the study – whether laboratory experiment, field experiment, or observational study.
3. Discuss how the Hawthorne effect might affect the results of Png’s (2020) study.
4. Png (2020) shows that automation of collecting payments increases productivity. Discuss what other jobs have been automated and redesigned to that work has become more specialized, and productivity increased.
5. Compare the scan-only format studied in Png (2020) with the Western-style full self-checkout systems from the perspectives of retailers, customers, and society.
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| Date | Subject | Assignment |
| #8Mar 9  | Learning* Experience
* Knowledge decay
* Spillovers
 | *Empirical exercise #3*: Learning in cardiac surgery.# Wesley M. Cohen and D. A. Levinthal, “Absorptive capacity: A new perspective on learning and innovation”, *Administrative Science Quarterly*, Vol. 35 No. 1, March 1990, 128-152.^ C. Lanier Benkard, “Learning and Forgetting: The Dynamics of Aircraft Production”, *American Economic Review*, Vol. 90 No. 4, 2000, 1034-54.Question (In-class discussion; no presentation)* + - 1. What did you learn from the Cohen and Levinthal study?
			2. “The more of its competitors’ spillovers there are…, the more incentive the firm has to invest in its own R&D” (Cohen and Levinthal 1990). True or false? Please explain.

Questions for presentation:1. Suppose that experience leads factory management to build specialized tools that reduce labour requirements. How would Benkard’s (2000) model represent such “learning”?
2. Benkard (2000) shows that if the learning parameter is estimated without considering possible decay, then the parameter will be under-estimated. Please explain this intuitively.
3. How does research into learning in the aircraft manufacturing industry apply to other industries?
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| Date | Subject | Assignment |
| #9Mar 16 | Benchmarking* Practices
* Performance
 | ^ Hummy Song, Anita L. Tucker, Karen L. Murrell, and David R. Vinson, “Closing the productivity gap: Improving worker productivity through public relative performance feedback and validation of best practices”, *Management Science*, Vol. 64, No. 6, June 2018, 2628-2649.^ Patricio S. Dalton, Julius Rüschenpöhler, Burak Uras, and Bilal Zia, “Learning to Grow from Peers: Experimental Evidence from Small Retailers in Indonesia”, World Bank, Policy Research Working Paper 8933, July 2019.Questions for presentation1. In the Song et al. (2018) study, why are the following important? (a) Physicians were paid a fixed salary, with no additional compensation for attending to more or working longer hours; and (b) Patients were assigned on a round-robin basis independent of physician work speed or idle time.
2. An alternative way to explain the Song et al. (2018) findings is that the publication of relative performance humiliates poor performers, and so, motivates them to improve. How would you rule out this alternative explanation?
3. Would you want your future employer to publish relative performance? Yes or no? Please explain.
4. Dalton et al. (2019) did not report the number of shop owners approached for the study to recruit 1301 subjects, nor how they collected data on sales and profit. Why might these omissions matter?
5. How would the Dalton et al. (2019) findings apply to benchmarking of practices among Singapore law firms?
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| Date | Subject | Assignment |
| #10 Mar 23 | Adoption of innovations* Innovation cycle
* Absorptive capacity
* Incentives
* Network effects
 | # Michael L. Katz and Carl Shapiro, “Systems competition and network effects”, *Journal of Economic Perspectives*, Vol. 8 No. 2, Spring 1994, 93-115.^ Steven F. Bolling, et al. “Predictors of Mitral Valve Repair: Clinical and Surgeon Factors”, *Annals of Thoracic Surgery*, Vol 90 No. 6, 2010, 1904-1912. (Ignore the section, “Technical Details”; Note: Mistake in footnote to Fig. 1: Horizontal axis represents surgeon-specific annual mitral valve repair volume.) https://www.youtube.com/watch?v=iXSt88\_DW4I^ David Atkins, et al., “Organizational Barriers to Technology Adoption: Evidence from Soccer-Ball Producers in Pakistan”, *Quarterly Journal of Economics*, Vol. 132, No. 3, 1 August 2017, 1101-1164 [Ignore Sections V.B, VII, VIII, and online Appendix]. https://www.youtube.com/watch?v=ybobE0ijbeYQuestions (In-class discussion; no presentation)1. With network effects, current adoption depends on past adoptions by others. Discuss the challenges in estimating network effects.

