



Babson Faculty Research Fund 2011-2012 ANNUAL REPORT

2011-2012 BFRF Members

John Edmunds, Finance
 Dhruv Grewal, Marketing
 Bala Iyer, Technology, Operations, and Information Management
 Kandice Hauf, History and Society
 Joel Shulman, Entrepreneurship, Chair
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Overview

BFRF 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:

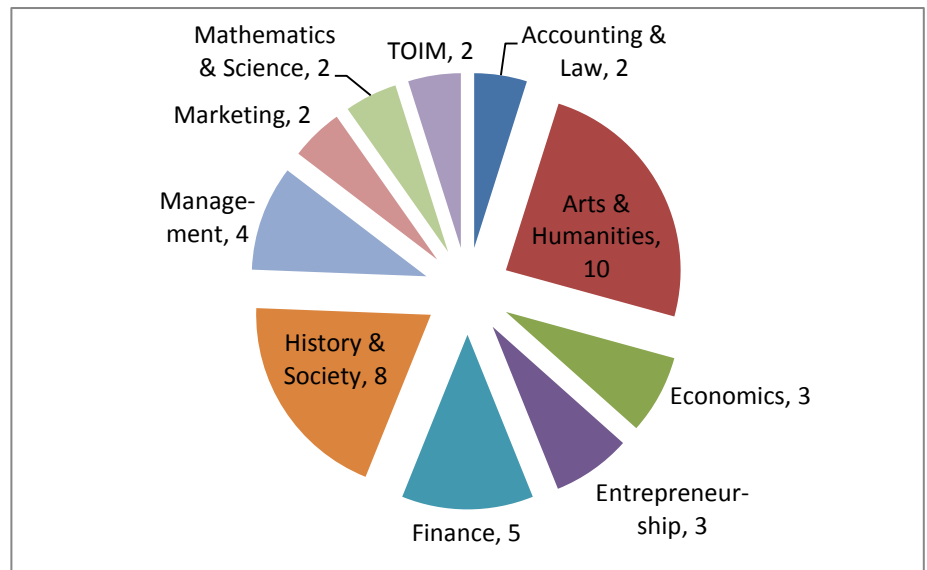
- to sustain, enhance, and renew the intellectual vitality of faculty by supporting the building of intellectual capital through meritorious research; and
- to increase the public visibility and academic reputation of the College and its faculty, regionally, nationally, and internationally.

BFRF 2011-2012 Award Summary

FIX THIS 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 received forty-six applications and provided support for a total of forty-one research projects:

- 7 course releases
- 13 summer stipends
- 21 Mini-Grants (awards of less than \$2500) totaling over \$32,000
- an additional \$10,000 was allocated for research-related expenses relating to summer stipends and course releases

Awards by Division



Other Activities

In addition to making awards, the BFRF sponsored 11 Research ‘Chat’ programs; reviewed and accepted 25 Final Product research submissions; and published 9 newsletters. The BFRF Working Paper Series is published on Digital Knowledge at Babson (DKB), the College’s institutional repository.

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Babson Faculty Research Fund 2011-2012 Awards

The Babson Faculty Research Fund (BFRF) provides support for meritorious projects, but cannot guarantee that all worthy projects are funded. Rather, through a competitive process, the BFRF makes awards to those faculty research projects that have the most promise of advancing the BFRF's mandate. The following BFRF Awards were made for the 2012-2013 academic year.

2012 Summer Stipends

Matt Allen, Entrepreneurship, "Competitive Advantages of Family Business Governance Structures: The role of relational governance"

Jon Dietrick, Arts and Humanities, "'External' Markers of 'Internal' States: Money and 'Character' in Hawthorne's *The Scarlet Letter*"

Elizabeth Goldberg, Arts and Humanities, "'Let Us Begin with a Smaller Gesture': Human Rights and Literary Form in Chris Abani's *Becoming Abigail*"

Gang Hu, Finance, "Underestimation of Damages and Inter-Fund Trades"

Julie Levinson, Arts and Humanities, "Timepiece: Duration, Spectatorship, and Narrativity in Christian Marclay's *The Clock*"

Mehdi Majbouri, Economics, "The Impact of Resource Rent on Entrepreneurship: Evidence from the GEM surveys"

Frederick Opie, History and Society, "A Culinary Read of Zora Neal Hurston"

Dessislava Pachamanova, Mathematics and Science, "Recent Trends in Equity Portfolio Construction Analytics"

