

## 1.3 - Moral Hazard, Extension: Continuous Effort, CARA, Linear Contracts

David Reinstein

29 Jan 2008

# Model: simplified version of Holstrom-Milgrom (1987)

- This is both more general (continuous variables) and more specific (parametrized) than our previous models.

# Model: simplified version of Holstrom-Milgrom (1987)

- This is both more general (continuous variables) and more specific (parametrized) than our previous models.
- Effort is now a continuous variable

# Model: simplified version of Holstrom-Milgrom (1987)

- This is both more general (continuous variables) and more specific (parametrized) than our previous models.
- Effort is now a continuous variable
- Output a continuous (linear) function of effort, chance

# Model: simplified version of Holstrom-Milgrom (1987)

- This is both more general (continuous variables) and more specific (parametrized) than our previous models.
- Effort is now a continuous variable
- Output a continuous (linear) function of effort, chance
- Parametrized (normal) distribution of chance term

# Model: simplified version of Holstrom-Milgrom (1987)

- This is both more general (continuous variables) and more specific (parametrized) than our previous models.
- Effort is now a continuous variable
- Output a continuous (linear) function of effort, chance
- Parametrized (normal) distribution of chance term
- Worker's utility function parametrized: "Negative exponential, with Constant Absolute Risk Aversion (CARA)"

# Model: simplified version of Holstrom-Milgrom (1987)

- This is both more general (continuous variables) and more specific (parametrized) than our previous models.
- Effort is now a continuous variable
- Output a continuous (linear) function of effort, chance
- Parametrized (normal) distribution of chance term
- Worker's utility function parametrized: "Negative exponential, with Constant Absolute Risk Aversion (CARA)"
  - Not separable in income and effort

# Model: simplified version of Holstrom-Milgrom (1987)

- This is both more general (continuous variables) and more specific (parametrized) than our previous models.
- Effort is now a continuous variable
- Output a continuous (linear) function of effort, chance
- Parametrized (normal) distribution of chance term
- Worker's utility function parametrized: "Negative exponential, with Constant Absolute Risk Aversion (CARA)"
  - Not separable in income and effort
  - No "wealth effects" – incentives, required risk-premium the same no matter the agent's average wealth level.

# Model: simplified version of Holstrom-Milgrom (1987)

- This is both more general (continuous variables) and more specific (parametrized) than our previous models.
- Effort is now a continuous variable
- Output a continuous (linear) function of effort, chance
- Parametrized (normal) distribution of chance term
- Worker's utility function parametrized: "Negative exponential, with Constant Absolute Risk Aversion (CARA)"
  - Not separable in income and effort
  - No "wealth effects" – incentives, required risk-premium the same no matter the agent's average wealth level.
    - This will allow  $P$  to 'play with' the average pay (PC) and the incentives (IC) independently

# Model: simplified version of Holstrom-Milgrom (1987)

- This is both more general (continuous variables) and more specific (parametrized) than our previous models.
- Effort is now a continuous variable
- Output a continuous (linear) function of effort, chance
- Parametrized (normal) distribution of chance term
- Worker's utility function parametrized: "Negative exponential, with Constant Absolute Risk Aversion (CARA)"
  - Not separable in income and effort
  - No "wealth effects" – incentives, required risk-premium the same no matter the agent's average wealth level.
    - This will allow  $P$  to 'play with' the average pay (PC) and the incentives (IC) independently
- Cost of effort parametrized, nonlinear (increase at an increasing rate)

# Model: simplified version of Holstrom-Milgrom (1987)

- This is both more general (continuous variables) and more specific (parametrized) than our previous models.
- Effort is now a continuous variable
- Output a continuous (linear) function of effort, chance
- Parametrized (normal) distribution of chance term
- Worker's utility function parametrized: "Negative exponential, with Constant Absolute Risk Aversion (CARA)"
  - Not separable in income and effort
  - No "wealth effects" – incentives, required risk-premium the same no matter the agent's average wealth level.
    - This will allow  $P$  to 'play with' the average pay (PC) and the incentives (IC) independently
- Cost of effort parametrized, nonlinear (increase at an increasing rate)
- This model is not in L&M (they don't have both effort and output continuous)!

