

Research and Teaching Innovation



Babson Faculty Research Fund Newsletter

April 3, 2018

Dear Faculty,

Thank you for your overwhelming interest in the BFRF Summer Stipends and Course Releases. The BFRF received a record number of proposals and applicants who were not currently receiving any research support and submitted high quality proposals were given priority for awards. There will be a new application pool for one New BFRF Summer Stipend Sponsored by the Global Entrepreneurship Monitor and one New BFRF Summer Stipend Focused on Family Entrepreneurship due on 4/22/18. Please see the BFRF website for details <http://www.babson.edu/Academics/teaching-research/bfrf/Pages/home.aspx>

Babson's second annual Research Day on February 2nd, 2018 was a success. Over 40 faculty presented their research in an interdisciplinary panel. The Dean of Faculty plans to have another poster session in September 2018 so please think how you can participate. The BFRF still has mini grants available for full time tenure track faculty who do not receive other internal research support, please see the application and FAQs for more information <https://babson.infoready4.com/#>

The Office of Sponsored Research has been working closely with the Development Office, and other key constituents to provide more clarity and guidance concerning the external grant proposal process. If you are putting together an external grant proposal (not a fee for service) please use this link to start the internal process of assisting with your proposal. <https://goo.gl/forms/dMcbYnCARrwnbx7v1>

Feel free to contact me with any questions.

Sandra Castaldini

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BFRF Award Winners

2018 Summer Stipends

David Blodgett, Math & Science, “How does Type 1 Diabetes change beta cells? A gene expression analysis”

Alia Crocker, Management, “The Complementary Role of Human Capital and Social Capital in Firms”

Kerry Gibson, Management, “Single v. Married: How Being Coupled Impacts the Work Experience”

Wiljeana Glover, TOIM, “Achieving Innovation in Uncertainty: Examining The Role of Autonomy and Goal Orientation in Hospitals”

Jasmina Hasanhodzic, Finance, “Why Does Stock Return Volatility Go Up When Stock Price Declines?: A Study of Leverage”

Richard Herron, Finance, “How Much Does Your Banker’s Target-specific Experience Matter? Evidence from Target IPO Underwriters that Advise Acquirers”

Julia Kokina, Accounting & Law, “Initial evidence of digital labor in accounting: Innovation with Robotic Process Automation”

Mary Pinard, Arts & Humanities, “Prairie Palimpsest: Deciphering the Flint Hills in a Poetic Sequence”

Jenny Rademacher, Arts & Humanities, “Lost in the Supermarket: Biographical Uncertainty in Contemporary Spanish Fiction”

Angela Randolph, Entrepreneurship, “A Process Perspective of Entrepreneurial Persistence”

Vikki Rodgers, Math & Science, “Testing the co-invasion meltdown hypothesis: Interactions of two highly invasive, woody plants in New England”

Josh Staveley- O’Carroll, International Welfare Spillovers of National Pension Schemes”

Siddharth Vedula, Entrepreneurship, “Leaders or Laggards? The Impacts of Institutional Pressures on Climate Leadership Commitments by U.S. Colleges and Universities”

Richard Wang, Management, “Managing Relationships with a Platform: An Empirical Study of Publishers' e-Book Offerings on Amazon Kindle”

2018 Summer Stipend Family Entrepreneurship Award

Lakshmi Balachandra, Entrepreneurship, “Can entrepreneurs have a life and a venture considering the entrepreneurial process form a work- family frame”

2018 Course Releases

Matt Allen, Math & Science, “Preparing the next generation: A phenomenological approach to understanding generational transfer in family businesses”

Lauren Beitelspacher, Marketing, “Consumer Purchase Decisions- Repurposed, Recycled, Repurposable: What is more valuable?”

Jon Dietrick, Arts & Humanities, “Show and Tell: Presence, Absence, and Value in The Winter's Tale”

David Nersessian, Accounting & Law, “Online Experiments, Data Gathering, and Human Rights – Are Corporate Institutional Review Boards Necessary to Protect Subscribers and Data Users?”

Lidija Polutnik, Economics, “What Can Colleges Gain from Comprehensive Performance Management?”

Jennifer Tosti-Kharas, Management, “Dual Callings in the U.S. Military Nurse and Medical Corps”

Yasuhiro Yamakawa, Entrepreneurship, “I can do better: How entrepreneurial hubris affects acquisition exit and/or new venture growth”

BFRF Faculty Discussions



These are the next chats that will take place during the Spring semester 2018. Feel free to contact Sandra at x5339 if you would like to present at a chat in Spring 2018.