Salvatore Parise, TOIM, "Understanding the Adoption and Impacts of Social Media Games in Organizations"

Vikki Rodgers, Mathematics and Science, "Shifts in leaf area, density and chemistry of tree seedlings in response to experimental climate change treatments"

Anne Roggeveen, Marketing, "Deal or No Deal? How Number of Buyers, Purchase Limit, and Time-to-Expiration Impact Purchase Decisions on Group Buying Websites"

Rosa Slegers, Arts and Humanities, "Moral Sentiments and Business Virtues: Adam Smith and the Ethics of Commercial Society"

Janice Yellin, Arts and Humanities, "Database of Meroitic Offering Tables Phase 2: Establishing the first typological group of Meroitic Offering tables based on the database as a tool for dating/establishing Meroitic chronology"

2012-2013 Course Releases

Ryan Davies, Finance, "Stock price manipulation on option expiration dates"

S. Sinan Erzurumlu, TOIM, "Cash or Advice? Entrepreneurs' Most Valuable Combination"

Yunwei Gai, Economics, "Supply of Family Physicians and the Influenza Vaccination in the United States: Individual and Neighborhood Effects"

Bradley George, Entrepreneurship, "When is it Rational to Not Be Rational? The Effects of Experience on the Rationality-Performance Relationship"

Kandice Hauf, History and Society, "Wang Yangming (1472-1529) Visionary Confucian Man of Action"

Kankana Mukherjee, Economics, "Energy Efficiency in India's Energy Intensive Industries: A Directional Distance Function Analysis"

Joel Shulman, Entrepreneurship, "Growing Jobs and Getting Returns: Impact Investing Through Entrepreneurs"

Other Funding

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

Kevin Bruyneel	History and Society	Harvard Library Card, books, and travel
Lawrence Carr	Accounting and Law	Editor
Ryan Davies	Finance	Travel
Michael Goldstein and Gang Hu	Finance	Data
Hoopes	History and Society	Travel
Gang Hu	Finance	Data
Paul Juras	Accounting and Law	Travel
Kathleen Kelly	Arts and Humanities	Editor
Julie Levinson	Arts and Humanities	Travel and Photos
Richard Mandel and Erik Noyes	Management/Entrepreneurship	Research Assistant
Wendy Murphy	Management	Transcribing
Frederick Opie	History and Society	Travel and Transcribing
Tina Opie	Management	Research Assistant, transcribing, retouch artist, and photos
Mary Pinard	Arts and Humanities	Travel
Keith Wilcox	Marketing	Survey incentives
Janice Yellin	Arts and Humanities	Research assistant and storage rack for drawings

