

Research and Teaching Innovation @



March/April 2015

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Research and Teaching Innovation
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Babson Faculty Research Fund Committee

I would like to thank the BFRF Committee members who will be stepping down after four years of valuable service: Dhruv Grewal and Kandice Hauf. A special thanks to Kandice who has served as Chair this year and has been an invaluable resource to the BFRF. Also welcome Yasu Yamakawa as a new BFRF Committee member who will be joining returning members Dana Greenberg, Mark Potter, and Brian Seitz. Please join me in thanking these faculty members for their service. We look forward to serving the faculty in providing research funds and supporting the research culture at Babson. Please feel free to contact any committee member or me with any suggestions on how we can better sustain, enhance, and renew the intellectual vitality of faculty by supporting the building of intellectual capital through meritorious research.

By Sandra Castaldini, BFRF Coordinator

Library News

Do you know about our new company resource, Mergent Online?

Mergent Online features detailed US and global company information, including history, based on the former Moody's/Mergent Manuals; detailed financials, with choice of as reported in local currency, and financial ratios; filings; competitors; ownership; equity pricing; news; recent analyst reports, and more. The Horizon module provides details about suppliers, customers, and competitors. **Mergent Online** also includes industry reports and country snapshots. The advanced search allows for screening according to a multitude of criteria. Use this resource as an alternative to Thomson One or Capital IQ. You can access Mergent Online on the [Library Website](#).

Faculty News

Sent by Heidi Neck

I had a moment of pure, unadulterated pride this past Friday when I watched **Susan Duffy** and **Heatherjean MacNeil**, Director and Associate Director of our Center for Women's Entrepreneurial Leadership, present at the USASBE conference (United States Association for Small Business & Entrepreneurship) in Tampa, Florida. They were presenting the [WIN Lab](#) – an accelerator specifically designed for Babson female entrepreneurs of all kinds. After Susan and Heatherjean presented I heard a lot of audience chatter including:

“amazing” “wow” “I've never seen anything like this” “great model”

“Babson is leading the way to get more women practicing entrepreneurship”

[“The relationship between continuous improvement and rapid improvement sustainability”](#) by **Wiljeana Glover**, TOIM, was published in International Journal of Production Research.

Arts and Humanities Professor, **Mary O'Donoghue's** short story "The Rakes of Mallow" was published in the Winter 2014-15 issue of the journal *Kenyon Review*. The story was part of a BFRF-supported (summer 2014) series of stories entitled *The Prefecture*. *Kenyon Review*, founded in 1939, is published at Kenyon College

Economics Professor, **Mahdi Majbouri's** “Female Labor Force Participation in Iran: A Structural Analysis” has been accepted in the Review of Middle East Economics and Finance.

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Research News

2015 Summer Stipends

Lakshmi Balachandra, Entrepreneurship, “Revisiting Investors and Gender Bias: Bias Against The Women of Business or the Business of Women”

Majorie N. Feld, History and Society, “A Straight and Not Very Long Road: American Jews, Apartheid, and the Holocaust. A chapter-length essay in Dr. Gilbert and Dr. Avril Alba, editors, *Holocaust Memory, Race and Racism in the Postwar World*.”

Mary Godwyn, History and Society, “Management Education as the Crucible for Ethical Social Change”

Sandra Graham, Arts and Humanities, “The Popularization of Spirituals”

Mary O’Donoghue, Arts and Humanities, “*Empennage*: Novella and Short Stories”

Anne Roggeveen, Marketing, “Post-choice Changes in Importance Weights of Chosen vs. Non-chosen Alternatives”

G. Shankaranarayanan, TOIM, “Framing Data Quality Research”

Brian Seitz, Arts and Humanities, “Grids of Power: A Phenomenology of Fuel”

Rosa Slegers, Arts and Humanities, “William James and Henri Bergson” (Book chapter in *Understanding James, Understanding Modernism*, the third volume in the Bloomsbury Press *Understanding Modernism* series)

Janice Yellin, Arts and Humanities, “The interplay of Egyptian and Meroitic religion in the Dodecaschoenos (Lower Nubia) during the I century BC – AD IV century.”

2014 – 2015 Course Releases

Matt Allen, Entrepreneurship, “Human Capital, Entrepreneurship and the Business Family”

Nestor Azcona, Economics, “Deviations from Uncovered Interest Parity in a DSGE Model”

S Sinan Erzurumlu, TOIM, “Managing Market Frictions via Cost-Reduction Investment”

Bradley George, Entrepreneurship, “The rise of the B-Corp and its impact on our theories and measures of performance”

Kandice Hauf, History and Society, “The Treatise on Painful Debates by Nie Bao: A Translation and Commentary”

Nathan Karst, Math and Science, “Spiral wave formation in fairy ring fungi”

Laurie Krigman, Finance, “Down Market IPOs: Trash or Treasure”

Toni Lester, Accounting/law, “Are Contract Morals Clauses Being Applied Fairly to Black Male Celebrities?”