- Monday April 2, 2018
 - Toni Lester, Accounting & Law “Negotiating Book and Publishing Contracts”
- Monday March 12, 2018
 - Sal Parise, TOIM
 - Julie Levinson, Art & Humanities
- Thursday January 25, 2018 Presentation by Candice Brush and Kent Jones
 - “Promotion and Tenure Process”
- Tuesday December 5, 2017
 - Mary O'Donoghue, Arts & Humanities, "*Kiddio: Short Stories*"
 - Wiljeana Glover, TOIM, "Improving Quality of Health Care through Integration in a Hospital Setting: A Human Systems Integration Approach"
- Wednesday November 1, 2017
 - Davit Khachatryan, Math & Science
 - Elizabeth Swanson, Arts & Humanities
- Monday October 2, 2017
 - Lakshmi Balachandra, Entrepreneurship, "Gender Discrimination Runs Deep in Venture Capital: Investors' Perceptions of Male and Female Entrepreneurs in Gendered Markets"
 - Sinan Erzurumlu, TOIM, "Data-Driven Entrepreneurship to Process Imperfect Information for Business Opportunity Evaluation"
 -
- Tuesday September 19, 2017
 - James Hoopes, History & Society
 - Nathan Karst, Math & Science

[Read more on our website](#)

Babson Research Day

The second Babson Research Day held on Friday, February 2nd, 2018 was a success. A sincere thank-you to all of the presenters and audience members who took time out of their busy schedules to participate in our inaugural event. Over 40 faculty members presented in concurrent sessions on the day and many others attended for all or some parts of the day which offered many opportunities for presenters and attendees to connect and discuss their research. New and old acquaintances chatted during breakfast and lunch as well as at the end of the day when many made their way to Rogers Pub for some complimentary food and beverage. Given the participation from an array of faculty divisions, a range of research topics were presented and examined from various points of view. During the question and answer period that followed each of the sessions, there were lively discussions often with helpful suggestions for pursuing the research topics just presented.

The Research Day committee, consisting of **Richard Herron, Yunwei Gai, David Nersessian, Danna Greenberg,** and **Janice Yellin** are looking forward to gathering feedback regarding what was helpful and what could be improved upon for next year. They would also like to thank **Bala Iyer** for financially supporting the event and **Roberta Francis** and **Kathy Regan** for their important administrative assistance. We will need a Research Day committee for next year so please be in touch if you would like to participate.

Faculty News

Check out to **Rick Cleary's** new book project, supported by the NSF and teaching blog called *Teaching Tidbits* which are now both available online. <http://maateachingtidbits.blogspot.com/>
<https://www.maa.org/programs-and-communities/curriculum%20resources/instructional-practices-guide>

Congratulations to **Michael Goldstein** article, "Water and Life from Snow: A Trillion Dollar Science Question" was one of AGU Publication's top downloaded articles in recent publication history. Amongst articles published between 2016-2017, Goldstein's article received some of the highest downloads in the 12-months post online publication. His article generated immediate impact and helped to raise the visibility of *Water Resources Research*. Michael Goldstein's contributions are vital to growing the profile of *Water Resources Research*.
<https://www.necn.com/on-air/as-seen-on/Economic-Value-of-Snow-Cover-NECN-469445163.html>

Check out Yashar H. Barardehi, Dan Bernhardt, and **Ryan J. Davies** recent publication "Trade- Time Measures of Liquidity. The Review of Financial Studies" published in *Oxford Academics*.
[https://academic.oup.com/rfs/advance-article-](https://academic.oup.com/rfs/advance-article-abstract/doi/10.1093/rfs/hhy012/4948787?redirectedFrom=fulltext)

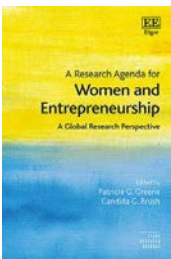
[abstract/doi/10.1093/rfs/hhy012/4948787?redirectedFrom=fulltext](https://academic.oup.com/rfs/advance-article-abstract/doi/10.1093/rfs/hhy012/4948787?redirectedFrom=fulltext)

Congratulations to Ryan J. Davies and Erik R. Sirri in their recent publications *The Economics of Trading Markets in "Securities Market Issues for the 21st Century"* ed. Merritt B. Fox, Lawrence R. Glosten, Edward F. Greene, and Menesh S. Patel. Columbia University. http://www.law.columbia.edu/sites/default/files/microsites/capital-markets/securities_market_issues_for_the_21st_century_3.29.2018.pdf

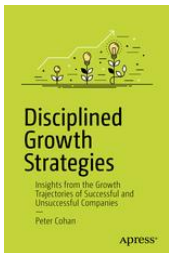
Recent Faculty Publications



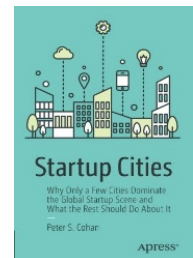
Congratulations to **Davit Khachatryan** on his collaboration with **Brigitte Muehlmann** whose paper “Determinants of successful patent applications to combat financial fraud” was published in *Scientometrics*.



Congratulations to **Patricia G. Greene** and **Candida G. Brush** on their researched publication “A Research Agenda for Women and Entrepreneurship “Identity Through Aspirations, Behaviors and Confidence” published by Edward Elgar



Congratulations to **Peter Cohan** on his twelfth book “*Disciplined Growth Strategies*” published by Apress publishing company and *Startup Cities* coming out in a month on Amazon.



Congratulations to **Vikki L Rodgers, Nicholas G Smith, Susanne S Hoeppe, and Jeffrey S Duke's** recent climate change publication “Warming increases sensitivity of seedling growth capacity to rainfall in six temperate deciduous tree species” funded by BFRF) in the open source journal *AoBPlants* (and awarded Editor’s Choice).