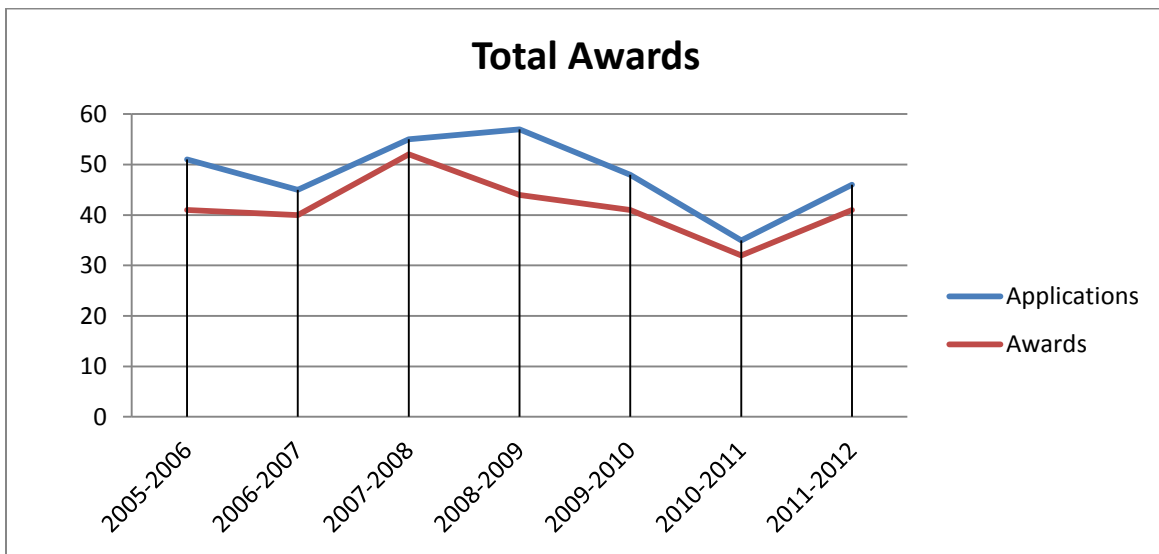
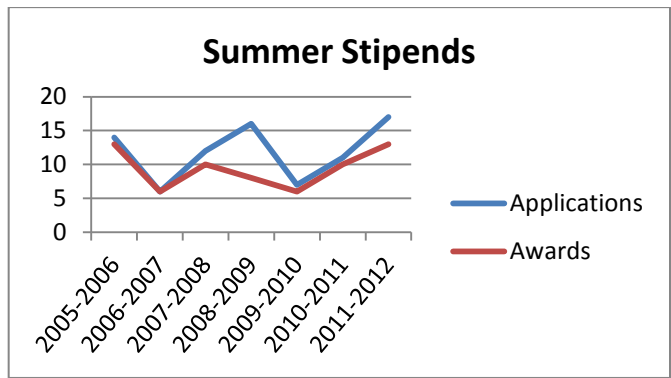
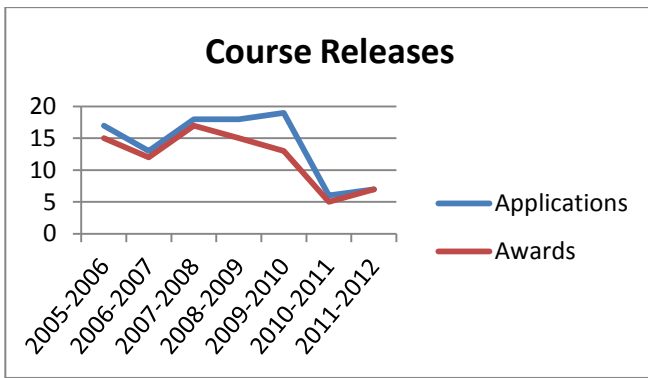
BFRF Award History

Awards by Funding Type

TYPE of AWARD	2011-12		2010-11		2009-10		2008-09		2007-08		2006-07		2005-06	
	Applications	Awards	Applications	Awards	Applications	Awards	Applications	Awards	Applications	Awards	Applications	Awards	Applications	Awards
Course Releases	7	7	6	5	19	13	18	15	18	17	13	12	17	15
Summer Stipends	17	13	11	10	7	6	16	8	12	10	6	6	14	13
Mini-Grants	22	21	17	17	17	17	14	14	19	19	13	12	12	10
Other*	0	0	2	0	5	5	9	7	6	6	13	10	8	3
Total	46	41	36	32	48	41	57	44	55	52	45	40	51	41
% of Applications Funded	89%		89%		85%		77%		95%		89%		80%	

*Includes Major awards and other full proposals

BFRF Application/Award Trends



BFRF Final Products Accepted

The Babson Faculty Research Fund has accepted 25 BFRF Final Products from the following faculty members who have completed their sponsored research projects.

Nestor Azcona, Economics, “Monetary Policy Under Alternative Interest-Rate Rules”

In recent years several studies have focused on the potential benefits of conducting monetary policy by setting a target for the path of the price level rather than a target for the rate of inflation. This research has shown that, unlike previous studies suggested, price-level targeting may be able to achieve a better trade-off between inflation and output volatility. This paper focuses on the implications of price-level targeting for exchange rate dynamics. Using a small open economy model calibrated to match Canadian data, I find that a central bank with a price-level target may be able to reduce the volatility of the nominal exchange rate, but the effect on the real exchange rate depends on the type of shocks faced by the economy. Demand shocks generate less real exchange rate volatility under price-level targeting than under inflation-targeting, but the opposite is true for supply shocks. The results indicate that in Canada a price-level target would have generated much less inflation volatility but slightly higher real exchange rate volatility than its current inflation targeting regime.