## Non-discrete effort, nonlinear cost of effort:

$$e \in R^+$$
$$\psi(e) = \frac{ce^2}{2}$$

**Non-discrete effort, nonlinear cost of effort:**

$$e \in R^+$$
$$\psi(e) = \frac{ce^2}{2}$$

**Negative Exponential, Constant Absolute Risk Aversion (CARA) utility:**

$$u(t, e) = -\exp[-r(t - \psi(e))]$$

$$y = \alpha + e + \varepsilon$$

$$\varepsilon \sim N(0, \sigma^2)$$

Assume principal (firm) is risk neutral, so he will max  $E(y - t)$

$$y = \alpha + e + \varepsilon$$

$$\varepsilon \sim N(0, \sigma^2)$$

Assume principal (firm) is risk neutral, so he will max  $E(y - t)$

# Risk premia and CARA

A 'risk premium' (say  $\rho$ ) to a lottery is defined as the minimum amount someone has to be paid (in addition) to induce them to accept a lottery (say,  $\tilde{X}$ ) rather than the expected value of that lottery (i.e., to make them neutral between the two)

# Risk premia and CARA

A 'risk premium' (say  $\rho$ ) to a lottery is defined as the minimum amount someone has to be paid (in addition) to induce them to accept a lottery (say,  $\tilde{x}$ ) rather than the expected value of that lottery (i.e., to make them neutral between the two)

$$E(u(\tilde{x})) = u(E(\tilde{x}) - \rho)$$

# Risk premia and CARA

A 'risk premium' (say  $\rho$ ) to a lottery is defined as the minimum amount someone has to be paid (in addition) to induce them to accept a lottery (say,  $\tilde{x}$ ) rather than the expected value of that lottery (i.e., to make them neutral between the two)

$$E(u(\tilde{x})) = u(E(\tilde{x}) - \rho)$$

We are assuming a worker has a Constant Absolute Risk Aversion (CARA) utility with a risk aversion parameter  $r$

# Risk premia and CARA

A 'risk premium' (say  $\rho$ ) to a lottery is defined as the minimum amount someone has to be paid (in addition) to induce them to accept a lottery (say,  $\tilde{x}$ ) rather than the expected value of that lottery (i.e., to make them neutral between the two)

$$E(u(\tilde{x})) = u(E(\tilde{x}) - \rho)$$

We are assuming a worker has a Constant Absolute Risk Aversion (CARA) utility with a risk aversion parameter  $r$  [board]

# Risk premia and CARA

A 'risk premium' (say  $\rho$ ) to a lottery is defined as the minimum amount someone has to be paid (in addition) to induce them to accept a lottery (say,  $\tilde{x}$ ) rather than the expected value of that lottery (i.e., to make them neutral between the two)

$$E(u(\tilde{x})) = u(E(\tilde{x}) - \rho)$$

We are assuming a worker has a Constant Absolute Risk Aversion (CARA) utility with a risk aversion parameter  $r$  [board]

$$u(t, e) = -\exp[-rX]$$

$$\text{where } X = t - \psi(e)$$

# Risk premia and CARA

A 'risk premium' (say  $\rho$ ) to a lottery is defined as the minimum amount someone has to be paid (in addition) to induce them to accept a lottery (say,  $\tilde{x}$ ) rather than the expected value of that lottery (i.e., to make them neutral between the two)

$$E(u(\tilde{x})) = u(E(\tilde{x}) - \rho)$$

We are assuming a worker has a Constant Absolute Risk Aversion (CARA) utility with a risk aversion parameter  $r$  [board]

$$u(t, e) = -\exp[-rX]$$

$$\text{where } X = t - \psi(e)$$

Imagine she faced a 'lottery'  $\tilde{x}$  with a probability  $\pi$  of winning wealth  $a$  and a probability  $1 - \pi$  of winning wealth  $b$ .

# Risk premia and CARA

A 'risk premium' (say  $\rho$ ) to a lottery is defined as the minimum amount someone has to be paid (in addition) to induce them to accept a lottery (say,  $\tilde{x}$ ) rather than the expected value of that lottery (i.e., to make them neutral between the two)

$$E(u(\tilde{x})) = u(E(\tilde{x}) - \rho)$$

We are assuming a worker has a Constant Absolute Risk Aversion (CARA) utility with a risk aversion parameter  $r$  [board]

$$u(t, e) = -\exp[-rX]$$

$$\text{where } X = t - \psi(e)$$

Imagine she faced a 'lottery'  $\tilde{x}$  with a probability  $\pi$  of winning wealth  $a$  and a probability  $1 - \pi$  of winning wealth  $b$ .

# Risk premia and CARA

A 'risk premium' (say  $\rho$ ) to a lottery is defined as the minimum amount someone has to be paid (in addition) to induce them to accept a lottery (say,  $\tilde{x}$ ) rather than the expected value of that lottery (i.e., to make them neutral between the two)

$$E(u(\tilde{x})) = u(E(\tilde{x}) - \rho)$$

We are assuming a worker has a Constant Absolute Risk Aversion (CARA) utility with a risk aversion parameter  $r$  [board]

$$u(t, e) = -\exp[-rX]$$

$$\text{where } X = t - \psi(e)$$

Imagine she faced a 'lottery'  $\tilde{x}$  with a probability  $\pi$  of winning wealth  $a$  and a probability  $1 - \pi$  of winning wealth  $b$ .

