

Oliver Hahl

Carnegie Mellon University, Tepper School of Business

Tepper Quadrangle 5211

(617) 999-4965 – ohahl@andrew.cmu.edu

www.oliverhahl.com

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Experience

- 2021- Associate Professor of Organization Theory, Strategy, and Entrepreneurship (with indefinite tenure)
Carnegie Mellon University, Tepper School of Business
- 2020-2021 Associate Professor of Organization Theory and Strategy (without indefinite tenure)
Carnegie Mellon University, Tepper School of Business
- 2020 (Winter) Visiting Faculty, Yale School of Management
- 2014-2020 Assistant Professor of Organization Theory and Strategy
Carnegie Mellon University, Tepper School of Business
- 2016-2018 Frank A. and Helen E. Risch Faculty Development Professorship
Carnegie Mellon University, Tepper School of Business
- 2013 - 2014 Post-Doctoral Fellow, Organizational Behavior and Theory Group
Carnegie Mellon University, Tepper School of Business

Education

- 2013 Massachusetts Institute of Technology (MIT), Sloan School of Management
Ph.D., Management (Economic Sociology Program)
- 2008 Yale School of Management
Master of Business Administration (MBA)
- 2002 University of Pennsylvania, The Wharton School
Bachelor of Science in Economics

Published Papers in Peer Reviewed Journals

- (10) Argote, Linda, Jerry Guo, Sae-Seul Park, and Oliver Hahl. 2022. "The Mechanisms and Components of Knowledge Transfer: The Virtual Special Issue on Knowledge Transfer within Organizations" *Organization Science*, Forthcoming. Published online June 21, 2022
<https://pubsonline.informs.org/doi/full/10.1287/orsc.2022.1590>

- (9) Verhaal, Cameron, Oliver Hahl, and Kevin J. Fandl. 2022. "Smoke and Mirrors: Institutional Change, Leader Iconicity, and Perceptions of Authenticity in the Market for Cuban Cigars" *Organization Science*, *Forthcoming*. Published online March 4, 2022: <https://doi.org/10.1287/orsc.2022.1574>
- (8) Campbell, Elizabeth and Oliver Hahl. "He's Overqualified, She's Highly Committed: The Effect of Job Candidate Gender and Capability on Perceptions of Firm and Career Commitment." *Organization Science*, *Forthcoming*. Published online January 20, 2022: <https://doi.org/10.1287/orsc.2021.1550>
- (7) Galperin, Roman, Oliver Hahl, Adina Sterling, and Jerry Guo. 2020. "Too Good to Hire: Capability and Commitment Inferences in the Labor Market." *Administrative Science Quarterly* 65(2):275-313
- (6) Hahl, Oliver, Jae Kyung Ha. 2020. "Committed Diversification: Why Authenticity Insulates Against Penalties for Diversification" *Organization Science* 31(1):1-22
- (5) Hahl, Oliver, Minjae Kim, and Ezra W. Zuckerman Sivan. 2018. "The Authentic Appeal of the Lying Demagogue: Proclaiming the Deeper Truth about Political Illegitimacy" *American Sociological Review* 83(1):1-33.
- Awarded 2019 Outstanding Recent Contribution in Social Psychology, American Sociological Association Social Psychology Section
- (4) Hahl, Oliver, Ezra W. Zuckerman, and Minjae Kim. 2017. "Why Elites Love Authentic Lowbrow Culture: Overcoming High-Status Denigration with Outsider Art." *American Sociological Review* 82(4):828-856.
- (3) Hahl, Oliver. 2016. "Turning Back the Clock in Baseball: The Increased Prominence of Extrinsic Rewards and Demand for Authenticity." *Organization Science* 27(4): 929-953.
- (2) Hahl, Oliver, Aleksandra "Olenka" Kacperczyk, and Jason Davis. 2016. "Knowledge Asymmetry and Structural Holes: Linking Network Perceptions to Position in Structural Holes." *Strategic Organization* 14(2):118-143.
- (1) Hahl, Oliver and Ezra W. Zuckerman. 2014. "The Denigration of Heroes? How the Status Attainment Process Shapes Attributions of Considerateness and Authenticity." *American Journal of Sociology* 120(2): 504-554.

Other Publications

- Campbell, Elizabeth L. and Oliver Hahl. July 22, 2022. "Stop Undervaluing Exceptional Women." *Harvard Business Review*. <https://hbr.org/2022/07/stop-undervaluing-exceptional-women>.
- Babbel, David and Oliver Hahl. May 2015. "Buy Term and Invest the Difference Revisited." *The Journal of Financial Service Professionals*.