Cristiano Busco, Accounting and Law, “Control and Creativity in Small and Medium-sized Enterprises: formal vs. informal controls in two comparative case studies”

The purpose of this paper is to shed light on management control systems (MCS) within small- and medium-sized enterprises (SMEs) operating in a highly creative setting. To achieve this goal, we focus on the interplays between the formal and informal (social) components of MCS, as well as on their evolution over time. In particular, we define formal controls as purposefully designed, information based, and explicit set of structures, routines, procedures and processes to ensure that organizations’ strategies and plans are carried out or modified. Differently, informal controls (also referred to as social controls) are based on fewer rules and less standardized procedures to encompass more subtle and informal mechanisms. Aiming to contribute to the understanding of formal and informal controls in SME, this research combines the insights offered by the literature on SME with key studies on MCS and creativity, as well as with the empirical findings of comparative case studies of two Italian, owner-managed, medium-sized enterprises in the fashion industry.

Ryan Davies, Finance, “Pink Pills for Pale People: A Snapshot of Entrepreneurship, Patent Medicine, and Finance in 1905”
The abstract is currently unavailable pending publication.

Marjorie Feld, History and Society, *American Jews and the Struggle Over Apartheid*

American Jews and the Struggle Over Apartheid chronicles American Jewish involvement in a transnational movement to end the system of racial injustice in South Africa. It explores the complex relationships among Jews’ diasporic identity, the contested legacies of the Nazi Holocaust, and Jewish commitments to the principles of liberation. Many American Jews saw the fight against apartheid as a natural extension of their American Civil Rights activism; others worried that

critiques of South African apartheid would threaten the pursuit of post-World War II global Jewish unity. Examining the years between the World War and the 1967 War in Israel, these first chapters argue that American Jews’ commitments to global justice reflect conflicting definitions of Jewishness itself—and that as American Jews worked through their attitudes toward South Africa, they also began the contested work of defining their positions on Israel.

Marjorie Feld, History and Society, “Jewish Women’s Leadership In the Anti-Apartheid Movement,” chapter in *American Jews and the Struggle Over Apartheid*. *American Jews and the Struggle Over Apartheid* chronicles American Jewish involvement in a transnational movement to end the system of racial injustice in South Africa. It explores the complex relationships among Jews’ diasporic identity, the contested legacies of the Nazi Holocaust, and Jewish commitments to the principles of liberation. “Jewish Women’s Leadership in the Anti-Apartheid Movement” studies the individual experiences of four white American women who fought apartheid from the 1950s through the 1990s. It highlights the compelling intersections of their work for South Africa, especially the ways in which they explicitly linked their Jewish family histories with political activism, the personal with the political. Combining feminist critiques of the American Jewish establishment *and* the anti-apartheid movement—seeing both as male-dominated, often “macho”-driven—these women chose to stand outside of the organized Jewish world and yet saw their activism as intricately bound up in their Jewish identities. This chapter offers a pioneering analysis of this central tension as it places these women in the history of a global movement for human rights.

Mary Godwyn, History and Society, “Organizational Interventions and Women’s Leadership”

Robin Ely and Irene Padavic recommend that those who research sex differences develop “mesolevel theorizing, which focuses on the interplay between organizational features and individual-level processes” (2007:1121). We agree. Further, we contend that several important studies have achieved this goal. Here we briefly review three of these studies and also contribute data from our on-going research. The studies we review are Claude Steele’s work on stereotype threat, Uri Treisman’s study on students taking calculus, Jane Margolis and Allen Fisher’s research on computer science majors, and our own on-going research on women’s leadership. In our descriptions and analysis of these studies, we will isolate a process common to all that is equally relevant to the social construction of race as it is to gender. Analysis of these four studies suggests methods that can be applied to a wide range of organizations. Therefore, the question is no longer *how* to neutralize the stereotypes so central to discriminatory practices, but whether we have the desire and conviction to eradicate the inequality caused by them.

BFRF Final Products Accepted

Bradley George, Entrepreneurship, “The Epistemology of Entrepreneurial Orientation: Conceptual Formation, Modeling and Operationalization”

In this manuscript we examine the evolution of the Entrepreneurial Orientation concept in an effort to identify areas of concern for the future development of knowledge around the construct and provide conceptual analyses to suggest how we might best move forward in the construct’s development. We suggest that the continued accumulation of knowledge in the field is best facilitated by conceptualizing EO as a reflective model utilizing three dimensions that can be extended through the use of a classical classification scheme and that additional subcategories of EO should be developed within the EO conceptual family utilizing new measurement items.

