



Rising Scholars Conference  
Entrepreneurship & Innovation Student Research Presentations

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Christina Nguyen is a PhD candidate in the Technological Innovation, Entrepreneurship, and Strategic Management group at the MIT Sloan School of Management, where she has been recognized as an MIT Presidential Fellow and is supported by the National Science Foundation Graduate Research Fellowship and MIT Sloan Doctoral Fellowship. Her current research focuses on the economics of innovation and strategies for innovation management. Prior to starting her PhD, Christina was Senior Research Analyst in health policy at Harvard Medical School and worked in the Obama White House National Economic Council. She received an AB with highest honors in sociology and a secondary field in global health and health policy, a graduate certificate in data science, and an honors certificate in business, all from Harvard University. She has an SM in management research from MIT.

**Abstract:**

**The Value Added of Innovation Managers: Evidence from the NIH**

The allocation of authority to innovation managers is a central question that all R&D organizations face. Giving managers the power to choose the people and projects to which they allocate resources means some loss of control for the principal. However, delegating this responsibility can leverage the experiences of skilled managers to make optimal choices. Building on models of authority in organizations, this paper investigates how discretion affects the impacts of innovation managers (program officers) at the National Institutes of Health (NIH) on the performance of researchers who receive public grant funding. Using value-added measures of managerial quality, I find differences in value added depending on whether I examine first-time grantees versus researchers who have already received a grant in the past. My preliminary findings suggest that discretion matters most for the short-term outcomes of first-time grantees. Specifically, variation in value added is more salient for publication quantity when the program officer has discretion than when she does not. However, the opposite is true for first-time grantees' long-run citations and for established grantees overall. By combining NIH data with federal personnel data, I also begin to explore the contribution of managers' sociodemographic characteristics on their value added. For example, a program officer with a doctorate degree has a positive impact on value added for researchers' publications. Program officers have often been considered secondary to peer reviewers or otherwise overlooked outside of their administrative duties. This study quantifies the value added of innovation

managers and highlights the ways in which they may strategically influence outcomes for different researchers.

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Born to Caribbean parents, Debby Osias is a first-generation native of New York City. She is currently a PhD student and instructor in the Department of Management and Entrepreneurship at Auburn University's Harbert College of Business. Her research focuses on exploring the entrepreneurship continuum.

**Abstract:**

**From aspiration to articulation: unpacking the role of voice behaviors as a mediator of the entrepreneurial identity aspiration to leadership emergence**

Authors: Debby Osias, Auburn University and Alex Hamrick, University of Richmond

The majority of theory and research on entrepreneurial identity aspiration has concentrated on how an 'entrepreneur possible self' influences nascent and gestational entrepreneurial behaviors, implying that these behaviors are merely the next major step. We examine this topic from a different lens and explore other outcomes of entrepreneurial identity aspiration for employees. To advance research and theory on entrepreneurial identity aspiration, our goal is to answer two questions, 1) To what extent, if any, does the level of entrepreneurial identity aspiration influence the emergence of leadership behaviors in the workplace? 2) What factors make this most likely to occur? We draw from possible selves theory (Markus & Nurius, 1986) and identity theory (Stryker, 1968) that posits that employees who aspire to become entrepreneurs may experience a sense of identity congruence and leadership emergence when they feel that their entrepreneurial identity is valued and recognized within their work environment. More specifically, we argue for a positive indirect effect of entrepreneurial identity aspiration on emergent leadership behaviors through voice behaviors. We conducted a time-lagged study in which data was collected in three waves, one month apart. In our study (N = 602), we find support for our hypotheses and emphasize the significance of entrepreneurial identity aspiration for employees in traditional work arrangements. Those who aspire to entrepreneurship and channel this identity through the articulation of their ideas and thoughts, can contribute positively to organizational outcomes. This may help to counter stereotypical perceptions of entrepreneurially minded people as being incompatible within traditional work arrangements. We discuss both theoretical and practical implications for the study, in addition to its limitations and future research directions.

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Originally from South Africa, Sarah Sarjoo is a second-year Ph.D. student in the Department of Management & Organization at the University of Notre Dame. She received her B.S. in Finance as well as her MBA from East Carolina University. Sarah worked in private equity and investment banking before beginning her Ph.D. at Notre Dame. Her research interests include entrepreneurship in developing countries, entrepreneurship in the informal sector, and destructive entrepreneurship.