Library News



New E-book and Video Streaming Content Resources

Did you know that **JSTOR** now includes e-books? Along with the journal content, we also have access to a broad range of e-books going back to 2005. The books are presented by chapter and feed into search results just like journal articles do. It's also easy to see all the chapters of a book. **Greenleaf Online Library**, a new collection, focuses on sustainability, corporate social responsibility, business ethics, and more.

And **Kanopy** is our new resource for films covering a wide range of topics and genres: documentaries, art films, theatrical releases, and training videos from over 800 providers, including BBC, Criterion, Kino Lorber, PBS, Media Education Foundation, etc. Access these resources on the Library's alphabetical list of databases.

New Platforms, New Research Database Names

- ❑ **Books 24x7** is now **Skillsoft Books** – search e-books related to business, management, finance, and IT. Also includes leadership videos and summaries of business books.
- ❑ **EBL & Ebrary** are now **Ebook Central** – search e-books across all academic disciplines.
- ❑ **LexisNexis Academic** is now **Nexis Uni** – use this resource for global news and legal information.
- ❑ **Roubini Global Economics** is transitioning to **Continuum Economics** – use this resource for global economic news analysis and commentary.

Cabell's Subscription Expanded to Include More Academic Fields

- ❑ With our recent subscription renewal, we added Education, Health & Nursing, and Psychology & Psychiatry sets to our existing Business set. As reported earlier, we had added a subscription to their Blacklist in the summer. Use Cabell's to determine manuscript acceptance rates, journal review processes, impact factor, and more.

Do You Know Your Library Liaison?

For any questions about library resources and services, suggestions for resources or materials to purchase, help with your research, or technical/access issues with library resources, please reach out to the librarian who is the liaison to your division.

Daryl Bullis

Accounting & Law, A &H, H & S



Patricia Berens

Economics



Jack Cahill

Finance, Math & Science,
TOIM



Samantha Porter

Entrepreneurship, Marketing



Not Pictured: Stephanie Farne
Management

BFRF Final Product Accepted

Lakshmi Balachandra, Entrepreneurship, *Men women and the power of the spoken word in entrepreneurial pitching*

Although literature in female entrepreneurship points out disparities in funding between men and women entrepreneurs, there is little research that examines if there are differences between men and women in the way they “ask” for capital. We examine investor pitches to determine if men and women craft language differently. We draw on theories of communicative style, public speaking and discourse analysis to investigate how rhetorical devices are used differently by male versus female entrepreneurs and then how these differences influence investor decisions on the venture. Using transcriptions of 185 venture pitches to investors, we find women do not apply rhetorical styles traditionally attributed to women. Instead, women entrepreneurs use language similar to their male counterparts when pitching to investors. We find that masculine discursive style is more effective than feminine discursive style for an investor audience, but there are limits. Presenting “too” masculine (being too “absolute” in language) also has a negative impact on investors. Our findings suggest female entrepreneurs have a clear understanding of the power of the spoken language and the impact of the words they use when pitching for investor funding.

Stephan Bauer, Arts and Humanities, *One Slow Revolution: A Novel*

One Slow Revolution is set mainly in Chicago in the years 1981-1982; it is also framed – with a prologue and an epilogue – by short sections set in Boston in 2016. The main plot concerns the protagonist, Michael, who has left college at age 20 to move to Chicago; somewhat directionless, somewhat rudderless, Michael goes through several political and romantic entanglements over the course of the year. The novel also explores the shifts and continuities among generations: how Michael’s parents react to his leaving college and what they experienced at late adolescence, and how Michael, in Boston in 2016, reacts to his own daughter, at 20, who wrestles with a sense of purpose and belonging in her own right.

Kevin Bruyneel, History and Science, *“The Absence of the Settler in U.S. Race Studies”*

This is a book chapter entitled “The Absence of the Settler in U.S. Race Studies” for the manuscript I am working on, *Finding the Settler in White Settler-ness: Settler Memory, the U.S. Race Paradigm, and the Fear of an Indigenous Futurity*. The problem I am addressing in this chapter is that in studies of race in the United States the condition and concerns of Indigenous People are usually either left out of the discussion or misinterpreted to the point that the scholarly work produced bears little to no relationship to Indigenous political imperatives. This productive absence of Indigeneity not only excludes Indigenous people as relevant political actors but leads to two other negative consequences: 1) Meager recognition and understanding of settler colonialism as a defining structure of U.S. political life and thus of settler

identity as a persistent status of privilege in the United States – race studies scholars often do not even see and theorize settler-ness at all; and 2) An over-reliance, almost exclusively so, on the White-Black racial binary paradigm for analyzing US race relations.

Settler colonialism refers to the systemic effort to eliminate Indigenous people and appropriate their territory in order to replace them with settlers who claim belonging to this land. The United States is such a settler colonial nation, although it is rarely referred to as such, even in race politics and studies. This absence is in no small part because of the dependence of race scholars and activists on the notion that the U.S. racial system is fundamentally defined by a binary with White people at the top and Black people at the bottom. This binary speaks to measurable racial inequities in the United States, but it is not the entire story. The inability of major race studies scholars to address Indigenous politics on its own terms means these writers cannot see and thus account for settler identity and practices and the way in which settler colonialism serves as a central structural support system for U.S. white supremacy and the Black-White binary. Slavery in the United States required the territory that was appropriated from Indigenous people – the two processes go hand in hand. This may seem an obvious claim, but in the U.S. race studies context, it is severely under-addressed.