Jason Mohaghegh, Arts and Humanities, “*Born Upon the Dark Spear: Selected Poems of Ahmad Shamlu*”

Yusuhiro Yamakawa, Entrepreneurship, “Destruction Of Cognitive Legitimacy and Failure of Industry Emergence”

Share Your ‘Research News’

Send the details of your activities and publications to the BFRF

TIF Committee’s Spring 2015 Awards

Developmental Network Map Exercise

Babson Faculty Author: **Wendy Murphy, Associate Professor of Management**

Final Product: Paper exercise, teaching note, and web-based version of the exercise. The materials are an extension of Wendy’s work, and will be published in the Babson Collection, marketed and sold for use at other learning institutions, with links to Wendy’s website and her book, *Strategic Relationships at Work: Creating your Circle of Mentors, Sponsors and Peers for Success in Business and Life*, ©2014 by Wendy M. Murphy and Kathy E. Kram.

For use in: FME, MBA, MSM, and requirements in Undergraduate and MBA Management courses. This work will also move beyond Babson to reach career and executive educators.

There is no other developmental network exercise currently available in this format, and Wendy’s action planning piece is unique. The web-based version of Wendy’s exercise would add graphic representation to visualize networks, add layers of complexity to the activity, enable analysis of multiple network types along with the holistic picture, and allow for further analysis and discussion.

Finance Class-Packs

Babson Faculty Author: **Mark Potter, Associate Professor of Finance**

Final Product: Video overview, including independent learning exercises with solutions for students, mini-case with teaching note for instructor use in class, assessment vehicle with solution for instructors.

For use in: Undergraduate programs

In the past, finance courses were nearly always one term, and used a book perhaps supplemented or replaced with cases for graduate classes. Students have been customarily evaluated using traditional exams and quizzes, with maybe some exercises and participation points sprinkled in. Today, and more importantly going forward, finance courses and topics are being decoupled. Books are too weighty and expensive and include features paid for by students and not used by instructors. “Courses” vary in length from a few hours (Executive Education, for example) to a full year, and many are on-line, blended, one day or weekend, or intensified during a break period. This has resulted in finance instructors and institutions to be placed in the unenviable position of trying to fit square pegs into these round holes, forcing students to buy more than they need, employ traditional cases in an environment that doesn’t fit well, and work students either too hard (example: four cases to prepare for a Saturday face to face class) or not hard enough, reducing workload expectations or objectives due to the compressed nature of a course.

While innovations in educational materials are helping with these inefficiencies, there is no cohesive set of materials that takes a student from start to finish for finance topics for preparation or coverage, and accomplishes the goal of establishing an inexpensive efficient modality to support finance education. Simultaneously, regulators and accreditation bodies in the US and abroad are becoming more specific and strict about measuring and evaluating learning objectives, contact hours, workload, and assessment.

Finance Class-Packs can be packaged together in any way a student or instructor chooses. They can be assigned as pre-work for Executive Education or electives, or can be employed in for an entire class session or entire core finance course. In sum, Class-Packs maximize flexibility and learning efficiency, while making objectives and content self-contained, transparent and measured.

Technology Tools for Entrepreneurs

Babson Faculty Author: **Barbara DeLoureiro, Adjunct Lecturer, TOIM Division**

Final Product: Teaching simulation tool, teaching materials, exercises and living blog

For use in: Undergraduate and graduate programs, could evolve to be part of Exec Ed and online courses

Entrepreneurial technology tools are generally covered or discussed in courses aligned to a discipline area; however hands-on training across disciplines is uncommon. This cross-discipline simulation would fill the gap that exists in providing students with real skills and experience that they can add to their resumes for use in their job search. It will also provide a forum for integrating the cross-functional nature of technology that exists in many entrepreneurial environments.

Entrepreneurs and start-ups build and grow their businesses in an environment with limited financial resources, and a range of technical abilities in-house depending on the nature of their venture. As such, it is critical that they rely on technology applications that are lean and have low barriers to entry, including a low financial investment and lightweight infrastructure that is flexible, fast to implement, and easy to maintain. Classically, the best of breed technology tools in the industry have been heavy weight enterprise class tools that are costly, take a long time to implement, and require a wealth of resources to maintain. Today’s entrepreneurs don’t want to pay for these high price tools, and their guiding principle is to find and leverage low cost or free business applications that rely on open source technologies and little to no infrastructure.

