



## Babson Faculty Research Fund 2008-2009 Annual Report

### 2008-2009 BFRF Members

Candida Brush, Entrepreneurship  
Dhruv Grewal, Marketing, Co-Chair  
James Hoopes, History and Society, Co-Chair  
Gordon Prichett, Mathematics and Science  
Joseph Weintraub, Management  
Susan Chern, Coordinator

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## Overview

### Mission Statement

The Babson Faculty Research Fund's mandate is to encourage and support a variety of thought leadership and research activities, with the following objectives paramount:

- to sustain, enhance, and renew the intellectual vitality of faculty by supporting the building of intellectual capital through meritorious research; and
- to increase the public visibility and academic reputation of the College and its faculty, regionally, nationally, and internationally.

### BFRF 2008-2009 Awards

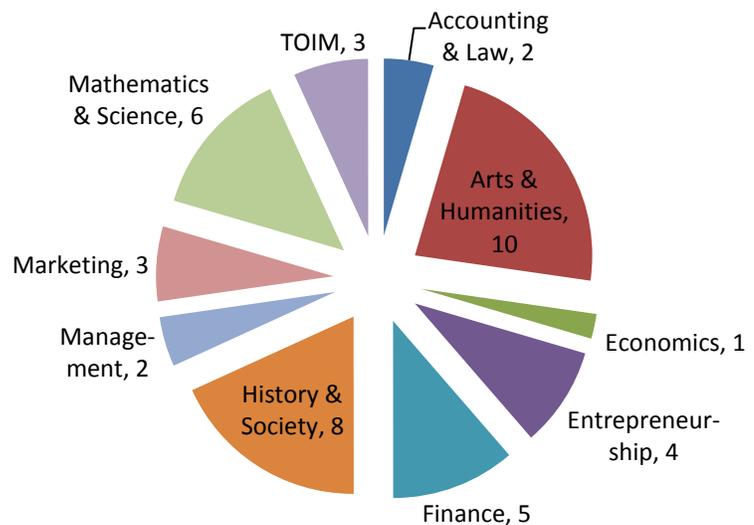
Through a competitive process the BFRF provides financial support and course releases for research projects it deems to have the most promise of fulfilling the BFRF's mission. This year, the BFRF made a total of 44 awards:

- 4 major awards (more than a single release or stipend)
- 17 course releases
- 8 summer stipends
- 1 full proposal for research expenses
- 14 Mini-Grants (awards of less than \$2500)

In total, 22 course releases, 11 summer stipends, and nearly \$30,000 for research expenses were allocated.

The BFRF also reviewed and recommended funding for 6 Center for Women's Leadership and 2 Glavin Center projects.

### Awards by Division



### Other Activities

In addition to making awards, the BFRF sponsored 12 Research 'Chat' programs; reviewed and accepted 26 Final Product research submissions; published 7 newsletters; and enhanced its presence on the Babson [website](#). With the help of the Library staff, the BFRF Working Paper Series is one of the first areas to be populated on Digital Knowledge at Babson, the College's institutional repository.

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# Babson Faculty Research Fund 2008-2009 Awards

## 2009 Summer Stipends

**Sinan Erzurumlu**, TOIM, “Process Development and Survival of Startup Firms”

This project explores the dilemma of whether startups should invest in process development to enhance future profits or conserve cash to reduce the likelihood of bankruptcy.

**Marjorie Feld**, History and Society, “American Jews and Antipartheid: Global Justice and the Activist Tradition in American Jewish Life”

Feld focuses on the experiences of American Jewish antiapartheid activists during the late twentieth century.

**Bradley George**, Entrepreneurship, “Measuring Strategic Decision Comprehensiveness: A Scale Development and Validation Study”

This research develops and validates a scale for measuring decision comprehensiveness in each phase of the decision process that can be used in future research to better understand the antecedents and consequences of comprehensiveness.

**Shari Laprise**, Mathematics & Science, “Analysis of putative chloroplast DNA barcodes for identification and distinction of native and invasive plant species”

This research tests the use of DNA barcodes to differentiate two groups of similar looking native and invasive plant species.

**Kathleen McKone-Sweet**, TOIM, “Supply Chain Innovations: Lessons from Social Entrepreneurs”

This research studies multiple cases of social entrepreneurs and how they modify supply chains to drive social change.

**Mary Pinard**, Arts and Humanities, “Fragile Giants: The Loess Hills, Vanishing Prairie Landscape”

The focus of Pinard’s research and poetry is the ecosystem of North American tallgrass prairie in the Loess Hills of western Iowa.

**Brian Seitz**, Arts and Humanities, “Philosophy and the Double”

This essay introduces the problem of the double by addressing its role and play in philosophy, focusing on two exemplary figures, Plato and Kant, whose metaphysical bifurcations secure philosophical necessity but at the cost of this world.