Questions for presentation:1. Repair of the mitral heart valve requires more surgical skill than replacing the valve. Bolling et al. (2010) found that surgeons who performed more valve surgeries were more likely to repair than replace. Discuss this result in terms of learning and absorptive capacity.
2. Referring to Bolling et al. (2010), what other variables would you include in an analysis of whether a surgeon repairs rather than replaces the valve?
3. In the Atkins et al. (2017) study, the businesses that did not respond to the initial survey tended to be larger than those that did respond. Discuss the possible reasons and implications.
4. To better understand the diffusion of the new soccer ball making technology, why should we study the management of the diemakers?
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| Date | Subject | Assignment |
| #11Mar 30 | Geography* Clustering
* Knowledge spillovers
* Professional mobility
* Location choice
 | *Empirical exercise #4*: Patenting among Singapore publicly-listed companies. # Gerald Carlino and William R. Kerr, “Agglomeration and Innovation”, Chapter 6 in Gilles Duranton, J. Vernon Henderson, and William C. Strange, *Handbook of Regional and Urban Economics*, Vol. 5B, Amsterdam: North Holland 2015, 349-404 (Exclude Sect 4.3.1)# I.P.L. Png, Teaching Note: Clusters, 2017.^ Jarle Moen, “Is Mobility of Technical Personnel a Source of R&D Spillovers?” *Journal of Labor Economics*, Vol. 23, No. 1, January 2005, *81-84 and 89-99 only*.^ I.P.L. Png, “Fukui: Eye-glass Prefecture”, 2018.Questions (In-class discussion; no presentation)1. How would improvements in information and communication technologies change the effect of geographical proximity on innovation?
2. Suppose that the total factor productivity of businesses is positively correlated with the stock of knowledge in the vicinity. Does this mean that businesses benefit from a positive externality?

Questions for presentation: 1. Moen (2005) finds that workers with secondary technical education in more R&D-intensive industries earn relatively less in the earlier years and more in later years. (a) How does this theory apply to doctors vis-a-vis satellite engineers? (b) How does it apply to a small labour market like Singapore?
2. How would Moen’s (2005) results depend on the law on non-competition agreements?
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| Date | Subject | Assignment |
| #12Apr 6 | Appropriability* Patents
* Trade secrecy
* Complementary assets
 | ^ Teece, David J., “Profiting from technological innovation: Implications for integration, collaboration, licensing and public policy”, *Research Policy*, Vol. 15, No. 6, 1986, 285-305.^ Heidi L. Williams, “Intellectual Property Rights and Innovation: Evidence from the Human Genome”, *Journal of Political Economy*, Vol. 121 No. 1, 2013, 1-27 (ignore footnotes).Questions (In-class discussion; no presentation)1. Does stronger protection of intellectual property increase innovation?
2. How do knowledge spillovers depend on the laws of intellectual property rights, trade secrets, and employment?

Questions for presentation:1. "Although subsequent court decisions have upheld some of EMI's patent claims, once the product was in the market it could be reverse engineered and its essential features copied" (Teece 1986: 298). Please discuss.
2. Teece (1986) emphasized the role of complementary assets in securing profit from innovations. Compare the innovation strategies of Qualcomm, a pure design semiconductor firm, and Tesla, which is vertically integrated into manufacturing.
3. Williams’ (2013) Table 1 shows that more innovations were derived from non-Celera genes than Celera genes. How would follow-on innovation from Celera genes depend on the efficiency of the market for licensing?
4. Williams (2013) interprets Figure 2 as showing that genes with more scientific publications produced more diagnostic tests. Please discuss other explanations for the correlation between tests and publications.
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| #13Apr 13 |  | Final examination (open-book) |