In the chapter I analyze canonical and contemporary writings in the field of US race studies to draw out the way in which thinkers who are insightful analysts of U.S. white supremacy can and do exclude and marginalize Indigeneity in a way which can serve to undermine their wider critique of racial domination and group-based inequality. The main writers I plan to analyze are James Baldwin, Michelle Alexander, Frank Wilderson, and Jared Sexton. My aim in analyzing these writers – all of whom are Black Americans – is not just to offer a critique of exclusions and marginalizations in their work, but to also draw out ways in which they have embedded in their arguments subtle forms of recognition of Indigeneity which provide an untapped potential for a more complicated theorization of the inter-connection between white supremacy and settler colonialism. Thus, the ultimate aim of my analysis is to provide a way to conceptualize and reimagine the complicated and fundamental relationship between race and colonialism in the United States. I do so through the four writers mentioned and at least three others whose work aligns more closely to the perspective I bring.

Sinan Erzurumlu, TOIM, *Evaluating the hidden market: The Effect of the Entrepreneur's Risk Preference and Shortages of 4Rs*

When entrepreneurial firms (or entrepreneurs) evaluate a business opportunity, they contemplate their decisions under market uncertainty. The shortages of resources, routines, reputation and regulations impedes the entrepreneurial firm's ability to directly observe the true states of the market and may make an opportunity appear like a threat. The states of the market depend on various market factors, such as technological, economic, governmental, social, and regulatory, that characterize that stochastic nature of the market. In this paper we examine the entrepreneur's resource allocation in activities related to market factors and configure observability and control of the market. We develop a method to improve the entrepreneur's understanding of the true states of the market and thereby the economic value of his or her opportunity.

Mary Godwyn, History and Society, *Transition Towns and Intentional Communities, East and West Coast United States*

In reaction to several contemporary crises such as climate change, food and water shortages, fiduciary malfeasance and economic collapse, how have some communities and organizations reflected on past mistakes and forged new paths forward? In this process, how are ecosystems for ethical culture created and sustained? How do they demonstrate and maintain their legitimacy, proliferate into other ecosystems, and how do these transitions happen?

The book examines leadership, culture emergence, and organizational development in differing contexts and from a variety of theoretical perspectives found in the humanities and social sciences such as institutional theory, identity theory, and legitimacy theory. This chapter will explore the formation of ethical ecosystems in the domain of eco-settlement living communities. Through in-depth interviews with participants in these communities, examples will demonstrate how change is accomplished, sustained, and legitimized.

In this first chapter, I will focus on Transition Towns in the United States on the fragile east and west coasts. Subsequent chapters will cover Transition Towns in other ecologically fragile locations in Europe, Africa, and New Zealand. I will investigate aspects of the Towns involved in the deliberate creation of ethical cultures such as education, consensus and network building, governance, and alternative forms of economic exchanges that reflect the commitment to environmental sustainability and economic self-sufficiency. These examples of ethical eco-systems can then be used as blueprints to further proliferate ethical cultures in business and non-business settings.

Nathan Karst, Math and Science, *Variability in Streamflow Recession*

Spatiotemporal patterns of saturated and unsaturated moisture storage mediate the transformation of rainfall into streamflow and govern the availability of water resources for ecosystems and society. The need to quantify volumes and dynamics of subsurface moisture is therefore a central goal in applied and theoretical hydrology, and has resulted in the development of numerous hydrograph- and mass-balance-based techniques to estimate the state or magnitude of storage at the catchment scale. However, inter-comparison of these methods frequently reveals inconsistencies which hint at the presence of catchment moisture that, while dynamic on seasonal timescales, does not directly contribute to gradients that generate streamflow.

Here, we propose that discharge is explicitly sensitive to changes in some fraction of seasonally dynamic storage (termed direct storage), while the remaining storage (indirect storage) varies without directly influencing flow. We use a coupled mass balance and storage-discharge function approach to partition seasonally dynamic storage between these two pools, and compare inferences with observations of saturated and unsaturated moisture dynamics at two field sites in Northern California. We find that the physical location and state (unsaturated/saturated) of different storages depends strongly on the weathered thickness of hillslopes, and that in both watersheds, indirect storage constitutes the vast majority of dynamic catchment moisture, even at the wettest times of the year. In a deeply weathered shale

watershed, the storage that does not directly influence flow mostly occurs as unsaturated moisture in fractured, weathered bedrock. In a neighboring site with a thin weathering profile developed into a metasedimentary melange, the indirect storage occurs as both unsaturated moisture in shallow soils and as saturated storage trapped by low conductivity melange matrix material or irregular topography of near-surface bedrock. Our findings emphasize how lithologic influences on critical zone structure govern the overlap in time and space of two types of dynamic watershed storage: (i) unsaturated vs. saturated dynamic storage, and (ii) dynamic direct storage, whose magnitude directly influences runoff vs. dynamic indirect storage, which does not play an explicit role in the creation of hydraulic gradients that generate discharge in streams. The observed richness of behaviors underlying these simple measures of dynamic catchment water storage highlights the importance of intra-hillslope monitoring and mapping for interpreting the results of runoff-based hydrologic analysis.