Steven Gordon, TOIM, “Trends and Gaps in the Use of Case-Based Research in Information Systems and Technology Research”

The purpose of this research is to identify gaps and trends in case-based research in the field of information systems (IS). We argue that case-based research is necessary in all sub-disciplines of the field, but that the use of case-based methodologies has been uneven, concentrated in some sub-fields, such as enterprise resource planning and knowledge management, and almost lacking in others, such as security and project management. The findings presented here should motivate researchers to augment their research with case studies in areas where it has been lacking. It should also help doctoral students and case researchers who have yet to specialize or who would like to broaden their research interests to identify promising topics for case-based study.

Kandice, Hauf, History and Society, “The Geographical and Cultural Context for the Rise of Charismatic Masters and Devoted Disciples”

This chapter analyzes the geographical and cultural context of the home base of the four main Wang Yangming disciples in south central China, namely, Ji’an prefecture in Jiangxi province. This prefecture enjoyed a steady rise in academic success from the 12th century into the mid-Ming dynasty (Ming 1368-1644). During the 16th century which is the main focus of this study Ji’an’s academic success was beginning to wane. The chapter provides the context to understand the education, inclination, and opportunity for these members of the local and national elite to become devoted disciples of a Confucian master.

Gang Hu, Finance, “OLIVE: A Simple Method for Estimating Betas When Factors Are Measured with Error”

We propose a simple and intuitive method for estimating betas when factors are measured with error: ordinary least squares instrumental variable estimator (OLIVE). OLIVE performs well when the number of instruments becomes large, while the performance of conventional instrumental variable methods becomes poor or even infeasible. In an empirical application, OLIVE beta estimates improve R-squared significantly. More importantly, our results help resolve two puzzling findings in the prior literature: first, the sign of average risk premium on the beta for market return changes from negative to positive; second, the estimated value of average zero-beta rate is no longer too high.

Nan Langowitz, Management, “Early Career Outcomes: Does Gender Make a Difference?”

Extant literature points to varying career progress, wages, self-perceptions, and self-efficacy, among other career outcomes and attitudes, in populations of women and men. A range of explanations has been offered, including the impact of the persistence of gender stereotypes, creating differences in career aspirations and expected outcomes, negotiation for pay and bonuses, ability to be considered for and gain promotion, inter alia. This research examines career outcomes of undergraduates from the years 2003-2007. A priori, given similar educational training and expectations for managerial careers, we should expect to find similar progress for graduates regardless of gender. Based on survey data collected in 2009, this project examines potential differences and looks for insight as to the impact of gender, as well as gender-based educational interventions.

Toni Lester, Accounting and Law, “Recent Developments in Costa Rican Gay Rights Laws”

The article covers recent developments in Latin American gay rights law through the lens of what is happening in Costa Rica.

Xinghua Li, History and Society, “The “Organic” Dilemma: A Comparative Analysis of Organic Food Advertising in China and the U.S.”

This essay compares organic food advertisements in China and the U.S. and focuses on the cultural and ideological factors that interrupt the cross-cultural translation of the idea of “organic.” My analysis shows that organic foods in China, at its nascent stage of mass marketing, is represented as a luxury product targeted at the upper and upper-middle class consumers. Their ads highlight the elite status of the consumers and are symptomatic of the social desire to distance the elites from the masses, the rich from the poor, and the urban from the rural. The American ads, nevertheless, structure the notion of “organic” around an imagined harmonious community. By addressing “the common people,” they reflect the traditional rhetoric of populism and the founding ideology of social equality. These ads attempt to mask the fundamental inequality embedded in the production and consumption of the organic food. I argue that organic food, as it is absorbed into the industrial capitalist system, has nothing holistic about it. The notion of “organic”, on the one hand, is a consumerist fantasy that covers the anxiety surrounding food (e.g. food as contagion, food as a scarcity, or food as an excess); on the other hand, it is a symptom of deep-seated social inequality and class antagonism that have always motivated the production and consumption of food.

Mary O’Donoghue, Arts and Humanities, *Sreangscéalta Beaga Báiteacha ón Domhan/ Smale Pale Telegrams from the World*
The abstract of this work is currently unavailable pending publication.