She would be neutral between this lottery and a "certainty equivalent" fixed payment of:

$$CE(\tilde{x}) = \pi a + (1 - \pi)b - \rho(\pi, a - b) = E(\tilde{x}) - \rho(\pi, a - b)$$

Where the function  $\rho(\pi, a - b)$  is a risk premium.

$\Delta A = a - b$  (the difference in outcomes... L&M use "x")

$\Delta A = a - b$  (the difference in outcomes... L&M use "x")

Given she has the CARA utility function (in wealth  $x$ )  $u(x) = -\exp(-rx)$  we can show that this risk premium is:

$$\rho(\pi, \Delta A) = \frac{1}{r} \ln[\pi \exp((-r(1-\pi)\Delta A)) + (1 - \pi) \exp(r\pi\Delta A)]$$

$\Delta A = a - b$  (the difference in outcomes... L&M use “x”)

Given she has the CARA utility function (in wealth  $x$ )  $u(x) = -\exp(-rx)$  we can show that this risk premium is:

$$\rho(\pi, \Delta A) = \frac{1}{r} \ln[\pi \exp((-r(1-\pi)\Delta A)) + (1 - \pi) \exp(r\pi\Delta A)]$$

This is pretty messy, but we can see (with CARA):

- 1 The risk premium is not a function of *levels* of outcomes (or ‘wealth’), only of the *difference* in the outcomes ( $\Delta A$ ) and the *probabilities* of each outcome (defined by  $\pi$ ). [Discuss]

$\Delta A = a - b$  (the difference in outcomes... L&M use “x”)

Given she has the CARA utility function (in wealth  $x$ )  $u(x) = -\exp(-rx)$  we can show that this risk premium is:

$$\rho(\pi, \Delta A) = \frac{1}{r} \ln[\pi \exp((-r(1-\pi)\Delta A)) + (1 - \pi) \exp(r\pi\Delta A)]$$

This is pretty messy, but we can see (with CARA):

- 1 The risk premium is not a function of *levels* of outcomes (or ‘wealth’), only of the *difference* in the outcomes ( $\Delta A$ ) and the *probabilities* of each outcome (defined by  $\pi$ ). [Discuss]
- 2  $\rho(\pi, \Delta A)$  is increasing in  $\Delta A$  for all  $\Delta A > 0$ . (See derivation in 2 slides)

---

<sup>1</sup>Discuss: How to derive this. Requires integration.

Imagine the payment  $\tilde{z}$  is normally distributed around its expected value  $E(\tilde{z})$ , with variance  $\sigma_z^2$ .

---

<sup>1</sup>Discuss: How to derive this. Requires integration.

Imagine the payment  $\tilde{z}$  is normally distributed around its expected value  $E(\tilde{z})$ , with variance  $\sigma_z^2$ .

It turns out that in such a case, the risk premium under CARA (with risk aversion parameter  $r$ ) [Board]:

$$\rho(\tilde{z}) = \frac{r\sigma_z^2}{2}$$

$$\text{i.e., } CE(\tilde{z}) = E(\tilde{z}) - \frac{r\sigma_z^2}{2}$$

Imagine the payment  $\tilde{z}$  is normally distributed around its expected value  $E(\tilde{z})$ , with variance  $\sigma_z^2$ .

It turns out that in such a case, the risk premium under CARA (with risk aversion parameter  $r$ ) [Board]:

$$\rho(\tilde{z}) = \frac{r\sigma_z^2}{2}$$

i.e.,  $CE(\tilde{z}) = E(\tilde{z}) - \frac{r\sigma_z^2}{2}$

1

---

<sup>1</sup>Discuss: How to derive this. Requires integration.

Showing  $\rho$  is increasing in  $\Delta A$  for all  $\Delta A \geq 0, r > 0$  using maple:

```
> rho:=(1/r)*ln(pi*exp((-r*(1-pi)*x))+((1-pi)*exp((r*pi*x))));
```

Showing  $\rho$  is increasing in  $\Delta A$  for all  $\Delta A \geq 0, r > 0$  using maple:

```
> rho:=(1/r)*ln(pi*exp((-r*(1-pi)*x))+((1-pi)*exp((r*pi*x))));
```

```
> drho:=(diff(rho,x));
```

Showing  $\rho$  is increasing in  $\Delta A$  for all  $\Delta A \geq 0, r > 0$  using maple:

```
> rho:=(1/r)*ln(pi*exp((-r*(1-pi)*x))+((1-pi)*exp((r*pi*x))));
```

```
> drho:=(diff(rho,x));
```

```
assume(pi>0); assume(pi<1); assume(r>0); assume(x>0);
```