Jason Mohaghegh, Arts and Humanities Literature, *Omnicide: Mania, Fatality, and the Future-In-Delirium*

This book project attempts a unique outlook on the idea of “mania” from beyond the dominant borders of western thought, and therein tracks the conceptual-experiential territories of enchantment, frenzy, delirium, intoxication, and euphoria towards provocative new ends. To develop such vital implications, the manuscript calls forward a constellation of iconic Middle Eastern authors whose own creative experiments with manic writing offer complicated departures from the well-known discourses of psychoanalysis, existentialism, and post-structuralism. From the vantage of these dynamic philosophical-poetic formulations, a divergent epochal arc is revealed for postmodern thought, one that seizes upon the radical imaginative potentialities of the visionary, the madman, and the fatalist.

Tina Opie, Management, *Investigating How an Entrepreneurs’ Network of Relationships Impacts Their Perceptions of Self-Efficacy*

One key determinant of entrepreneurial success is entrepreneurial self-efficacy (ESE), which is defined as an individual’s confidence in his or her ability to perform entrepreneurial tasks. While research has examined how individual and business factors influence ESE, the current research analyzes the influence of entrepreneurs’ social networks on ESE. Specifically, we focus on two critical constructs that capture the quality of entrepreneurs’ networks: emotional carrying capacity (ECC) and network ethnic diversity. Using a survey methodology of 110 entrepreneurs, we found significant, positive relationships between both ECC and network ethnic diversity on ESE, above the impacts of individual and business factors.

Sal Parise, TOIM, *How Can Companies Build and Use Digital Assistants?*

One emerging digital solution that holds much promise as a mechanism for engagement with business stakeholders, including both customers and employees, is the digital assistant, defined as a program that combines machine learning, cognitive computing, and human-centric interfaces (e.g., voice recognition, natural language processing) to perform tasks or make decisions for individual users. Interviews were conducted with stakeholders involved with the design and use of 30 digital assistant projects. Each project was placed into one of four digital assistant archetypes: Task Automation, Customer Service,

Expert Advisor, and Life Coach. Each archetype is discussed in terms of benefits, challenges, and effective design practices.

Brian Seitz, Arts and Humanities, *Following the Way: Towards a Phenomenology of the Road*

"Following the Way: Towards a Phenomenology of the Road" is a contribution toward the convergence of environmental philosophy and existentialism broadly understood. It is "archaeological" both in its connection with disruption of typical discourse and in its emphasis on literal layers of roads, later roads often constructed on top of older and often ancient tracks and roads. My hope is not to take anything for granted, and to make the familiar a bit unfamiliar, partly by downplaying the significance of human intentions, which while not irrelevant are often of only secondary importance. I examine the relationship between trace, trail, track, and road and, engaging in the exercise of eidetic variation, take up different forms of roads, pivoting off of the distinction between roads that follow and roads that are imposed. Finally, I am interested in the thought that we humans are always on the road, which in a fundamental sense is going nowhere.

Rosa Sledgers, Arts and Humanities, *Becky Sharp Goes to Business School*

The goal of moral education is to teach people to identify with the impartial spectator. Smith starts from the assumption that most children feel the need for approval from their superiors and their peers, and that educators should use this need to encourage moral agency. The good person as described by Smith feels the right things at the right times in the right way, which means that the emotions are not enemies to be fought or extirpated but essential parts of a harmonious, integrated self. Works of literature serve an important role in education because Smith believes they help us understand the feelings and motivations of people unlike ourselves. Novels and plays are part of the experience required for the development of the moral imagination. Becky Sharp has a lively imagination and is adept at play-acting herself, wearing different masks and adopting different roles throughout the novel. Yet despite her great imaginative and intellectual ability, she does not appear to be susceptible to moral education of any kind. Becky's mind is cultivated, her imagination well developed, but her emotions are not in line with Smith's moral ideal. Vanity Fair's heroine is a career woman who inspires admiration and moral outrage alike and presents an ironic challenge to the ideals of moral education in commercial society.

Scott Taylor, Management, *Using an Integrative Theoretical Framework to Define an Effective Leadership Coach*

Drawing upon self-determination theory (SDT; Deci & Ryan, 2002) and intentional change theory (ICT, Boyatzis, 2008), we propose an integrative theoretical framework to define what constitutes an effective leadership coach. We propose an effective leadership coach facilitates sustained change on the part of the person coached (i.e., the leader). We apply SDT to an ICT coaching framework to explain the motivational dynamics involved in effective leadership coaching. We assert that leader sustained change is achieved when the leadership coach facilitates the activation of three inherent human needs in the leader

(autonomy, relatedness, and competence) through the coaching process. Meeting these three needs stimulates the degree of self-directed motivation on the part of the leader to enable sustained change. We present propositions to invite further coaching research and discuss how the framework we present can be used in leadership coaching practice.