## 2009-2010 Course Releases

**Abdul Ali**, Marketing, “Product Innovativeness and Market Performance for Entrepreneurial Firms: The Moderating Effect of Environmental Variables”

This empirical research uses survey data to investigate the effect of market, firm and product characteristics on entrepreneurial firms’ choice of product scopes and market performances.

**Jennifer Bethel**, Finance, “Runs on Money Market Funds, Market Fragility, and Private and Public Sector Guarantees”  
During fall 2008, numerous money market funds experienced financial distress as the value of fund assets plummeted, and investors pulled their money. Bethel investigates investor response to private and public sector guarantees.

**Ryan Davies**, Finance, “Intraday portfolio return autocorrelation dynamics”

Using 24-hour intraday-to-intraday portfolio returns based on trade prices at different times of the day, this project studies portfolio return autocorrelation and cross-autocorrelations over the trading day. Results provide evidence of the amount of incorporation of information into stock prices.

**Jon Dietrick**, Arts and Humanities, “New Money” and the Circulating Black Body in August Wilson’s *Joe Turner’s Come and Gone*”

This project investigates the role of money and economic relations in social constructions of race and gender in African American playwright August Wilson’s 1986 play *Joe Turner’s Come and Gone*.

**Yunwei Gai**, Economics, “Entrepreneurship, Black Entrepreneurship, Minority Entrepreneurship, Nascent Entrepreneurship, Financing Options”

This project investigates what causes differences in the rate of entrepreneurial propensity and new business creation between ethnic groups. In particular, we see how different financing types and availability affect start-up decisions and the success of the business.

**Bradley George**, Entrepreneurship, “Consequences of CEO Compensation Structure on Innovation Activity: An Agency and Expectancy Theory View”

This study, using agency theory and expectancy theory to examine the effects of executive compensation structure on strategic decisions relating to innovation, hopes to enhance our understanding of key antecedents to corporate innovation choices as well as the consequences of different compensation schemes.

**Michael Goldstein**, Finance, “Corporate Bond Initial Public Offerings: Liquidity, Price Dispersion, Spreads, and Dealer Inventory”

This study examines dealer behavior and trading activity, including underpricing, price dispersions among customers, and dealer inventory of newly issued bonds, for over 3,000 newly issued corporate bonds.

**Gang Hu**, Finance, “Brokerage Commissions, Institutional Trading, and Information Production around Stock Splits”

Using a large sample of proprietary transaction-level institutional trading data, the study sheds light on why firms split their stocks, and the role played by institutional investors and brokerage houses in stock splits.

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## 2009-2010 Course Releases

**Lori Houghtalen**, Mathematics and Science, “The Impact of Secondary Capacity Markets on Carrier Alliances”

In alliances among cargo carriers, appropriately setting resource prices can facilitate exchanges of capacity that increase alliance profitability. Opportunities exist to buy and sell reserved capacity on partner flights, at the expense of other members of the alliance. This project focuses on identifying characteristics that lead to secondary markets and developing methods for preventing these markets in practice.

**Jeffrey Melnick**, History and Society, “Musical Responses to Katrina”

The goal is to explore key moments and cases that reveal the emergence of music as social practice after the storm, and suggest what scholars can learn from considering musical activity in the light of this national tragedy.

**Erik Noyes**, Entrepreneurship, “Music to Our Ears: New Industry Emergence and the Spawning of New Market Categories in the Popular Music Industry”

Testing resource dependency theory (RDT), the research applies network analysis to the social structure of the popular music industry to see if artists that spawn new market categories have identifiable and reoccurring patterns of influences.

**Salvatore Parise**, TOIM, “The Role of External Networks in the Innovation Process”

The focus of this research is on *external networks*, relationships among companies and non-company individuals, to support wide-ranging business objectives. The purpose is to understand how organizations create, develop, and manage these external networks to drive innovation and performance.

**Ross Petty**, Accounting and Law, “Super Hero® Law: The Commercial Control of Comic Book Culture”

In 1938, Jerry Siegel and Joe Shuster created a fictional character, Superman, that is not only recognized throughout the world, but originated a new genre of fictional characters. This project documents and critiques the ways in which copyright and trademark law have been used by two companies to control use over the entire genre of super hero characters in media and commerce.

**Anne Roggeveen**, Marketing, “How Inventory Levels Can Mitigate the Impact of Distant Store Locations on Prices”

A retailer’s location decision must take into account where its target customers live, as well as the retail space rent cost factors. This research explores if there are ways the retailer can encourage a customer to shop at a distant location without having to reduce the price of the product.

**Joel Shulman**, Entrepreneurship, “Investing in Troubled Times: Bet on Entrepreneurs”

Tough economic conditions favor efficient producers. Entrepreneurs keep their organization costs lean, debt levels manageable and expansion projects within reach. This research explores global data to determine if organizations that emphasize entrepreneurial culture provide superior performance.

**Denise Troxell**, Mathematics and Science, “Optimal frequency assignments of large double-ring wireless communication networks”

Of particular concern in engineering applications is the limited range of frequencies available to be assigned to transmitters in a wireless communication network with a double-ring structure. We propose to add more cases by using recently published results on Hamiltonian graphs with maximum degree 3.