Works in Progress

Papers in Submission/Review Stage

- Kim, Minjae, Ezra Zuckerman Sivan, Oliver Hahl and Ethan Poskanzer. "When Truth Trumps Facts: Five Studies on Partisan Evidence-Flouting in American Politics." *Under Review*
- Hahl, Oliver, Sae-Seul Park, and Sunkee Lee. "How Individual Regulators Contribute to Regulatory Failure: Evidence from Microdata." *Under Review (TEPPER WORKING PAPER SERIES #2020-E13)*
- Young-Hyman, Trevor, Leon Valdez, Oliver Hahl, CB Battacharya, and Evan Gilbertson. "Corporate Purpose Claims, Perceptions of Firm Capacity, and Job Applicant Behavior" *Under Review*

Hahl, Oliver, Jenny Oh, and Trevor Young-Hyman. "Asian-American Status Seeking: How Local Social Pressures Result in Differences in Career Status Aspirations by Race." *Preparing for Submission*

Young-Hyman, Trevor, Evan Gilbertson, and Oliver Hahl. "Sex Segregation in the Knowledge Economy: The Contrasting Effects of Passion Culture and Structural Empowerment." *Preparing for Submission*

Park, Sae-Seul and Oliver Hahl. "Learning Like a Pro: Evidence on Differences in Professional Versus Experiential Learning" *Preparing for submission*

Earlier-Stage Projects and Papers

Botelho, Tristan and Oliver Hahl. "Reconsidering Status and Markets: Theory and Analysis on Rejecting High-Status Offers for Lower-Status Alternatives." *Data analysis*

Hahl, Oliver, Preetika Basak, Tristan Botelho, and Sunkee Lee. "Who Wants to be a Joiner? The Quality of Applicant Pools For Early Stage Firms." *Data analysis, Study Design*

Jaekyung Ha, Oliver Hahl, Minjae Kim, and Ezra Zuckerman Sivan. "The Social Logic for Supply and Demand of Authenticity." *Review piece in development*

Hahl, Oliver and Pete Younkin. "Anomie and Authenticity: Overcoming the Dark Side of Commercial Success in Music." *Data Analysis, Additional Study Design*

Hahl, Oliver and Renee Richardson Gosline. (2014) "May I Deviate, Please? Firm Status and the Efficacy of Assertive Versus Deferential Anticipatory Impression Management." *Working Paper*

Presentations (refereed conferences in italics)

2022

"Does Authenticity Have Anything to Say to Strategy?"

Seoul National University, Seoul Korea (May 2020)

"Learning Like a Pro"

Korea University, Seoul Korea (June 2020)

2020

"How Does Authenticity Affect Strategy"

IESE, Barcelona Spain [virtual] (October 2020)

"Socialized Idealism"

Yale School of Management, New Haven, CT (February 2020)

2019

"Socialized Idealism"

Columbia Graduate School of Business, Management Division Seminar (November 2019)

"Committed Diversification"

Northwestern Kellogg School of Management, Marketing Department (February 2019)

Oxford Said School of Business (March 2019)

INSEAD (March 2019)

"What Experiments Do for Organization Theory"

Organization Science Winter Conference, Phoenix AZ (March 2019)

"Ingroup 'Flexibility': Evidence of Social Influence in Third-Party Regulation Markets"

Organization Science Winter Conference, Phoenix AZ (March 2019 – Poster Session)

“He’s Overqualified, She’s Highly Committed”

Organization Science Winter Conference, Phoenix AZ (March 2019 – Poster Session)

“Nice If You Don’t Already Have It”

Organization Science Winter Conference, Phoenix AZ (March 2019 – Poster Session)

2018

“Smoke and Mirrors”

Conference on Authenticity, Northwestern Kellogg School of Management (May 2018)

“Ingroup ‘Flexibility’: Evidence of Social Influence in Third-Party Regulation Markets”

Stanford University Macro OB Seminar Series (October 2018)

2017

“Why Elites Love Authentic Lowbrow Culture”

University of Pittsburgh Social Psychology Department Seminar Series (February 2017)

“Committed Diversification”

Winter Strategy Conference, BYU/University of Utah, Park City, UT (March 2017)

2016

“Committed Diversification”

Conference on Authenticity, UVA (May 2016)

2015

“Committed Diversification”

Academy of Management (August 2015),

Junior Organization Theory Workshop for Junior Faculty, Toronto, Canada (October 2015)

“Why Elites Love Authentic Lowbrow Culture”

American Sociological Association Conference (August 2015)

2014

“Why Elites Love Authentic Lowbrow Culture”