Showing  $\rho$  is increasing in  $\Delta A$  for all  $\Delta A \geq 0, r > 0$  using maple:

```
> rho:=(1/r)*ln(pi*exp((-r*(1-pi)*x))+((1-pi)*exp((r*pi*x))));
```

```
> drho:=(diff(rho,x));
```

```
assume(pi>0); assume(pi<1); assume(r>0); assume(x>0);
```

```
> sign(drho); 1
```

Suppose principal offers linear contract: [BOARD]

$$t = \beta_0 + \beta y$$

Suppose principal offers linear contract: [BOARD]

$$t = \beta_0 + \beta y$$

If worker accepts the contract, will choose  $e$  to maximize:

$$\begin{aligned} E(u(e)) &= - \int_{-\infty}^{\infty} \exp[-r(t(y(e,\varepsilon)) - \psi(e))] f(\varepsilon) d\varepsilon \\ &= - \int_{-\infty}^{\infty} \exp\left\{-r\left[\beta_0 + \beta(\alpha + e + \varepsilon) - \frac{ce^2}{2}\right]\right\} f(\varepsilon) d\varepsilon \end{aligned}$$

where  $f(\varepsilon)$  is the pdf for the normal distribution

Suppose principal offers linear contract: [BOARD]

$$t = \beta_0 + \beta y$$

If worker accepts the contract, will choose  $e$  to maximize:

$$\begin{aligned} E(u(e)) &= - \int_{-\infty}^{\infty} \exp[-r(t(y(e,\varepsilon)) - \psi(e))] f(\varepsilon) d\varepsilon \\ &= - \int_{-\infty}^{\infty} \exp\left\{-r\left[\beta_0 + \beta(\alpha + e + \varepsilon) - \frac{ce^2}{2}\right]\right\} f(\varepsilon) d\varepsilon \end{aligned}$$

where  $f(\varepsilon)$  is the pdf for the normal distribution

This is a concave function, so a FOC is sufficient :

$$\frac{\partial}{\partial e} \int_{-\infty}^{\infty} \exp\left\{-r\left[\beta_0 + \beta(\alpha + e + \varepsilon) - \frac{ce^2}{2}\right]\right\} f(\varepsilon) d\varepsilon = 0 \implies$$

$$\int_{-\infty}^{\infty} \frac{\partial}{\partial e} \exp\left\{-r\left[\beta_0 + \beta(\alpha + e + \varepsilon) - \frac{ce^2}{2}\right]\right\} f(\varepsilon) d\varepsilon = 0 \implies$$

$$-r(\beta - ce) \int_{-\infty}^{\infty} \exp\left\{-r\left(\beta_0 + \beta(\alpha + e + \varepsilon) - \frac{1}{2}ce^2\right)\right\} f(\varepsilon) d\varepsilon = 0$$

This is a concave function, so a FOC is sufficient :

$$\begin{aligned}\frac{\partial}{\partial e} \int_{-\infty}^{\infty} \exp\left\{-r\left[\beta_0 + \beta(\alpha + e + \varepsilon) - \frac{ce^2}{2}\right]\right\} f(\varepsilon) d\varepsilon &= 0 \implies \\ \int_{-\infty}^{\infty} \frac{\partial}{\partial e} \exp\left\{-r\left[\beta_0 + \beta(\alpha + e + \varepsilon) - \frac{ce^2}{2}\right]\right\} f(\varepsilon) d\varepsilon &= 0 \implies \\ -r(\beta - ce) \int_{-\infty}^{\infty} \exp\left\{-r\left(\beta_0 + \beta(\alpha + e + \varepsilon) - \frac{1}{2}ce^2\right)\right\} f(\varepsilon) d\varepsilon &= 0\end{aligned}$$

Note the term inside the integral is positive for any  $e$ . Thus, we must set

$$e^* = \frac{\beta}{c}$$

for the FOC to hold.

# Case 1: $e$ observable

What is the principal's optimal contract?

## Case 1: $e$ observable

What is the principal's optimal contract? When effort is observed  $P$  can simply maximize the total surplus (in expectation) and pay  $A$  enough to compensate her for her effort: [Discuss why this is optimal]

$$S = \alpha + e + \varepsilon - \frac{ce^2}{2}$$

## Case 1: $e$ observable

What is the principal's optimal contract? When effort is observed  $P$  can simply maximize the total surplus (in expectation) and pay  $A$  enough to compensate her for her effort: [Discuss why this is optimal]

$$S = \alpha + e + \varepsilon - \frac{ce^2}{2}$$

$P$ 's problem (simple maximization):

$$\max_e [E(S)] \implies e^* = \frac{1}{c}$$

$$u(t^*, e^*) = -\exp[-r\{t^* - \psi(e^*)\}] = \bar{u} = u(\bar{t})$$

where  $\bar{t}$  is her reservation wage at 0 effort

$$u(t^*, e^*) = -\exp[-r\{t^* - \psi(e^*)\}] = \bar{u} = u(\bar{t})$$

where  $\bar{t}$  is her reservation wage at 0 effort

$$\implies -\exp[-r\{t^* - \psi(e^*)\}] = -\exp[-r\{\bar{t}\}]$$

$$\implies t^* = \bar{t} + \psi(e^*) \text{ or } t^* = \psi(e^*) \text{ if we set } \bar{t} = 0$$