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BFRF Final Products Accepted

Kenichi Matsuno, Marketing, “Customer Equity and Business Performance for Entrepreneurial Firms: Impact of Marketing-R&D Integration and R&D Strength in Corporate Settings”
The authors investigate the structural relationships among entrepreneurial proclivity, marketing-R&D integration, and R&D strength in achieving three critical performance criteria for organizations: customer equity, business growth, and financial return. Based on the analysis of data collected from SBUs of large Japanese manufacturers, the authors find nuanced effects of organization’s entrepreneurial proclivity on the critical organizational process, resource, and business performance. Specifically the study shows that: 1) entrepreneurial proclivity directly and positively influences both marketing-R&D integration and R&D strength; 2) entrepreneurial proclivity’s effect on business growth and financial return is positive and mediated by customer equity; 3) marketing-R&D integration has a moderating effect on the positive impact of R&D strength on customer equity; and 4) customer equity is a strong driver of business growth and financial return. Implications to growth through customer equity and new product development in the context of corporate entrepreneurship are discussed.

Salvatore Parise, TOIM, “Predicting the Diffusion of Social Media Technologies in Organizations”
Based on 70 in-depth interviews, in which we spoke directly to executives and practitioners, and an in-depth survey of 1,050 companies on emergent social media strategies and practices, we see that there are four distinct approaches to social business strategy, each differing from the next depending on tolerance for uncertain outcomes and intended scale. First is a creative experimentation strategy. Creative experimenters embrace uncertainty, designing small scale tests to discover ways to potentially improve discreet functions and practices. Rather than focusing on an urgent business goal, they aim to learn. Second is a predictive practitioner strategy, which also limits the scale of its social business ambition to a specific area of the business like customer service or human resources. However, predictive practitioners try to avoid uncertain outcomes, always trying to deliver predictable results with established measures. Third is a social champion strategy, which also seeks to minimize uncertainty and deliver well-defined results. However, social champions’ efforts are large in scope and scale, often requiring careful global collaboration across multiple functions and levels of seniority. Fourth is a social transformer strategy, which aspires to innovate enterprise and culture. To do this, social transformers continuously learn from the unexpected in real-time, using previously invisible social interactions as the basis of strategy, decision making, and collaboration. We profile a best practice organization for each strategy to illustrate emerging design principles and decisions that prospective adopters will need to consider.

Salvatore Parise, Technology, Operations, and Information Management, “The Role of External Networks in the Innovation Process”
Many organizational innovations can be explained by the movement of ideas and information from one social context to another, “from where they are known to where they are not” (Hargadon 2002, p. 41). A relatively new technology, social

bookmarking systems, is increasingly being used in organizations (McAfee 2006), and may enhance employee innovativeness by providing a new, socially-mediated channel for discovering information. Users of such systems create publicly viewable lists of bookmarks (each being a hyperlink to an information resource) and often assign searchable keywords (“tags”) to these bookmarks. We explore two different perspectives on how accessing others’ bookmarks could enhance how innovative an individual is at work. First, we develop two hypotheses around the idea that quantity may be a proxy for diversity, following a well-established literature that holds that the more information obtained and the larger the number of sources consulted, the higher the likelihood an individual will come across novel ideas. Next, we offer two hypotheses adapted from social network research that argue that the shape of the network of connections that are created when individuals access each other’s bookmarks can reflect information novelty, and that individuals whose networks bridge more structural holes and have greater effective reach are likely to be more innovative. An analysis of bookmarking system use in a global professional services firm provides strong support for the social diversity of information sources as a predictor of employee innovativeness, but no support that the number of bookmarks accessed matters. By extending the social networks literature to theorize the functionalities offered by social bookmarking systems, this research establishes structural holes theory as a valuable lens through which social technologies may be understood.

Virginia Rademacher, Arts and Humanities, two book chapters: “Speculative Truths and Derivative Fictions in Juan José Millás *Dos Mujeres en Praga*”
Applying examples from financial approaches to risk and uncertainty, I consider the function of biography in Juan José Millás best-selling Spanish novel, *Dos mujeres en Praga* (Two Women in Prague, 2002). As a means to negotiate or leverage uncertainty, Millás’ use of biography builds off the same logic that financial managers apply to derivatives and other financial instruments. One may choose to ‘hedge’ against unexpected shifts in value, or instead to capitalize on variability and the risk of conjecture. These speculative approaches address complexities of contemporary reality, in which information and images are more accessible than in the past, and simultaneously more provisional.
“Narratives of Disappearance and Recovery in Rosa Montero’s *Historias de mujeres* and *La loca de la casa*.”
I consider two pseudo-biographical works by contemporary Spanish writer, Rosa Montero: *Historias de mujeres* (Stories of Women, 1995) and *La loca de la casa* (The Crazy Woman in the House, 2003). Reinforcing the connections among strategies in diverse fields to manage uncertainty, I view the biographical searching in these Spanish narratives as part of a broader process of questioning that reflects changes in culture and in the experience of contemporary reality. The speculative approach to biography that Montero develops in these narratives incorporates risk and uncertainty into the model of narrating a life. In evaluating this narrative strategy, I relate literary approaches to the logic of speculation as a means to manage business and financial risk.