**Abstract:**

**Entrepreneurial Heroes and Villains: Overlapping Opportunity Variants in the Abalone Industry.**

Some entrepreneurs pursue destructive entrepreneurship that harms the environment—the villains. Some entrepreneurs pursue sustainable entrepreneurship that benefits the environment—the heroes. While each form of entrepreneurship has been studied independently, their interrelationship has received little attention. Through an inductive study of the South African abalone industry, we explore interrelated processes that create an opportunity for some to profit while destroying natural and social resources and for others to profit while sustaining natural and social resources. These interrelated processes are critical in understanding how entrepreneurs exploit different variants of the same opportunity arising from the same natural resource. The interrelated processes result in interdependences between entrepreneurial actors that generate two primary dynamics: pernicious (i.e., processes that are detrimental to the functioning of those engaged) and symbiotic (i.e., processes that sustain the functioning of those engaged). This study explains the interrelationship between the pursuit of opportunity variants that cause destruction and the pursuit of opportunity variants that reduce destruction, and how this interrelationship in turn affects and is affected by the local community in which it is embedded. This critical yet underexplored balancing of destructive and sustainable entrepreneurship sheds light on interrelated processes that enable the functioning of a local system.

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Inara S. Tareque is a third-year PhD candidate at Columbia Business School's Management Division (Macro Track). Driven by her core belief in entrepreneurship as a vehicle for economic mobility and social equity, Inara's research examines systemic, social, and personal factors that shape inclusive entrepreneurship. To this end, she employs a blend of computational techniques and field experiments to reveal underlying conditions and processes that explain entrepreneurial outcomes, strategy, and behavior. Prior to joining the PhD program, Inara conducted research at Stanford Graduate School of Business and the Kauffman Foundation, and earned a B.A. degree in Economics and Mathematics from Grinnell College.

**Abstract:**

**When does advice impact entrepreneurial performance? The role of community social capital: Evidence from a large-scale field study of nascent entrepreneurs.**

Authors: Inara Tareque, Dan J. Wang, Columbia University

Knowledge and advice from peers, mentors, and others in a founder's support network are critical resources for all early-stage ventures to grow their businesses. Yet, much of our understanding of how advice benefits entrepreneurial venture outcomes comes from studies that focus on samples of aspiring high-growth start-ups that have received or hope to receive venture capital funding, meant to accelerate growth. Local small businesses, which form over 95% of U.S. businesses, are missing in the literature. Do channels of advice and consulting benefit small businesses that lack the backing of venture capital in the same way? Moreover, although research largely suggests that external advice improves entrepreneurial outcomes, not every entrepreneur may benefit equally from such advice. However, when we examine the scholarship on the conditions under which entrepreneurial advice translates into tangible organizational outcomes, literature is sparse. We attempt to reduce these gaps in the literature by theorizing and testing how regional social capital may impact the effectiveness of advice on nascent entrepreneurs who want to start a local small business. While scholarship on regional social capital would predict that the social capital embedded in a region moderates the impact of institutional channels of advice on entrepreneurial outcome, the direction of the moderating effect remains unclear.

To investigate this, using restricted-access administrative records from the New York State Small Business Development Center (SBDC), we track over 110,000 small businesses between 2005 and 2022 that received formal advice from consultations with the SBDC during the same period. Moreover, we leverage two unique sources of publicly available measures of social capital to capture the impact of social capital on venture outcomes: 1) Social Capital Atlas, constructed in Chetty et al. (2022a)<sup>1</sup> and Chetty et al. (2022b)<sup>2</sup>. Social Capital Atlas leverages Facebook user data to calculate regional social capital statistics aggregated to the Zip code level; 2) Facebook user data from Facebook Social Connectedness Index (FSCI) (Bailey et al., 2018)<sup>3</sup>.

We leverage computational methods such as text data analysis and linear regressions with a battery of controls for our analyses. We found that more time spent with an SBDC consultant leads to greater rates of: 1) startup creation, i.e. the likelihood of an entrepreneur proceeding to

start a company, and 2) subsequent growth. However, the benefit is contingent on the concentration of internal and external social capital within the small business's local community. Both a higher density of social connections within a small business's community and more ties to other communities trigger the positive effect of an SBDC consultation on the small business's progress and growth. Bringing together the literatures on regional social networks, community embeddedness, and entrepreneurship, we contribute by explicating the relationship between place-based social capital and knowledge capital on the growth of small businesses.