Academy of Management (August 2014),

Junior Organization Theory Workshop for Junior Faculty, Berkeley CA (November 2014)

2013

“Turning Back the Clock”

NYU Stern School of Management, Management Department Seminar (January 2013),

Carnegie Mellon University, Tepper School of Business OBT Seminar (March 2013)

2012

“Turning Back the Clock”

Harvard/MIT Economic Sociology Seminar (October 2012),

Chicago University, Booth School Organizations and Markets Workshop (December 2012),

Yale School of Management OB Seminar (December 2012)

“The Denigration of Heroes”

International Network of Analytical Sociologists Conference at Columbia University (June 2012),

American Sociological Association Conference (August 2012) – Group Processes Session

2011

“May I Deviate Please?”

Harvard/MIT Economic Sociology Seminar (June 2011),
American Sociological Association Conference (August 2011) – Creative Economy Session

“Knowledge Asymmetry in Brokerage”

Academy of Management (August 2011) – Presented by Olenka Kacperczyk,
American Sociological Association Conference (August 2011) – Presented by Jason Davis

Memberships

Academy of Management (Sections: OMT, STR)

American Sociological Association (Section: Economic Sociology, Social Psychology)

Other Academic

Fellowships/Awards:

Frank A. and Helen E. Risch Faculty Development Professorship, Carnegie Mellon University, Tepper School of Business (2016-18)

MIT Sloan Research Fellowship (2008-2012)

MIT Sloan Economic Sociology Program Research Fellowship (2008-2013)

Peer Review:

Organization Science, Editorial Review Board (2019-current)

Administrative Science Quarterly, Editorial Review Board (2020-current)

Ad-hoc reviewer for *American Journal of Sociology*, *American Sociological Review*, *Management Science*, *Organization Science*, *Journal of Management*, *Theory and Society*, *Social Forces*, *Academy of Management Journal*, *Academy of Management Review*, and *Organization Studies*.

University Service:

Faculty Coordinator OBT PhD Program (2016-current)

MEAC Committee (2019-current)

Co-Organizer CMU Tepper OBT Seminar Series (2015-19)

Undergraduate Business Curriculum Review Committee (2014-16)

Organizer MIT Economic Sociology Working Group (2011-2012)

Student Supervision

Doctoral Student Supervision (at Carnegie Mellon)

Sae-Seul Park (Doctoral Dissertation Chair) (Tepper School of Business) (2017-)
Elizabeth Campbell (Doctoral Dissertation Chair) (Tepper School of Business) (2018-2021)
Alessandro Iorio (Doctoral Dissertation Co-Chair) (Tepper School of Business) (2015-2020)
Jerry Guo (Doctoral Dissertation Committee) (Tepper School of Business) (2017-2020)
Evelyn Zhang (Summer Paper Reader) (Tepper School of Business) (2014)
Jenny Oh (Summer Paper Reader) (Tepper School of Business) (2020)
Preetika Basak (Summer Paper Reader) (Tepper School of Business) (2020)

Doctoral Student Supervision (at other Universities)

Minjae Kim (Dissertation Committee Member)
MIT, Sloan School of Management, Cambridge, MA
(Title: Essays on Social Norms) (2018)
Jae Kyung Ha (Dissertation Committee Member)
MIT, Sloan School of Management, Cambridge, MA
(Title: When Commitment Matters: Essays on Social Evaluation and Its Outcomes) (2016)
Jenna You Jin Song (Dissertation Committee Member)
Columbia University, Columbia School of Business, New York, NY
(Title: Overcoming Risks of High Status) (TBD)

Undergraduate Student Supervision (at Carnegie Mellon)

Greg Allen, Honors Thesis, “Private Equity in Frontier Markets: Sub-Saharan Africa” (Spring 2015).

Teaching

2014-15 Carnegie Mellon University, Tepper School of Business
Awards:
Gerald L. Thompson Excellence in Teaching Award (Undergraduate Programs, Tepper School of Business)

Courses:

Summer 2015 Course 45-973: Architecture of Competitive Advantage (MBA)
Fall 2015 Description: This course investigates approaches that firms use to deal with the modern economy, (Avg. Ratings: identifying the types of (often) hidden sources of advantage firms must recognize to thrive in a 4.8/5) modern economy. By using a hands-on case-based approach, this course helps students develop the ability to identify sources of advantage by looking at the unique character and characteristics of firms and how these aspects create (or do not create) advantage. This course is targeted to those interested in careers in strategy – whether it be in the service industries like consulting, investment banking or private equity, or as a functional role in organizations.