$$\implies E(S) = \alpha + \frac{1}{c} - \frac{1}{2c} = \alpha + \frac{1}{2c}$$

and  $E(y) = \alpha + \frac{1}{c}$

$$u(t^*, e^*) = -\exp[-r\{t^* - \psi(e^*)\}] = \bar{u} = u(\bar{t})$$

where  $\bar{t}$  is her reservation wage at 0 effort

$$\implies -\exp[-r\{t^* - \psi(e^*)\}] = -\exp[-r\{\bar{t}\}]$$

$$\implies t^* = \bar{t} + \psi(e^*) \text{ or } t^* = \psi(e^*) \text{ if we set } \bar{t} = 0$$

$$\implies E(S) = \alpha + \frac{1}{c} - \frac{1}{2c} = \alpha + \frac{1}{2c}$$

$$\text{and } E(y) = \alpha + \frac{1}{c}$$

## Case 2: $e$ unobservable

### **Participation constraint:**

Certainty equivalent of contract (when  $e = e^*$ ) must be at least  $\bar{t}$

## Case 2: $e$ unobservable

### Participation constraint:

Certainty equivalent of contract (when  $e = e^*$ ) must be at least  $\bar{t}$

Net income (net of effort cost) of agent under contract is random “ $z$ ”

$$z = \beta_0 + \beta(\alpha + e + \varepsilon) - \frac{ce^2}{2}$$

## Case 2: $e$ unobservable

### Participation constraint:

Certainty equivalent of contract (when  $e = e^*$ ) must be at least  $\bar{t}$

Net income (net of effort cost) of agent under contract is random “ $z$ ”

$$z = \beta_0 + \beta(\alpha + e + \varepsilon) - \frac{ce^2}{2}$$

Note that since  $z$  is a linear (affine) function of a normally distributed error term, it is itself normally distributed.

## Case 2: $e$ unobservable

### Participation constraint:

Certainty equivalent of contract (when  $e = e^*$ ) must be at least  $\bar{t}$

Net income (net of effort cost) of agent under contract is random “ $z$ ”

$$z = \beta_0 + \beta(\alpha + e + \varepsilon) - \frac{ce^2}{2}$$

Note that since  $z$  is a linear (affine) function of a normally distributed error term, it is itself normally distributed.

Under CARA we have:

$$\begin{aligned} CE(z) &= E(z) - r\sigma_z^2 \\ &= \left[ \beta_0 + \beta(\alpha + e) - \frac{ce^2}{2} \right] - \frac{r\beta^2\sigma^2}{2} \end{aligned}$$

## Case 2: $e$ unobservable

### Participation constraint:

Certainty equivalent of contract (when  $e = e^*$ ) must be at least  $\bar{t}$

Net income (net of effort cost) of agent under contract is random “ $z$ ”

$$z = \beta_0 + \beta(\alpha + e + \varepsilon) - \frac{ce^2}{2}$$

Note that since  $z$  is a linear (affine) function of a normally distributed error term, it is itself normally distributed.

Under CARA we have:

$$\begin{aligned} CE(z) &= E(z) - r\sigma_z^2 \\ &= \left[ \beta_0 + \beta(\alpha + e) - \frac{ce^2}{2} \right] - \frac{r\beta^2\sigma^2}{2} \end{aligned}$$

Thus we have the Participation Constraint (if we want \*some\* effort  $\bar{e}$ ): [Board]

$$[\beta_0 + \beta(\alpha + \bar{e}) - \frac{c\bar{e}^2}{2}] - \frac{r\beta^2\sigma^2}{2} \geq \bar{t}$$

Thus we have the Participation Constraint (if we want \*some\* effort  $\bar{e}$ ): [Board]

$$[\beta_0 + \beta(\alpha + \bar{e}) - \frac{c\bar{e}^2}{2}] - \frac{r\beta^2\sigma^2}{2} \geq \bar{t}$$

And the Incentive Compatibility constraint: [Discuss general constraint, board]

$$[\beta_0 + \beta(\alpha + \bar{e}) - \frac{c\bar{e}^2}{2}] - \frac{r\beta^2\sigma^2}{2} \geq$$

$$[\beta_0 + \beta(\alpha + e) - \frac{ce^2}{2}] - \frac{r\beta^2\sigma^2}{2} \dots$$

... $\forall e \neq \bar{e} \Rightarrow$

$$\bar{e} \in \arg \max_e [\beta_0 + \beta(\alpha + e) - \frac{ce^2}{2}] - \frac{r\beta^2\sigma^2}{2}$$