## 2009-2010 Major Awards

**Elizabeth Goldberg**, Arts and Humanities, *Limit Cases: Literature, Economic Development and the Achievement of Global Human Rights*.

Goldberg was awarded a stipend and course release for her book project which has two objectives: to examine the consequences of the split between civil/political and economic/social/cultural rights in the two UN Conventions and to consider the role of economic approaches to literature in the global, postmodern age through the lens of economic rights as human rights.

**Kandice Hauf**, History and Society, “Disciples: Followers of Charismatic Leaders”

Hauf’s project is supported by a stipend and course release. Using materials from Chinese history, cross-cultural examples and theoretical materials from disciplines such as sociology and psychology to analyze such areas as hierarchy, patron-client relationships, and friendship, Hauf will establish the comparative and theoretical framework her book on the disciples of the major Confucian thinker of the Ming dynasty, Wang Yangming (1472-1529).

**Mary O'Donoghue**, Arts and Humanities, *Upper Rooms: Two Fictions*.

O'Donoghue was awarded a stipend and course release for her short story that examines how performers and practitioners in arts and sports experience the demands of their fields and how those same demands influence, and often contort, their personal relationships and engagements with the world.

**Janice Yellin**, Arts and Humanities, *Necropolises of Kush II.1, 2: The Western Royal Cemetery at Meroe*

Yellin was awarded two course releases and funds for research-related expenses for her catalogue project. She will write a glossary of iconographical terms and complete 42 multi-part, individual tomb entries, one for each burial in the Western Royal Cemetery (650 BC – AD 350) that has a decorated chapel and/or decorated funerary objects. This completes the catalogue section of the publication which presents all known information and individual analyses of every decorated tomb and object in the cemetery.

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## Other Funding

The BFRF provides funding for research-related expenses. Fourteen Mini-Grant requests (\$2500 max) were funded this year.

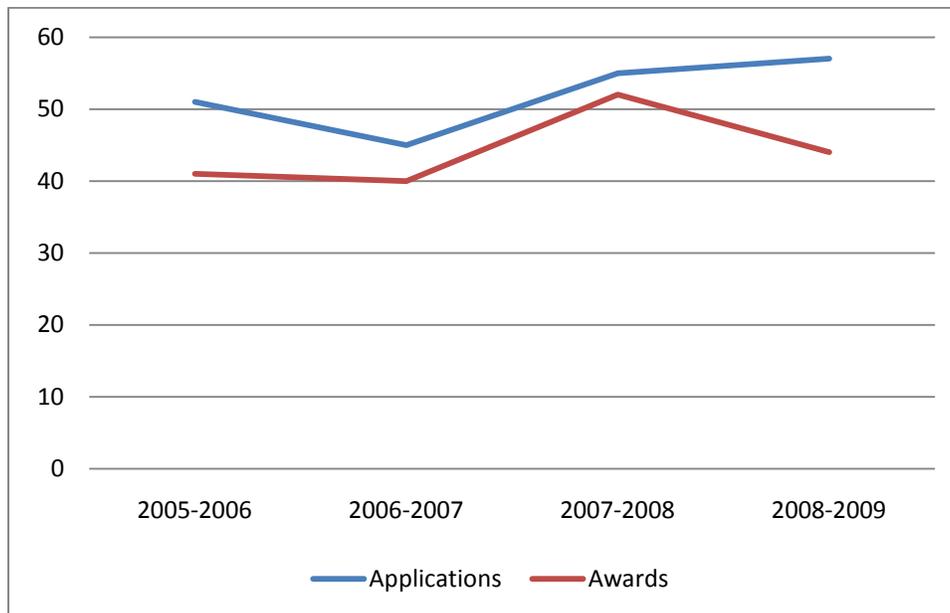
Jennifer Bethel	Finance	Research assistant
Kevin Bruyneel	History and Society	Harvard Library Cards and books
Stephen Deets	History and Society	Travel
Jon Dietrick	Arts and Humanities	Harvard Library Cards
Lori Houghtalen	Mathematics and Science	Research assistant
Nan Langowitz	Management	Software
Shari Laprise	Mathematics and Science	Lab supplies and DNA analysis
Dennis Mathaisel	Mathematics and Science	Travel
Jeffrey Melnick	History and Society	Research assistant and publication permissions
Miguel Rivera	Management	Travel
Anne Roggeveen	Marketing	Research assistant
Janice Yellin	Arts and Humanities	Research assistant

## BFRF Award History

### Awards by Funding Type

	2008-2009		2007-2008		2006-2007		2005-2006	
	Applica-tions	Awards	Applica-tions	Awards	Applica-tions	Awards	Applica-tions	Awards
<b>Major Awards</b>	8	4	6	4	13	7	7	2
<b>Course Releases</b>	18	17	18	17	13	15	17	15
<b>Summer Stipends</b>	16	8	12	10	6	6	14	13
<b>Other full Proposals</b>	1	1	0	2		0	1	1
<b>Mini-Grants</b>	14	14	19	19	13	12	12	10
<b>Total</b>	57	44	55	49	45	40	51	41

### Application/Award Trends



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## BFRF Final Products Accepted

The Babson Faculty Research Fund has accepted twenty-five BFRF and one Board of Research Final Products from the following faculty members who have completed their sponsored research projects.

