

December 2011

## IN THIS ISSUE

TIF Supports Pedagogy  
Call for Proposals  
BFRF Spring Chats  
Faculty News  
[Final Products Accepted](#)  
[Funding Opportunity](#)

Research @ Babson is published by the  
Babson Faculty Research Fund

## Teaching Innovation Fund (TIF)

The Teaching Innovation Fund (TIF) supports all types of pedagogy. Faculty can apply for funding for the development of a case or other types of teaching materials such as simulations, exercises, tutorials, and videos.

The purpose of the TIF is to:

- Encourage and facilitate the development of innovative teaching materials
- Keep Babson's curriculum current and global
- Publicize teaching innovations across campus
- Increase the public visibility and teaching reputation of the College and its faculty

Proposals are accepted on a rolling basis. For more information, see the [TIF website](#). Or from the Faculty Portal, please select 'Governance and Support' and then select 'Funding'. Also, watch your Email inbox for updates from the TIF committee.

## Faculty and Staff News

### Research Fund Sets Proposal Deadline Wed., February 8, 2012

The Research Fund has course releases and stipends available for 2012-2013 to support faculty research projects. For application information, revised forms, and funding guidelines please visit the [Research Fund](#) web site. If you have any questions, contact [Susan Chern](#) (x5339) or any of the BFRF members.

### Save the Date 1<sup>st</sup> BFRF Spring Chat Wed, February 1

**Cristiano Busco**, Accounting and Law  
"Control and Creativity in Small and Medium-sized Enterprises: formal vs. informal controls in two comparative case studies"  
and  
**James Hoopes**, History and Society  
"Corporate Dreams: Big Business in American Democracy from the Great Depression to the Great Awakening"

"Where do Breakthroughs Come From? Characteristics of High Potential Inventions," by **Donna Kelley**, Entrepreneurship, has been accepted for publication in the *Journal of Product Innovation Management*.

*Journal of Business Research* will publish "A New Perspective on Learning and Innovation in Cross-Sector Collaborations" by **Miguel Rivera-Santos**, Management, and co-authors M. Murphy and F. Perrot.

President Schlesinger recently received a letter from the Institute of International Education and the Fulbright Program's sponsor, the U.S. Department of State's Bureau of Educational and Cultural Affairs, congratulating Babson College on being one of this year's Fulbright Scholarship "top producers."

In his letter, Dr. Allan E. Goodman, President and CEO of the Institute of International Education, states: "I would like to acknowledge the excellent work of your Fulbright Student Program Adviser, **Katherine Platt**, and your Fulbright Scholar Program Campus Representative, **Wendy Silverman**, for their strong contributions to the program's success at Babson College.

This recognition is a result of three students applying for and one student receiving a Fulbright Award. The student was **Julian Simcock '05** who received the Fulbright to study "the most effective methods of encouraging entrepreneurial activity amidst the most severely impoverished communities of Cape Town, South Africa."

The Fulbright Program is the flagship international educational exchange program sponsored by the U.S. government and is designed to "increase mutual understanding between the people of the United States and the people of other countries."

If you are interested in exploring Fulbright opportunities, view their [website](#) or contact [Wendy Silverman](#), Director, CFGR.

[Back to Top](#)

# Final Products Accepted

**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.

**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.

**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.

**Joel Shulman**, Entrepreneurship, “The Rich Get Richer...and so Can You”

Are the Rich getting richer? Out 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?

---

## Funding Opportunity

The [Marion and Jasper Whiting Foundation](#) is seeking applications from teachers at New England colleges and universities for “Fellowships for Higher Education.” The application deadline is 1/20/12 and awards will be announced by 3/11/12. Last year they received 98 applications and 21 winners from 16 different schools received awards of approximately \$5,505 per fellowship.

Interested faculty should contact [Wendy Silverman](#), Director, CFGR, for the application materials.

[Back to Top](#)