Thus we have the Participation Constraint (if we want \*some\* effort  $\bar{e}$ ): [Board]

$$[\beta_0 + \beta(\alpha + \bar{e}) - \frac{c\bar{e}^2}{2}] - \frac{r\beta^2\sigma^2}{2} \geq \bar{t}$$

And the Incentive Compatibility constraint: [Discuss general constraint, board]

$$[\beta_0 + \beta(\alpha + \bar{e}) - \frac{c\bar{e}^2}{2}] - \frac{r\beta^2\sigma^2}{2} \geq$$

$$[\beta_0 + \beta(\alpha + e) - \frac{ce^2}{2}] - \frac{r\beta^2\sigma^2}{2} \dots$$

... $\forall e \neq \bar{e} \Rightarrow$

$$\bar{e} \in \arg \max_e [\beta_0 + \beta(\alpha + e) - \frac{ce^2}{2}] - \frac{r\beta^2\sigma^2}{2}$$

Using arguments as before, we can show that each of these constraints must bind.

Noting this function is concave, to meet the IC constraint we require the FOC:

$$\frac{\partial}{\partial e} \left( \beta_0 + \beta(\alpha + \bar{e}) - \frac{c\bar{e}^2}{2} \right) - \frac{r\beta^2\sigma^2}{2} = 0$$
$$\implies \beta = c\bar{e}$$

Note, to get  $e = e^*$  we would need  $\beta = ce^* = c\frac{1}{c} = 1$ . But this might not be the optimal second-best effort (it isn't).

Noting this function is concave, to meet the IC constraint we require the FOC:

$$\frac{\partial}{\partial e}(\beta_0 + \beta(\alpha + \bar{e}) - \frac{c\bar{e}^2}{2}) - \frac{r\beta^2\sigma^2}{2} = 0$$
$$\implies \beta = c\bar{e}$$

Noting this function is concave, to meet the IC constraint we require the FOC:

$$\frac{\partial}{\partial e} \left( \beta_0 + \beta(\alpha + \bar{e}) - \frac{c\bar{e}^2}{2} \right) - \frac{r\beta^2\sigma^2}{2} = 0$$
$$\implies \beta = c\bar{e}$$

Note, to get  $e = e^*$  we would need  $\beta = ce^* = c\frac{1}{c} = 1$ . But this might not be the optimal second-best effort (it isn't).

To meet the IC and the PC exactly we require  $\beta = c\bar{e}$  and, (plugging  $\beta = c\bar{e}$  from IC into the PC):

To meet the IC and the PC exactly we require  $\beta = c\bar{e}$  and, (plugging  $\beta = c\bar{e}$  from IC into the PC):

$$\beta_0 + c\bar{e}(\alpha + \bar{e}) - \frac{c\bar{e}^2}{2} - \frac{r(c^2\bar{e}^2)\sigma^2}{2} = \bar{t}$$
$$\Rightarrow \beta_0 = \bar{t} - c\bar{e}(\alpha + \bar{e}) + \frac{c\bar{e}^2}{2} + \frac{r(c^2\bar{e}^2)\sigma^2}{2}$$

To meet the IC and the PC exactly we require  $\beta = c\bar{e}$  and, (plugging  $\beta = c\bar{e}$  from IC into the PC):

$$\beta_0 + c\bar{e}(\alpha + \bar{e}) - \frac{c\bar{e}^2}{2} - \frac{r(c^2\bar{e}^2)\sigma^2}{2} = \bar{t}$$
$$\Rightarrow \beta_0 = \bar{t} - c\bar{e}(\alpha + \bar{e}) + \frac{c\bar{e}^2}{2} + \frac{r(c^2\bar{e}^2)\sigma^2}{2}$$

## P's problem – if he 'goes linear':

$$\begin{aligned} & \max_{e, \beta, \beta_0} E[(\alpha + e + \varepsilon) - \beta_0 - \beta(\alpha + e + \varepsilon)] \\ & = \int_{-\infty}^{\infty} [(\alpha + e + \varepsilon)(1 - \beta) - \beta_0] f(\varepsilon) d\varepsilon \end{aligned}$$

S.t. **IC** and **PC**

## P's problem – if he 'goes linear':

$$\begin{aligned} & \max_{e, \beta, \beta_0} E[(\alpha + e + \varepsilon) - \beta_0 - \beta(\alpha + e + \varepsilon)] \\ & = \int_{-\infty}^{\infty} [(\alpha + e + \varepsilon)(1 - \beta) - \beta_0] f(\varepsilon) d\varepsilon \end{aligned}$$

S.t. **IC** and **PC**

But actually,  $P$  can choose any compensation scheme, mapping from output to payments.