Beth Wynstra, Arts and Humanities, *Introduction and Proposal for "'I Only Act a Part You've Created': Marriage and Modernity in the Plays of Eugene O'Neill"*

In Eugene O'Neill's acclaimed works, particularly in the four plays that won him the Pulitzer Prize, marriage is an essential element. In over half of O'Neill's fifty completed plays romantic relationships and crumbling marriage are central to the plot and to characters' development and demise. Therefore, any understanding of the trajectory of tragedy in these works must be accompanied by an understanding of the intricacies of the marriages. Yet there has never been a comprehensive study of the marriages in O'Neill's plays despite their prominent place in his works. *'I Only Act A Part You've Created': Marriage and Modernity in the Plays of Eugene O'Neill* is the first work of its kind in its consideration of O'Neill's handling of marriage in all of its stages in the plays, from new engagements to partnerships that are many years old, in a number of his plays. My book corrects long-held beliefs about O'Neill's castigation of women and also remedies the idea that the female characters in O'Neill's plays are to blame for marriages (and male characters) facing tragic ends. This proposal is to complete the introduction of the book as well as an introductory proposal for a university press.

Yasuhiro Yamakawa, Entrepreneurship, *A multi-signal perspective on IPO underpricing*

We utilize a multi-signal perspective regarding the influence that retained ownership by founders has on the selection of reputable venture capital firms (VCFs), underwriters, and IPO underpricing. We further hypothesize conditions under which signals associated with VCF and underwriter reputations are substitutable or complementary. Finally, we develop competing hypotheses regarding the impact that affiliated underwriters and VCFs have on underpricing. Utilizing a novel dataset of Japanese IPOs following important institutional change in Japanese financial markets, our findings suggest VCF reputation substitutes for underwriter signals when they are not affiliated. However, our findings further suggest signal complementarity between high reputation VCFs and underwriters when the intermediaries are affiliated.

Janice Yellin, Arts and Humanities, *The decorated burial chambers of Queen Khenenuwa (BEG S 503) in light of their 2016 re-opening*

This chapter will present new information about the painted decorations in the two burial chambers beneath Queen Khenenuwa's pyramid, BEG S 503 in the Southern Royal Cemetery at Meroe. Thanks to C14 dating in 2017, we now know that Khenenuwa was the chief queen of an king of the Napatan Period who

ruled over the ancient Kushite Kingdom of Napata (c. 650 – 350 BC) that extended north to modern Aswan and south of Khartoum. Ruled by descendants of the Kushites who conquered Egypt during its 25th Dynasty (750-650 BC), Napata was known to ancient Egyptians, Greeks and Romans with whom they traded luxury goods from farther south in Africa. One of the great ancient African civilizations, much is still unknown about ancient Napatan history and culture especially at the provincial capital of Meroe which later became the capital of its successor state. Important, unpublished materials including hitherto unknown decorations and texts concerning the religious beliefs demonstrated by Napatan royal burials was discovered in 2015 when a team from the German Archaeological Institute of which I am a member re-opened this burial chamber for the first time since 1922. The re-excavation of the pyramid will be presented in a volume dedicated to our findings. My chapter on its decorated burial chambers will introduce information previously unknown even to specialists in the field since this is one of a handful of known decorated Napatan royal tombs. My chapter is an essential component of the volume to be published by the German Archaeological Institute, Berlin. The data and conclusions presented in it are significant because the royal pyramids are the most complete source of information about the history of Napatan, its chronology, governance and the transition between the Napatan and Meroitic periods.

Center News

CELT:

Faculty Roundtable: Managing and Evaluating Interdisciplinary Group Projects February 13, 2018

Keith Rollag, Professor of Management, Dean-Elect of the Franklin W. Olin Graduate School of Business

We use a lot of group projects and group-based learning at Babson, including group projects in many of our interdisciplinary courses and modules. Creating and managing group projects is very different from individual assignments, and can pose many challenges for both new faculty and students. Fortunately, we have a lot of collective wisdom at Babson on how to create, manage and evaluate them.

If you were unable to attend the Round Table, please visit the [CELT Faculty Development page on the Faculty Portal](#) for the presentation materials and additional information about managing group projects.

Congratulations and thank you to the following faculty authors who were recently published in The Babson Collection:

Katrin Fischer/Fritz Fleischmann, Arts & Humanities

BAB400, Powered by Magic: The Romance of Essex Farm (TIF Grant)

Essex Farm, in the town of Essex, New York, employs both traditional and innovative agricultural methods to support the environmentally friendly production of healthy foods, an innovative business model, and a variety of educational initiatives. Its owners, Mark and Kristin Kimball, have become leaders and role models in the movement to revive family farms across the country, revitalize small towns, and reinvent a sustainable food system in the face of climate change and environmental degradation. An experiment in sustainable agriculture, in food entrepreneurship, and in community building, Essex Farm raises important questions about the economic sustainability of the new food movement, and about the future of agriculture in general. The case describes this experiment and addresses key questions that arise when diversified organic farming is proposed as both a lifestyle and an alternative to large-scale industrial farming.