**Lisa Colletta**, Arts and Humanities, “Intermodern Travel: J.B. Priestley’s English and American Journeys” in *Intermodernism: Literary Culture in Interwar and Wartime Britain*”

After working in the Hollywood studios during the 1930s, writers like J.B. Priestley looked back to England for cultural origins that might resist the modern forces of American capitalism and popular culture. Most, as writers of satires and social comedies, doubted that they would find them, and their comedies often reveal an ambivalence about both American culture and the attempts to reclaim a traditional English one. However, Priestley, who resisted the “astonishing unreality of Hollywood,” felt that post-imperial England might offer a modern national identity able to resist the transnationalism of global capitalism, suggesting an idea of Englishness based on cultural traditions rather than imperial power. This is most evident in his BBC radio broadcasts during the forties that embodied “the voice of the common people,” but his travel narratives: *English Journey* and *Midnight on the Desert*, also reveal his understanding of the globalizing power of American popular culture and how this power will reshape traditional ideas of Englishness.

**Stephen Deets**, History and Society  
“The Institutions and Unfulfilled Vision of the Sami”

This chapter uses the three Sami Parliaments in Scandinavia to examine the problems and prospects of non-territorial autonomy operating both inside states and across state boundaries. Non-territorial autonomy seeks to allow national groups to create their own representative institutions and to exercise power over culture and education, but these bodies often become enmeshed in debates over their competencies and role vis-à-vis other state institutions. Based on extensive interviews, this chapter argues that, despite significant differences in power, the Sami Parliaments of Finland, Sweden, and Norway do exercise considerable control over their culture, but their powers over education and land rights have been limited by the unwillingness of state institutions to expand their competencies. Still, the international networks between the parliaments and with other international institutions illustrate how governance of trans-boundary nations could operate.

**Lisa DiCarlo**, History and Society, “Impressions of *Ebru*”  
This paper analyzes the Turkish public’s reactions to and the Turkish media’s coverage of *Ebru*, an exhibit on Turkey’s ethnic diversity, in an attempt to discover whether the original Republican ideas about ethnicity have been internalized by the general population of Turkey.

**Jon Dietrick**, Arts and Humanities, “Blood Money and Bad Pennies: Monstrous Money in Sidney Kingsley’s *Dead End*”  
The article seeks to enlarge our understanding of American attitudes toward money and capitalism during the Great Depression and during our own era by analyzing an extremely popular but critically neglected play from the 1930s, Sidney Kingsley’s *Dead End*. In keeping with the mode of literary and dramatic naturalism that dominates so much thirties drama, money and economic relations are repeatedly implicated in what

*Dead End* wants to encode as the monstrous deformity of a “natural” order. At the same time however, as a late-Depression play that wants to point a way forward, *Dead End* ultimately cannot find a way to do this that transcends the money economy, and so ultimately attempts to demonstrate a positive result of the very characteristics of money it has critiqued. As a result, *Dead End* identifies money and the increasing commodification of life as both that which traps characters and that which frees them, the fixer and the dissolver of stable identity, a monstrously distorting force and a force for self-making.

**Yunwei Gai**, Economics, “Can Empirical Demand Models Assist in CON Comparative Reviews? A Case Study in Florida”  
Potential adverse effects of Certificate-of-Need (CON) programs for new hospital construction arise out of difficulties in the comparative review process for competing applications. We trace the problems to conflicts in evaluative criteria and other well-known special interest effects. At the same time, however, empirical analysis of revealed preferences using data on patient choices of hospitals can be useful in understanding the relative merits of competing proposals.

We adopt the Willingness-to-Pay (WTP) method that based on conditional logit models of patient choice of hospitals to estimate the additional contribution of a hospital to patients’ utility. Empirical results obtained provide measures of the net benefit of a hospital to the community.

We evaluate the set of competing CON applications in Clay County, Florida in 2005 to illustrate how the WTP method may be constructively incorporated in the review process. We then simulate the welfare effects of the proposed hospitals and predict how prices of hospital care would likely be affected by the choice of applicant. We show that the WTP method has its limitations, however; proposals cannot be uniquely ranked without more information on the efficiency of the proposed facilities and their quality of care.