Considering the local Boston ecosystem for starters, entrepreneurs and founders are leveraging key tools to naturally grow and scale their startups in a lean way. The nature of this project would be to launch research with this community to provide clearer insight on the most predominantly used tools across a variety of business application categories including, but not limited to, Social Media Management, CRM, Digital Commerce, Collaboration, Project Management, Financials, Software Development Tracking, etc. The results of this research would provide us with most widely used tools that we need to train Babson students on so that upon graduation, they have:

- 1) The skills required to launch their own competitive venture within the Boston ecosystem, or,
- 2) The experience and sought after skills that prepare them for being hired into the local ecosystem on their resumes.

Final Products Accepted

Kankana Mukherjee, Economics Division, "Labor Productivity in Indian Manufacturing: A Temporal and Regional Analysis"

A rapid rate of growth in the manufacturing sector is vital to India's future growth strategy. Attaining high labor productivity is central in this process. This paper examines both the temporal and regional trends in labor productivity in the Indian manufacturing sector. A Fisher index is utilized here to decompose labor productivity at the aggregate manufacturing into two effects - 'pure' labor productivity at the disaggregated sectoral level and the structural composition of the manufacturing sector, both over time and across regions. The study examines data from the Annual Survey of Industries, India for the years 1998-99 to 2007-08. The results reveal that labor productivity grew at an annual average rate of 8.4% in the manufacturing sector over the sample period. Most of this increase in productivity came from an increase in pure productivity (annual average of 8.2%) rather than a change in the structure of the manufacturing sector. Comparison across states reveals that some of the large manufacturing states lag in terms of labor productivity.

Janice Yellin, Arts & Humanities, "The Chronology and Attribution of Royal Pyramids at Meroe and Gebel Barkal"

The absence of securely dated texts and monuments has been an obstacle in establishing the sequence and dating of the ancient Sudanese rulers of Meroe (c. 350 BC-AD 350). To compensate, a chronology of rulers has been created by hypothetically associating them with a relative sequence of monuments especially the 41 royal pyramids at Meroe, but they often lack firm dating and clear ownership. This leads to a serious degree of circular reasoning in the creation of Meroe's chronology and history. Investigating degrees of continuity and change in the royal pyramid chapel decorations offers a tool for sequencing pyramids that avoids this common problem of iterative reasoning. Based on a visual analysis of these decorations in combination with data from Reisner's excavations, I will explore plausible solutions to some of the problems in Meroe's relative chronology in order to demonstrate the value of studying the iconography of the pyramid chapel decorations when used in concert with other data as a tool for dating.

Traveling Abroad?

Want to learn a foreign language or refresh your skills?

Whether traveling for research, as an instructor, or for personal pleasure, you can avail yourself of **Mango Languages**, a self-paced online language learning system offering 60+ languages or language variations, from Arabic to Vietnamese, even including Pirate, Cherokee, and Shakespearean English! Or, you can use Mango Languages in your classroom. Mango utilizes its proprietary methodology, engaging interface, and easy, intuitive interactive tools to deliver practical conversational skills and valuable cultural insight. Lessons include strategically placed memory-building exercises to help users remember what they are learning and critical thinking exercises to help them intuitively understand the language and adapt it to similar conversations. In addition, Mango Premiere, available for seven languages, teaches languages through film. The latter is available for Mandarin Chinese, French, German, Italian, Japanese, Spanish, and English for Spanish speakers. You can access **Mango Languages** on the [Library website](#) as well as via mobile apps for Apple, Android, Kindle, and Nook devices. This resource is sponsored by Babson's Office of Diversity and Inclusion.

And while we're on the topic of travel, you can find out about foreign customs, climate, holidays, electrical systems, currencies, transportation, and much more about your destination country by consulting **Global Road Warrior**, also on the [Library website](#). Information is available on 175 countries. Bon voyage!

Welcome

Dear Colleagues,

We are pleased to introduce to you our new BFRF coordinator, Sandra Castaldini. After graduating from Babson College, she was a Senior Auditor at Coopers and Lybrand. Sandra came back to Babson as Assistant Director of Undergraduate Admissions for two years. Since then, she has held a variety of sponsored research positions at Harvard University, most recently, at the Faculty of Arts and Sciences in the Research Administrative Services. This external funding expertise will fill a niche that has been missing at Babson in the recent years.

Please join us in welcoming Sandra back to Babson. Sandra can be reached at x5339 or at scastaldini@babson.edu.

Best,
Susan Chern, BFRF coordinator through 2/27/2015
Kandice Hauf, BFRF Chair

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