BFRF Final Products Accepted

Virginia Rademacher, Arts and Humanities, “Two book chapters: “Spectators and Mythmakers: Brokering the Image in Lucía Etxebarria’s *Una historia de amor como otra cualquiera* (A Story of Love Like Any Other, 2003) and *Courtney y yo* (Courtney and I, 2004)” and “Playing for Real: Published Identities in Laura Freixas’ *Amor o lo que sea* (Love or Whatever It Is, 2005)”

My work looks at shifting conceptions of biography in contemporary Spanish narrative. I explore how and why these authors use real and fictionalized biographies (and their strategies) to comment upon, interrogate, and reconsider the experience and generation of the real within the contemporary context. Looking specifically at works by Spanish writer, Lucía Etxebarria, I examine how she links the construction of biographical identity and the experience of contemporary reality as perpetually uncertain (and constantly adapting) multiplayer games. I see Etxebarria’s pseudo-biographical narratives as simulated games through which she builds, models, and explores alternative approaches to navigate the shift and flux of contemporary reality.

Jay Rao, TOIM, “The True Grit of Innovators: Pixar’s Perilous Innovation Journey”

This book traces the history of Pixar from the time of its founding till the release and success of their first movie – The Toy Story. This book highlights the unpredictable dynamics of innovation: (1) the vicissitudes and vagaries of how innovation happens, (2) the inter-play between technology geeks, dreamers, artists, and investors, (3) the cat-and-mouse game that ensues between start-ups, SMBs and large firms, (4) the centrality of failure in innovation, (5) the progression and confluence of several technologies, and (6) the courage and fortitude of the dreamers and believers of computer animation.

Brian Seitz, History and Society, “Proximities to Death: Freud’s Dream of the Double”

Part of a larger book project entitled, *Double or Nothing: Uncanny Ontology*, this essay is a reading of the motif of the double in selected theoretical writings of Freud. As I note in the essay, I both track a deconstructive logic at work in Freud’s text while also myself engaging in a phenomenological technique called “eidetic variation” in the broader interests of understanding the double. While it begins with his essay on Dostoevsky, the main texts it concentrates on were both groundbreaking theoretical texts in Freud’s prolific career, the first, *Totem and Taboo*, because of Freud’s incursion into and use of anthropological research, the second, *Beyond the Pleasure Principle*, because of its highly speculative nature and because of the challenge it presented to what had been one of the central theoretical underpinnings to the psychoanalytic enterprise. My essay confirms the sense in which the motif of the double provided a fundamental and inescapable armature for the working out of Freudian theory, while it also posed a threat to that theory.

G. Shankar, TOIM, “Investigating the Role of Non-Transactional Data in Business Enterprises: Implications for Data Quality, Governance and Enterprise Architecture”

Data is an organizational asset and it is critical that organizations manage the quality of their data resources. The primary source of organizational data has been business transactions. In the recent past, data generated by social media technologies have become part of organizational data. This data is being used for marketing, product innovation and customer support. In this paper, we present the observations from our preliminary study into examining the quality of social media data and the impact of social media data on the quality of transactional data. Specifically, we look at the traditional dimensions of data quality and examine their applicability to social media data. We believe this is a first step towards gaining a better understanding of how to evaluate the quality of social media data. It also offers insights into the use of social media data for improving the quality of transactional data.

Joel Shulman, Entrepreneurship, “The Rich Get Richer...and so Can You” Are the Rich getting richer? Our data suggest that they do. However, rather than complain about the unfairness of it all, we offer a simple approach that allows others to get richer, too. Our trading rule simply mimics the holdings of the Forbes billionaires. It doesn’t work every year, but on average, it seems to provide excellent results. Will it work in the future for you?