## P's problem – if he 'goes linear':

$$\begin{aligned} & \max_{e, \beta, \beta_0} E[(\alpha + e + \varepsilon) - \beta_0 - \beta(\alpha + e + \varepsilon)] \\ & = \int_{-\infty}^{\infty} [(\alpha + e + \varepsilon)(1 - \beta) - \beta_0] f(\varepsilon) d\varepsilon \end{aligned}$$

S.t. **IC** and **PC**

But actually,  $P$  can choose any compensation scheme, mapping from output to payments.

Holstrom & Milgrom (1987): Linear contracts are optimal anyway!

## P's problem – if he 'goes linear':

$$\begin{aligned} & \max_{e, \beta, \beta_0} E[(\alpha + e + \varepsilon) - \beta_0 - \beta(\alpha + e + \varepsilon)] \\ & = \int_{-\infty}^{\infty} [(\alpha + e + \varepsilon)(1 - \beta) - \beta_0] f(\varepsilon) d\varepsilon \end{aligned}$$

S.t. **IC** and **PC**

But actually,  $P$  can choose any compensation scheme, mapping from output to payments.

Holstrom & Milgrom (1987): Linear contracts are optimal anyway!

We assume IC and PC hold with equality, and thus we plug in the requirements on  $\beta$  and  $\beta_0$  from above. This yields the FOC:

$$\frac{\partial}{\partial e} \int_{-\infty}^{\infty} \left( (\alpha + e + \varepsilon)(1 - ce) - \left( \bar{t} - ce\left(\alpha + \frac{e}{2}(1 - cr\sigma^2)\right) \right) \right) f(\varepsilon) d\varepsilon = 0$$

or the equivalent FOC:

$$0 = \int_{-\infty}^{\infty} \frac{\partial}{\partial \beta} \left( \left( \alpha + \frac{\beta}{c} + \varepsilon \right) (1 - \beta) - \left( \bar{t} - \beta \left( \alpha + \frac{\beta}{2c} (1 - c r \sigma^2) \right) \right) \right) f(\varepsilon) d\varepsilon$$

or the equivalent FOC:

$$\begin{aligned} 0 &= \int_{-\infty}^{\infty} \frac{\partial}{\partial \beta} \left( (\alpha + \frac{\beta}{c} + \varepsilon)(1 - \beta) - \left( \bar{t} - \beta(\alpha + \frac{\beta}{2c}(1 - c\sigma^2)) \right) \right) f(\varepsilon) d\varepsilon \\ &= \int_{-\infty}^{\infty} \left( \frac{1}{c}(1 - \beta) - \varepsilon - \frac{1}{c}\beta - \alpha - \left( \frac{1}{c}(c\sigma^2\beta - \beta) - \alpha \right) \right) f(\varepsilon) d\varepsilon \\ &= \left( \frac{1}{c}(1 - \beta) - \frac{1}{c}\beta - \alpha - \left( \frac{1}{c}(c\sigma^2\beta - \beta) - \alpha \right) \right) = 0 \end{aligned}$$

$$\implies \beta_{SB} = \frac{1}{c\sigma^2 + 1}$$

or the equivalent FOC:

$$\begin{aligned} 0 &= \int_{-\infty}^{\infty} \frac{\partial}{\partial \beta} \left( (\alpha + \frac{\beta}{c} + \varepsilon)(1 - \beta) - \left( \bar{t} - \beta(\alpha + \frac{\beta}{2c}(1 - c\sigma^2)) \right) \right) f(\varepsilon) d\varepsilon \\ &= \int_{-\infty}^{\infty} \left( \frac{1}{c}(1 - \beta) - \varepsilon - \frac{1}{c}\beta - \alpha - \left( \frac{1}{c}(c\sigma^2\beta - \beta) - \alpha \right) \right) f(\varepsilon) d\varepsilon \\ &= \left( \frac{1}{c}(1 - \beta) - \frac{1}{c}\beta - \alpha - \left( \frac{1}{c}(c\sigma^2\beta - \beta) - \alpha \right) \right) = 0 \end{aligned}$$

or the equivalent FOC:

$$\begin{aligned} 0 &= \int_{-\infty}^{\infty} \frac{\partial}{\partial \beta} \left( (\alpha + \frac{\beta}{c} + \varepsilon)(1 - \beta) - \left( \bar{t} - \beta(\alpha + \frac{\beta}{2c}(1 - c\sigma^2)) \right) \right) f(\varepsilon) d\varepsilon \\ &= \int_{-\infty}^{\infty} \left( \frac{1}{c}(1 - \beta) - \varepsilon - \frac{1}{c}\beta - \alpha - \left( \frac{1}{c}(c\sigma^2\beta - \beta) - \alpha \right) \right) f(\varepsilon) d\varepsilon \\ &= \left( \frac{1}{c}(1 - \beta) - \frac{1}{c}\beta - \alpha - \left( \frac{1}{c}(c\sigma^2\beta - \beta) - \alpha \right) \right) = 0 \end{aligned}$$

$$\implies \beta_{SB} = \frac{1}{c\sigma^2 + 1}$$

$$\beta_{SB} = \frac{1}{1 + rc\sigma^2} < 1$$

$$\beta_{SB} = \frac{1}{1 + rc\sigma^2} < 1$$

Remember, to get  $e_{SB} = e^*$  we needed  $\beta = ce^* = c\frac{1}{c} = 1$ .