**Elizabeth Goldberg**, Arts and Humanities, “Of Manifestos and Manifesting: Theorizing and Teaching Literature and Human Rights”

“Of Manifestos and Manifesting” explores interdisciplinary work in literature and human rights, with the specific goal of making visible the theoretical implications of a human rights oriented approach to literary study and pedagogy. This approach to literature has garnered serious attention in the past few years as evidenced by conference gatherings, scholarly production, and course offerings, and it is time that scholars and practitioners begin to theorize what it is we are doing; how and why it matters in the current moment in pedagogical, scholarly, and real-world contexts; as well as the potential pitfalls, challenges, and rewards of this disciplinary marriage. The essay pays particular attention to the seeming inconsistency between postmodernism, which has dominated literary studies for the past three decades, and human rights, conceived as a modernist discourse, and argues for the productive exchange made possible by these theoretical tensions. “

**Elizabeth Goldberg**, Arts and Humanities, “Intimations of What Was to Come: Edwidge Danticat’s *The Farming of Bones* and the Indivisibility of Human Rights”

“Intimations of What Was to Come” situates Edwidge Danticat’s *The Farming of Bones* as a site for exploring converging strains of intellectual and political work in literary studies, human rights, and historiography. The novel’s reception history identifies it in the genre witness literature for its reclamation of memory of the genocide; however, this essay argues that the novel productively expands the boundaries of the genre by bearing witness not only to civil and political rights violations, but also to violations of social, economic, and cultural rights. In so doing, the novel provides insight into the indivisibility of these rights categories, as well as the consequences of their split in international law from one Universal Declaration of Human Rights into two separate Covenants, one of which—the International Covenant on Social, Economic, and Cultural Rights—remains “aspirational,” rather than legitimated in the way of the Covenant on Civil and Political Rights.

The article also examines Danticat’s representations of Haitian history, noting the emphasis in her symbolic structure upon the figure of General Henri Christophe, the third of Haiti’s three “founding fathers.” This emphasis signifies the ambiguous legacy even of Haiti’s triumphant revolution, evoking for readers the long, complex history which produced the world’s first neocolonial nation at the very same moment that its first postcolonial nation was born.

**Michael Goldstein**, Finance, “Purchasing IPOs with commissions: Theoretical predictions and empirical results”  
The prevailing literature suggests that either short-term or long-term investors send commissions to underwriters in return for lucrative IPO allocations. We reconcile these two theories into a single theoretical framework, generate new and unique hypotheses, and, using a proprietary database of institutional trades, find evidence that institutions increase the commissions they send to lead underwriters by about 10% by churning stocks and paying abnormally large commissions. Short-term clients receive lucrative IPO allocations in return for the inflated commissions they send to lead underwriters. As predicted by our model, inflated commissions are inversely related to the concentration of the underwriter’s client base, indicating concern for long-term clients. We estimate that total market-wide abnormal commission payments to be \$2.2 million per IPO, and that an additional \$1 payment of excess commissions to the lead underwriter leads to \$2.76 in investor profits.

**Danna Greenberg and Elaine Landry**, Management, “Does Policy Matter? Organizational Context and Flexible Work Arrangement Negotiations”  
The nine to five and forty hours a week “ideal worker” model of past generations is under persistent attack from workers who are seeking and often demanding new work arrangements that support, balance, and enrich the quality of their experiences within their careers, families, and personal lives. This empirical research employs a social relational perspective and, particularly, a negotiation lens to explore why and how women

elect to adopt these flexible work arrangements; to determine what occurs in the micro-interactions between an employee and her employer; and, to explore the implementation issues and experiences women face as they navigate the ongoing conflict situations inherent in working a flexible schedule. Analysis of original survey research with over 400 women illuminates the relationship between organizational climate and individual negotiation behavior and provides insight into why there is often a disconnect between organizational level policy support and individual level adoption of flexible work arrangements. Analysis of quantitative and qualitative data suggests that the organizational climate influences the entire bargaining experience, as does women’s age and career stage. It further proposes that the informal climate and general work life practices of specific managers—as representative of the general organization—have a greater influence than formal policy.

**Lori Houghtalen**, Mathematics and Science  
“Designing Fair Allocations for Carrier Alliances”

In this work we examine and improve upon a mechanism designed to manage interactions among carriers in an air cargo alliance. Given that the mechanism can determine resource prices that encourage self-optimizing carriers to behave in a manner that is optimal for the alliance, we focus on directing the mechanism toward resource prices that lead to the fair allocation of revenue among alliance members. We explore several possible definitions for fairness, varying from a simple equitable division of benefit to more complicated rules that are based on the economic value a carrier brings to the alliance. The performance of the measures is assessed using a comprehensive set of computational experiments in which the measures are implemented for a variety of simulated three-carrier alliances. We find that striving for equitable division of benefit among members leads to more alliance revenue overall, while fairness measures based on the value of a carrier lead to divisions of benefit that are more fair. We also consider the issue of service level in the context of fairness, and discover that implementing a minimum service level requirement causes little disruption in the ability of the mechanism to achieve a fair allocation of revenue.

**Gang Hu**, Finance, “The Market for Shareholder-Voting Rights Around Mergers and Acquisitions: Evidence from Institutional Daily Trading and Voting”

This paper explores the market for voting rights and shareholder voting around 350 mergers and acquisitions between 1999 and 2005 by examining institutional-investor trading and voting outcomes.