Rosa Slegers, Arts and Humanities, “A Pragmatist Approach to Emotional Intelligence and Managerial Regret”

This essay offers a philosophical perspective on the concept of “emotional intelligence” as it is commonly understood and explores the temptation to use this concept to simplify, categorize or reject “irrational” sensations. William James’s pragmatism shows that the acknowledgement of “emotional vagueness” in general, and a common form of regret in particular, makes a difference in our experience (a pragmatist requirement) and enriches the decision making process by resisting the intellect’s simplifying, labor-saving inclinations. It is argued that the current debate around emotional intelligence calls for the attitude described by James as “tough-minded empiricism.”

Janice Yellin, Arts and Humanities, “Creating a typology for Meroitic Offering tables as a tool for dating/establishing Meroitic Chronology”

This new database of Meroitic offering tables allows me to catalogue and organize offering tables (212 now entered) according to significant visual and textual features carved on stone altars that were used in Meroitic funerary rites. The typology includes sub-groups that can be dated & used to identify regional variations. These categories of offering tables will allow scholars to date Meroitic offering tables and their contexts more accurately as well as to explore regional trade and manufacture. Offering tables are found in cemeteries - establishing dating criteria through this typology enables archaeologists to accurately date contexts in which they are found. Having readily datable offering tables enhances establishment of chronological sequences which are the basis for building history.

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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 different faculty members.

Fall 2011	Spring 2012
<p>Thursday, September 8: Nestor Azcona, Economics, “Price-Level Targeting and Exchange-Rate Volatility” and G. Shankaranarayanan, TOIM, “Social Media Data and Data Quality”</p> <p>Wednesday, September 21: Kevin Bruyneel, History and Society, “Martin Luther King’s Legacy in the Streets and in the Stone: The Paradox of Memorializing Change in American Race Politics” and S. Sinan Erzurumlu, TOIM, “Operational Hedging Strategies to Overcome Financial Constraints for Clean Technology Startups”</p> <p>Wednesday, October 12: Virginia Rademacher, Arts and Humanities, “Simulated Games if Identity in Contemporary Spanish Narrative” and Keith Wilcox, Marketing, “the Influence of Online Social Networks on Self-Control”</p> <p>Thursday, October 20: Gang Hu, Finance, “OLIVE: A Simple Method for Estimating Betas When Factors Are Measured with Error” and Janice Yellin, Arts and Humanities, “Art Writing History”</p> <p>Wednesday, November 9: Denise Troxell, Mathematics and Science, “Graph theoretical approach to the Spread of Disease, Opinion, and Fault” and Steven Gordon, TOIM, “Trends and Gaps in the Use of Case-Based Research in Information Systems and Technology Research”</p>	<p>Wednesday, February: James Hoopes, History and Society, “Corporate Dreams: Big Business in American Democracy from the Great Depression to the Great Recession”</p> <p>Tuesday, February 14: Sebastian Fixson, TOIM, “Shifting grounds: How industry emergence changes the effectiveness of knowledge creation strategies – The case of the U.S. automotive airbag industry” and Rosa Slegers, Arts and Humanities, “Primates, Philosophers, and Virtue”</p> <p>Wednesday, February 29: Marjorie Feld, History and Society, “Jewish Women’s Leadership in the Anti-Apartheid Movement” and Kenichi Matsuno, Marketing, “Corporate Entrepreneurship, Marketing-R&D Integration, and Market Performance: A Japanese Study”</p> <p>Tuesday, March 13: Bradley George, Entrepreneurship, “The Epistemology of Entrepreneurial Orientation: Conceptual Formation, Modeling and Operationalization” and Xinghua Li, History and Society, “The “Organi-vore’s” Dilemma: A Comparative Analysis of Organic Food Advertising in China and the U.S”</p> <p>Wednesday, April 11: Cristiano Busco, Accounting and Law, “Control and Creativity in Small and Medium-sized Enterprises” and Joel Shulman, Entrepreneurship, “The Rich Get Richer and So Can You”</p> <p>Thursday, April 26: Mary Godwyn, History and Society, “Organizational Interventions and Women’s Leadership” and Anne Roggeveen, Marketing, “Shifting Preference Through Vividness: The Influence of Presentation Form on Product Choice”</p>

Publications

During the academic year, the Babson Faculty Research Fund published nine 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. BFRF Working Papers, the output from course release and summer stipend awards, are published on [Digital Knowledge at Babson](#) (DKB), the College’s institutional repository; DKB is designed to promote Babson based research, creative activity and other output and enable their discovery via the Web.

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.

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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