Fall 2016-19 Summer 2017-20	<p>Course 45-770: Corporate Strategy (MBA Core, Online-Hybrid MBA Core, Part Time MBA)</p> <p>Description: This course focuses on how firms create, capture, and deliver value in business environments. We focus on analytical frameworks and techniques to evaluate business situations and develop strategies to improve organizations. Specifically, we consider the scope of a firm’s activities, the markets the firm does and does not serve, the resources the firm deploys, and the internal and external factors that determine the firm’s chances of success. Students adopt the perspective of a general manager, at times of a business unit and at others of an entire company, focused on long-term profitability. We also consider the organizational challenges that arise from differences in corporate vs. business unit perspectives. This course is foundational to interested in any business career – whether it be in the service industries like consulting, investment banking or private equity, as a business unit or general manager in a company (perhaps your own), or as a functional role in an organization.</p>
Spring and Fall 2014, 15 Spring 2021, 2022	<p>Course 70-311: Intro to Organizational Behavior (Undergraduate)</p> <p>Description: This course examines the factors that influence individual and group behavior within an organization as well as how organizations interact with each other or with customers in a market. Topics covered include organizational structure, social networks, organizational and national culture, group behavior, decision-making, and organizational or firm strategy.</p>
Fall 2020, 2021 Spring 2021, 2022	<p>Course 70-342: Managing Across Cultures (Undergraduate)</p> <p>Description: This course is designed to deal with two key aspects of multi-national and multi-cultural contexts: 1) how to work and manage people across cultural boundaries within an organization; 2) how to develop and execute on a firm’s international strategy. It provides an intellectual framework for understanding other cultures (and eventually one’s own), as well as detailed studies of particular countries. It discusses how culture defines organizations, contracts, personal relationships, attitudes toward authority, time and space, ethics, wealth, and subcultures, and how these factors affect business. Deliverables include group presentations and papers on cultural analysis and multinational organizational strategy.</p>
Fall 2021	<p>Course 70-437: Strategic Management and Innovation (Undergraduate)</p> <p>Description: This course focuses on how firms create, capture, and deliver value in business environments. We focus on analytical frameworks and techniques to evaluate business situations and develop strategies to improve organizations. Specifically, we consider the scope of a firm’s activities, the markets the firm does and does not serve, the resources the firm deploys, and the internal and external factors that determine the firm’s chances of success. Students adopt the perspective of a general manager, at times of a business unit and at others of an entire company, focused on long-term profitability. We also consider the organizational challenges that arise from differences in corporate vs. business unit perspectives. This course is foundational to interested in any business career – whether it be in the service industries like consulting, investment banking or private equity, as a business unit or general manager in a company (perhaps your own), or as a functional role in an organization.</p>
Fall 2015, 16, 17, 19	<p>Course 47-892: Seminar in Organization Theory—Macro (PhD)</p> <p>Description: The seminar has three interlocking aims. Students who take the seminar should: (a) gain a greater appreciation for the intellectual foundation that supports the application of sociological concepts and frameworks to the study of markets, and competitive behavior and outcomes; (b) develop critical skills for the evaluation of cutting-edge work in this research community; (c) and be better prepared to join this community if they so desire. In sum, the class is about cultivating a <i>taste</i> for research in this community, which involves appreciating why</p>

researchers are doing what they are doing, distinguishing good from bad work, and applying those lessons to one's own research (which should also be applicable to other areas of social science).

Fall 2014,
2018

Course 47-891: Special Topics in Organizational Behavior: Sociology of Strategy (PhD)
Description: The seminar has three interlocking aims. Students who take the seminar should: (a) gain a greater appreciation for the intellectual foundation that supports the application of sociological concepts and frameworks to the study of markets, and competitive behavior and outcomes; (b) develop critical skills for the evaluation of cutting-edge work in this research community; (c) and be better prepared to join this community if they so desire. In sum, the class is about cultivating a *taste* for research in this community, which involves appreciating why researchers are doing what they are doing, distinguishing good from bad work, and applying those lessons to one's own research (which should also be applicable to other areas of social science).

Spring 2017,
2019, 2021

Course 47-948: Writing Persuasive Arguments for the Behavioral Sciences (PhD)
Description: Through this course, students will discuss and learn about the various aspects of writing research papers for the behavioral sciences. Students often get considerable training on designing empirical strategies and producing and describing results. This course focuses on the various other aspects of writing as an academic. These include the "front end" of a paper, writing reviews, and responding to reviewers' comments. To that end, we will discuss different strategies to frame, develop and execute an argument to motivate various types of empirical designs and methods. We will also discuss the process of submitting to journals, writing reviews and responding to reviewer letters.