**Bala Iyer and Salvatore Parise**, TOIM,  
“The Role of Technology-Mediated Networks in Knowledge Management” (Abstract unavailable pending publication.)

**Donna Kelley**, Entrepreneurship, “Growth Aspirations as a Function of Entrepreneurial Motivations and Perceptions”  
This research studies the growth-seeking ambitions of entrepreneurs. Drawing on expectancy theory, we develop and test a motivation perspective to determine if the desire to improve one’s life through greater income or independence is associated with an entrepreneur’s aspirations for growth. We also develop an opportunity perspective to test whether characteristics of the opportunity can impact an entrepreneur’s judgment about the growth potential for the venture. We find that growth entrepreneurs are more likely to have higher improvement motivations, and perceive they have more innovative opportunities with few competitors. The implications for theory and literature on entrepreneurial growth lies with our finding that human motivation as well as perceptions about an opportunity can play an important role in expectancy models.

**Julie Levinson**, Arts and Humanities, Introduction to *Top of the World: The American Success Myth in Film*  
*Top of the World: The American Success Myth in Film* is a cultural history of the American idea of success. Although the book focuses on the codification of the success myth in Hollywood movies, its perspective is couched in two centuries of American thought and in a range of disciplinary methodologies. This introductory chapter lays out some of the key frames of reference that will inform the film analyses in the succeeding chapters. It synthesizes the work of historians and theorists of myth in order to establish a scholarly context for the success stories that recur in popular cultural narratives of the twentieth century, focusing particularly on anthropologist Claude Lévi-Strauss’ notion that myths are comprised of layered pairs of seemingly irreconcilable oppositions.

**Dennis Mathaisel**, Mathematics and Science, “Implementing a Lean Enterprise Approach to Achieve Business Excellence”  
In the current global market, it is not enough for an enterprise to just meet the competitive challenge to achieve excellence. Rather, an enterprise (a business unit, corporation, institution, or government agency) must transform itself into a lean enterprise. The transformation should occur using a lean enterprise architecture that is structured on the life cycle of the enterprise, as well as its products, and is phased to include a strategic plan, an acquisition and integration plan, an implementation plan, and change management. This paper presents a lean enterprise architecture to assist any enterprise in its transformation to being lean.

**Jeffrey Melnick**, History and Society  
“The Popular Arts of American Public Housing”  
In this study Melnick considers the ways that the landscape of public housing projects have given rise to some of the most significant American popular music forms of the second half of the twentieth century. Paying attention to both the actual physical geography of housing projects (long blocks, recreation centers, etc.), and the demography of them (intense concentrations of young people of color) he begins to develop a theory of housing projects as particularly rich cultural fields.

**Lydia Moland**, Arts and Humanities, “Aesthetic Reflection: Hegel, Art and the Citizen’s Disposition”  
Although best known for his political philosophy, the philosopher G.W.F. Hegel actually claimed that individuals’ political lives must be supplemented by aesthetic reflection. Art, he suggested, allows the individual to reflect on her role as a citizen subject to objective laws. Hegel claims that literature best facilitates political reflection in the modern world: only in literature can tensions between individual freedom and state control be adequately portrayed. This article connects Hegel’s aesthetic and political theory through analyzing Hegel’s *Aesthetics* and the literature he discusses.

**Mary O’Donoghue**, Arts and Humanities, *Skelper: Four Chapters of a Novel*  
This project involved researching and writing four chapters, plus prologue, of a novel provisionally entitled *Skelper*. The novel is told through the voice of an almost-eighty-year-old Irish former boxer. The completed chapters move backward and forward in time from present-day Paris and L’Hôpital St-Louis to the Irish midlands in the post-WWII period and on into the amateur boxing clubs of 1950s London. The journey is both geographical and retrospective, as the narrator recounts a sequence of events that has brought him to Paris. The completed chapters are later chapters in the novel, to be followed by two or three more.

**Mary Pinard**, Arts and Humanities, “Song Net for an Estuary”  
“Song Net for an Estuary,” is a linked series of fifteen elegiac sonnets on the ecosystem of an estuary: its definition and configuration, as well as its considerable degradation over time through ecological damage and over navigation. As background for these poems, I studied two estuaries in particular: the Thames, for its science and its historical association with the poet John Keats, and a little-known estuary in Grays Harbor, Washington, for its connection to a personal story. Over the course of the summer, I found a suitable form for this project in the sonnet redoublé: a French invention that features fifteen sonnets of any type linked together by the fact that each line of the first sonnet becomes, in its turn, the last line of the following fourteen.