Phillip Kim, Entrepreneurship; Vânia Fonseca, Innovation Manager at Deimos Engenharia; Luis Filipe Lages, Marketing, Innovation and International Business, at Nova SBE – Nova University of Lisbon, Portugal

BAB370, Deimos: Expanding to a New Market Using the Value Creation Wheel

Mr. Nuno Ávila, General Director at Deimos Engenharia (Deimos), a private Portuguese Aerospace Engineering company and a key player in the European space sector, faced a crucial strategic decision. In the past, Deimos easily secured research grants from their funding sources to conduct path-breaking projects. However, these agencies now require applicants to specify market applications for their projects to qualify. This was an unknown concept for Deimos, a company steeped in cutting-edge scientific research. Ávila's objective was to build a market-driven innovation culture—a difficult prospect in a company that prides itself on its technological advancements. Ávila found himself faced with several options for how to proceed. With the annual board meeting scheduled in six months, he needs to make

some decisions soon about what markets to pursue with the company's MyFARM software service. He is unsure about the Board's willingness to adopt a new strategy, so he invites the Value Creation Wheel team to address this challenge. With their help, Ávila prepares a set of recommendations that if successful, will enable Deimos to transform itself from a science- focused company to an international player that makes the perfect bridge between technology and market needs in the space sector.

Jennifer Ellis/Ruben Mancha, Technology, Operations, and Information Management

BAB402, SunnyBee Case Series (TIF Grant)

Sunny Bee is a real-world example of a recent business student putting his learning to work to build a successful social venture in his home country of India. The case includes a base case that provides background on the material and addresses the entrepreneurial process. Four follow-on cases include a lean supply chain case, a sustainability case, a business analytics case, and a digital innovation case.

Gaurab Bhardwaj/Matthew Regele, Management

BAB292, CYTYC: Transforming Cervical Cancer Testing

The case relates the growth story of a transformative medical diagnostics company as it moves from idea to maturity at a critical time when leaders must determine what to do about the falling stock price. As the case unfolds, it shows how an idea for transforming cervical cancer testing was converted to a proof-of-concept, followed by years of scientific and technological research to create products. The case portrays gaining FDA approval while short on resources, persuading skeptical insurers to pay for a new diagnostic test, and managing the challenges of subsequent growth, profit, and maturity while facing the emergence of new technologies and competitors.

Leslie Charm/Edward Marram/Jesseca Timmons, Entrepreneurship

BAB296, Sy Friedland and JF&CS

Radically innovative thinker Sy Friedland was a decade or more ahead of the trends when he took the reins of Boston's venerable Jewish Children & Family Services in the late 1990s. A career clinical social worker, Friedland was also a visionary who knew that the future of building sustainable social services and non-profits lay in the willingness of non-profit workers to embrace 'for-profit' concepts, attitudes and best practices. Friedland's total transformation of JF&CS enabled the agency to thrive and become self-supporting. When Friedland decided to step down after 17 years, he knew the agency could suffer in the transition and took elaborate steps to avoid crippling his agency's fundraising capacity and minimize disruption, even calling in a highest-level corporate HR consultancy firm to reduce risk and assist in on-boarding his hand-picked successor. However, because he was focused exclusively on minimizing disruption, Friedland made some crucial errors. His handling of his transition ended up causing an uproar in the board that resulted in changes in governance and policies going forward - proving that even visionaries can make mistakes.

Edward Marram/Jesseca Timmons, Entrepreneurship

BAB338, Year Up

Gerald Chertavian, an HBS graduate and successful tech entrepreneur, founded Year Up in 2000. He sought to provide opportunity via education and job training to disaffected American youth, focusing on young people in urban areas. In 10 years, he built the company from one site with 22 students to 10 sites, successfully training 1,300 students a year. However, after three years of high unemployment in the United States, Chertavian became concerned about the growing opportunity gap and wondered whether

Year Up would ever make enough of an impact. In 2011, he and his board wrestled with the question of how to address this issue, and they weighed the fate of the small but highly successful Year Up program. Chertavian and his team were considering options for scale and how to maintain the organization's model.

Megan Way/Lidija Polutnik, Economics

BAB344, Apple Watch: The Launch

The case describes the launch of a newly designed Apple Watch, a smartwatch, and the market for wearable technology at the time of the launch. Apple Watch was launched in April 2015 by Apple Inc. with a big fanfare and generated a lot of buzz in the media and amongst Apple brand aficionados. Was the choice of the R&D at Apple in designing features of the new Apple Watch aligned with best opportunities in the market? What was the objective of the pricing strategy at which Apple Watch was introduced? What kind of market dynamic might have ensued as a result of the product definition and pricing decisions at launch? The case provides a concise description of the market for wearable technology, characteristics of the products in the market, and estimates of the demand forecast faced by Apple at the time of launch. How did Apple position its product in the market? How did the demand forecast for Apple Watch align with the revenue and cost data?

John Marthinsen/Nestor Azcona, Economics

BAB346, China's Miracle Economy: Causes, Consequences, and Current Status

During the last few decades, China has experienced spectacular rates of economic growth, which dwarf those of developed Western countries. This case describes the major policy reforms that have allowed China to transition from an agrarian-based economy to the manufacturing powerhouse it is today. Also discussed are some of the negative consequences of rapid economic growth, the reasons behind China's recent slowdown, as well as the government's current efforts to reorient the economy, financial system, and policies affecting international trade and investments.