- So,  $\beta_{SB} < 1$ , implying the optimal second best contract offers less incentive to output than would be necessary for 'technically efficient' output.

$$\beta_{SB} = \frac{1}{1 + rc\sigma^2} < 1$$

Remember, to get  $e_{SB} = e^*$  we needed  $\beta = ce^* = c\frac{1}{c} = 1$ .

- So,  $\beta_{SB} < 1$ , implying the optimal second best contract offers less incentive to output than would be necessary for 'technically efficient' output.
- Output is thus 'distorted downward' because the cost of inducing high effort includes paying a risk premium to  $A$ .

$$\beta_{SB} = \frac{1}{1 + rc\sigma^2} < 1$$

Remember, to get  $e_{SB} = e^*$  we needed  $\beta = ce^* = c\frac{1}{c} = 1$ .

- So,  $\beta_{SB} < 1$ , implying the optimal second best contract offers less incentive to output than would be necessary for 'technically efficient' output.
- Output is thus 'distorted downward' because the cost of inducing high effort includes paying a risk premium to  $A$ .
- I.e., the point where the marginal cost (to  $P$ ) crosses the marginal benefit is lower than with complete information, since costs increase faster.

$$\beta_{SB} = \frac{1}{1 + rc\sigma^2} < 1$$

Remember, to get  $e_{SB} = e^*$  we needed  $\beta = ce^* = c\frac{1}{c} = 1$ .

- So,  $\beta_{SB} < 1$ , implying the optimal second best contract offers less incentive to output than would be necessary for 'technically efficient' output.
- Output is thus 'distorted downward' because the cost of inducing high effort includes paying a risk premium to  $A$ .
- I.e., the point where the marginal cost (to  $P$ ) crosses the marginal benefit is lower than with complete information, since costs increase faster.

$$\beta_{SB} = \frac{1}{1 + rc\sigma^2} < 1$$

Remember, to get  $e_{SB} = e^*$  we needed  $\beta = ce^* = c\frac{1}{c} = 1$ .

- So,  $\beta_{SB} < 1$ , implying the optimal second best contract offers less incentive to output than would be necessary for 'technically efficient' output.
- Output is thus 'distorted downward' because the cost of inducing high effort includes paying a risk premium to  $A$ .
- I.e., the point where the marginal cost (to  $P$ ) crosses the marginal benefit is lower than with complete information, since costs increase faster.

### Note:

- $\beta_{SB}$  decreases in  $r$ : pay is less incentive-driven when  $A$  is more risk-averse

$$\beta_{SB} = \frac{1}{1 + rc\sigma^2} < 1$$

Remember, to get  $e_{SB} = e^*$  we needed  $\beta = ce^* = c\frac{1}{c} = 1$ .

- So,  $\beta_{SB} < 1$ , implying the optimal second best contract offers less incentive to output than would be necessary for 'technically efficient' output.
- Output is thus 'distorted downward' because the cost of inducing high effort includes paying a risk premium to  $A$ .
- I.e., the point where the marginal cost (to  $P$ ) crosses the marginal benefit is lower than with complete information, since costs increase faster.

### Note:

- $\beta_{SB}$  decreases in  $r$ : pay is less incentive-driven when  $A$  is more risk-averse
- $\beta_{SB}$  decreases in  $c$  ... when the cost of effort is higher

$$\beta_{SB} = \frac{1}{1 + rc\sigma^2} < 1$$

Remember, to get  $e_{SB} = e^*$  we needed  $\beta = ce^* = c\frac{1}{c} = 1$ .

- So,  $\beta_{SB} < 1$ , implying the optimal second best contract offers less incentive to output than would be necessary for 'technically efficient' output.
- Output is thus 'distorted downward' because the cost of inducing high effort includes paying a risk premium to  $A$ .
- I.e., the point where the marginal cost (to  $P$ ) crosses the marginal benefit is lower than with complete information, since costs increase faster.

### Note:

- $\beta_{SB}$  decreases in  $r$ : pay is less incentive-driven when  $A$  is more risk-averse
- $\beta_{SB}$  decreases in  $c$  ... when the cost of effort is higher
- $\beta_{SB}$  decreases in  $\sigma^2$  ... when the production process is more uncertain