**Mark Potter**, Finance, “Economies of Scale or Agency Concerns? Evidence from Side-By-Side Managed Mutual Funds”  
We examine the phenomenon of multiple equity mutual funds that are managed by the same individual or group. These managers (SBS) represent about one fourth of all equity fund managers, and the funds they control account for nearly one half of all U.S. equity fund assets. Because we can observe their investment allocations, this provides an ideal laboratory to examine agency issues, and we provide empirical evidence on this as well as fund performance and risk-taking activity. We find significant overlap between SBS managers’ portfolios, which has implications for the literature on optimal fund size. While we find no evidence of performance differences, we do find that SBS managed funds exhibit greater risk than their non-SBS counterparts, and also that SBS managers diversify internally by spreading risky positions across the funds they manage, indicating possible significant agency conflicts. SBS funds have lower sales loads and are similar in size to non-SBS funds. Finally, we find that transitioning existing single managers to SBS management is not associated with performance, suggesting SBS mutual fund management is not used to compensate stars.

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**Anne Roggeveen**, Marketing, “The ‘Co-Creation Effect’: The Impact of Using Co-Creation as a Service Recovery Strategy”  
Co-creation enables customers to help shape or personalize the content of their experience. The authors advocate that allowing customers to co-create a resolution to a service failure not only moves customers from passive participants to active collaborators but also may enhance recovery satisfaction and loyalty toward the firm. This enhancement of evaluations as a result of co-creation reflects the “co-creation effect.” This research investigates whether the effect exists and in what conditions. Three studies address the moderating effects of failure severity, perceived valence of collaboration, and clarity of the collaboration on satisfaction with the service recovery. Finally, the authors discuss the implications, limitations, and future research directions.

**Brian Seitz**, Arts and Humanities, “Dasein Lost in Iroquoia”  
My project argues 1) that Heidegger’s descriptions are skewed and extremely limited and 2) that rather than being the product of a phenomenological bracketing, they are the product of a set of culturally-bound metaphysical assumptions. As a methodology, I deploy a comparative phenomenology by offering the Iroquois as a counter-argument or counter-model, showing that formal practices of relating to dead people, which might appear simply to be funerary practices, can be significant sources for the constitution of *specific* configurations of subjectivity. Confronting both the implicit universalism and abstract individualism of Heidegger’s existential phenomenology, alternative cultural formations provide models of the way that death informs the constitution of forms of life enmeshed in community.

**Joel Shulman**, Entrepreneurship, “A Typology of Social Entrepreneurs: Motives, search Processes and Ethical Challenges”

Social entrepreneurship has been the subject of considerable interest in the literature. This stems from its importance in addressing social problems and enriching communities and societies. In this article, we define social entrepreneurship; discuss its contributions to creating social wealth; offer a typology of entrepreneurs' search processes that lead to the discovery of opportunities for creating social ventures; and articulate the major ethical concerns social entrepreneurs might encounter. We conclude by outlining implications for entrepreneurs and advancing an agenda for future research, especially the ethics of social entrepreneurship.

**Denise Troxell**, Mathematics and Science, “On Island Sequences of Labelings with a Condition at Distance Two”

$L(2,1)$ -labelings of graphs model the problem of assigning non-interfering frequencies to transmitters in a communications network so that geographically “close” transmitters are assigned different frequencies and “very close” transmitters are assigned non-consecutive frequencies. For efficiency purposes, one would like to avoid unused frequencies (holes) within the range of frequencies used. Networks may or may not admit  $L(2,1)$ -labelings without holes. In the former case, the focus is on minimizing the range of frequencies used by  $L(2,1)$ -labelings without holes. In the latter case, we look into the relationship between the distribution of holes and the network’s structure.

**Janice Yellin**, Arts and Humanities, “Atlas of Ancient Nubia entries”

Six essays about six major ancient Nubian archaeological sites, dating from Neolithic to Early Christian period are part of a definitive, well-illustrated volume presenting the art, history and archaeology of Nubia (American University in Cairo Press) to the general public. Each essay offers a synthesis of published as well as unpublished data from their excavations in an accessible fashion explaining each site’s importance in ancient Nubian history. These six sites are published only as excavation reports and so the data have not yet been interpreted or developed into a continuous historical narrative. As a result, important information from them has not been fully considered or made generally available.

## BOR Final Product Accepted

**Abdul Ali**, Marketing, “Technical Skills vs. Marketing Skills and New Product Performance for small firms: An empirical test of the Ambidexterity Hypothesis”

The literature on order of market entry suggests that technical skills help a firm to develop pioneering products while marketing skills will be beneficial for incremental innovations. Some research scholars, however, call for a better fit between a firm’s existing base of marketing, technical skills and resources to improve the success rate of its new product development. This study is aimed to reconcile the conflicting recommendation about technical and marketing skills by suggesting that a firm needs to be ambidextrous with both skills in order to improve its chance of new product success. More specifically, this study explores the moderating role of uncertainty and product innovativeness on the relationship between skill ambidexterity and new product performance. Based on the concept of “organizational ambidexterity” researched in the organizational science area, this paper has explicitly developed a construct of skill ambidexterity and empirically observed from a survey of 110 small manufacturing firms in computer related industries that uncertainty moderates the relationship between skill ambidexterity and product development time; whereas product innovativeness moderates the relationship between skill ambidexterity and two different measures of initial market performance. As firms increasingly rely on new product development for competitive advantage, and need a balanced portfolio of new products, managers cannot afford to be too specialized with one set of skill and hope to compensate for over-skill in one area with lack of skill in another. The message is that while “Jack of all trade, master of none” is definitely a bad idea, “master of one” is probably not a good idea either, especially when a firm wants to develop new-to-the world products under conditions of a high level of uncertainty.