Wendy Murphy, Management; Kathy Kram, Professor Emerita at Boston University, with contributions by Phillip Kim and Heidi Neck

BAB350, Building Your Developmental Network (TIF Grant)

This exercise will introduce the concept of developmental networks and overview relational strategies for advancing careers. During the session, participants will complete a developmental network exercise. This will involve creating a developmental network map of their current set of relationships, analyzing the structure and content of that network, and assessing the fit of their network with their leadership development needs. In this process, they will review the various types of networks, strategies for networking, initiating new developmental relationships, and sustaining their network. They will formulate goals and an action plan to utilize these tools going forward.

Donna Stoddard, Technology, Operations, and Information Management

BAB358, Shotspotter: Public Safety, IoT, and Big Data

SST is a technology company that was formed to address a social problem: gun violence. SST is the global leader in gunfire detection and location technology. SST provides a scalable and reliable gunfire alert and analysis system, which is known as ShotSpotter. Gun violence is a problem in inner cities. As such, this service is most applicable to underserved communities. The company was founded in 1996 by an

acoustic engineer who felt that sensors could detect gunfire. The ShotSpotter solution provides information to police departments in cities that have installed the technology to help them quickly respond to events where gun shots were fired. The case also highlights the Internet of Things (IoT) and Big Data, given SST's use of sensors and data to solve the problem of gun violence.

Andrew Zacharakis, Entrepreneurship

BAB360, MightyWell

A college entrepreneur named Emily Levy founded MightyWell(TM) when she faced a personal challenge following her diagnosis with chronic, or more properly called, Post-treatment Lyme disease. Emily identified the need for an improved fabric cover to protect and fashionably hide a Peripherally Inserted Central Catheter (PICC) line that was inserted in her arm to deliver antibiotics to her heart. Over the course of two years, while completing her undergraduate degree, Emily designed, developed, manufactured, and sold her product while bootstrapping her venture. She competed in 17 business competitions and won prizes in 15, before being awarded USD250,000 as the 2016 winner of the Babson Breakaway Challenge. Emily is now rebranding and pursuing a product expansion initiative to transform her company from a single product to a brand of wellness wear and products attractive to a larger base of medical patients.

Gary Ottley/Ken Matsuno, Marketing

BAB362, Apple Watch: Would You Bet On It?

The case details Apple Watch product lines, market reactions, and impact on the overall smartwatch product category. The title poses a question regarding the prospect of Apple Watch as an early follower in the smartwatch category. The case allows students to consider whether the Apple Watch is a good idea and an opportunity for Apple, as well as issues that influence marketing decisions the company might consider. The case relies on the diffusion of innovation concept promulgated by the work of Everett Rogers to explore the realities and challenges of introducing new technologies to consumers.

Lakshmi Balachandra/Donna Stoddard, Entrepreneurship/Technology, Operations, and Information Management

BAB364, Rahama Wright and Shea Yeleen (TIF Grant)

Rahama Wright and Shea Yeleen is the story of a young female social entrepreneur, Rahama Wright, who started a non-profit venture, Shea Yeleen, to train women in West Africa with a more lucrative livelihood by manufacturing shea butter to earn higher wages. The case describes the shea butter industry in Africa, the role of women in the industry, and Wright's background in non-profit and government as her rationale for starting a non-profit venture. The case outlines the different organizational forms that nascent entrepreneurs could start when creating a venture and ends with a decision point whether Wright should continue running a non-profit or if she should convert to a for-profit social venture. The case offers students an opportunity to understand the differences between nonprofits and for-profit ventures from organizational, strategic, and personal perspectives.

Michael Cummings, Management; Mary Sandro of Pro Edge Skills, Inc.; and Robert Brewster

BAB368, The One Fund

The One Fund case was written to challenge students to think more deeply about the relationships between institutions, policies, and stakeholders. The case was designed to help students understand the complexities of planning, organizing, and executing a complex mission over a short period of time with cooperating and conflicting institutional interests, varying societal expectations, and embedded relationships developed over decades. Our intent is to deliver a modest contribution to exploring how the relations between institutions and policies are positively affected when combined with determined entrepreneurial actions. The case was written for use in a class on Institutions and Policies. It may also be used in an undergraduate strategy class to introduce students to strategy in the area of nonprofits. In this context, we explore the relationship between nonprofit and for-profit enterprises, comparing the mutual interests of the constituents they serve. Lastly, we introduce students to antecedents that help form the PEST factors that influence firm-level strategic choice.

Dawna Dewire/Richard Mandel/Ross Petty/William Nemitz, Management
BAB372, Deals on Wheels

Students tend to think they know what a business is — after all, they are avid consumers. This case helps them understand what they *do* know, and more importantly, what they *do not* know. The setting is 2009 and is not current, so students must consider whether retail from a process point of view has truly changed, or whether using technology-based interfaces in retail makes it seem to have changed. It also allows students to consider what advances in their retail experiences are the result of technology.