## Programs

Throughout the academic year, the BFRF sponsors programs to support its mission. The Research Chats offer a venue for faculty to share their research activities, serve as a forum for the exchange of research ideas, and, in general, promote research within the Babson community. The twelve programs this year featured twenty-one faculty members, four new faculty members, and one administrator.

### Fall 2008

#### **Thursday, September 11**

**Ryan Davies**, Finance, "Fund of Hedge Funds Portfolio Selection: A Multiple-Objective Approach"

**Jeffrey Melnick**, History and Society, "Under construction: America's Cultures of 9/11"

#### **Wednesday, September 24**

**Elizabeth Goldberg**, Arts & Humanities, "Cross-Currents and Convergencies: Emerging Paradigms in African-American Literature"

**Shari Laprise**, Mathematics and Science, "Investigations of the role of RASSF1A in the cell death response in cancer models"

#### **Tuesday, October 7**

**Lisa Colletta**, Arts & Humanities, "Intermodern Travel: J.B. Priestley's English and American Journeys"

**Ross Petty**, Accounting and Law, "Initial Interest Confusion v. Consumer Sovereignty: A Consumer Protection Perspective on Trademark Infringement"

#### **Wednesday, October 22**

##### **Sports/Entertainment Research Group (SERG)**

**Erik Noyes**, Entrepreneurship, and **Salvatore Parise**, TOIM, "New Industry Emergence and the Spawning of New Market Categories in the Popular Music Industry"

**I. Elaine Allen**, **Lori Houghtalen** and **George Reck**, Mathematics and Science, "Fantasy Basketball Schedule Optimization" and "Does How the Run Is Scored Make a Difference?"

#### **Wednesday, October 22**

##### **New Faculty Presentations**

**Ankush Chopra**, Management, "Destructive Innovations"

**Julio DeCastro**, Entrepreneurship, "Family employment and firm performance in small and micro firms: a family embeddedness perspective"

#### **Wednesday, November 5**

##### **New Faculty Presentations**

**Megan Way**, Economics, "How Widespread Is the Potential for 'Operative' Intergenerational Transfers?"

**Sebastian Fixson**, TOIM, "Teaching Innovation Via Product Design and Development (PDD) Courses: An Analysis of Sixteen PDD Courses at Leading U.S. Schools"

### Spring 2009

#### **Tuesday, January 27**

**James Hoopes**, History and Society, "Hail to the CEO: The Failure of George W. Bush and the Cult of Moral Leadership"

**Anne Roggeveen**, Marketing, "The 'Co-Creation Effect': The Impact of Using Co-Creation as a Service Recovery Strategy"

#### **Thursday, February 5**

**Mary Pinard**, Arts and Humanities, "Song Net for an Estuary?"

**Mark Potter**, Finance, "Risk-Taking with Multiple-Mutual-Fund (MMF) Management"

#### **Thursday, February 19**

**Stephen Deets**, History and Society, "The Institutions and Unfulfilled Vision of the Sami"

**Lisa DiCarlo**, Entrepreneurship, "Impressions of *Ebru*"

#### **Wednesday, March 4**

**Abdul Ali**, Marketing, "Technical Skills vs. Marketing Skills and New Product Performance for Small Firms: An Empirical Test of the Ambidexterity Hypothesis"

**Brian Seitz**, Arts and Humanities, "Dasein Lost in Iroquoia"

#### **Wednesday, March 25**

**Philip Dover**, Marketing, "Sustaining Innovation in the Global Corporation: The Role of Managers, Entrepreneurs and Leaders"

**Yunwei Gai**, Economics, "Can Empirical Demand Models Assist in CON Comparative Reviews? A Case Study in Florida"

#### **Tuesday, April 14**

**Matt Reiss**, Organizational Development, HR Qualtrics Survey Software

## Publications

During the academic year, the Babson Faculty Research Fund published seven newsletters. The newsletters keep the Babson community informed about BFRF sponsored projects and initiatives, external funding and publishing opportunities, and the latest research accomplishments of faculty members.

## External Funding

The BFRF works closely with the Office of Corporations, Foundations, and Government Relations (CFGR), within Development and Alumni Relations, to coordinate efforts for external funding. All requests for external funds must be approved by CFGR. Contact [Wendy Silverman](#), Director, CFGR, ext. 5993.

The BFRF Mini-Grant funds may support faculty who are developing and preparing grant proposals for external funding. Grants up to \$1000 each may be allocated to defer proposal preparation expenses such as travel to visit granting agencies, proposal preparation and edits, copying and mailing proposals, and other necessary expenses.

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