

# Winter Conference: Projects and Organizations

**February 5-8, 2015**  
**Park City, Utah**

We are pleased to announce the twenty-first annual Organization Science Winter Conference (OSWCXXI). This year's winter conference will be devoted to the topic of projects and organizations. The meeting will take place February 5-8, 2015, at the Canyons Grand Summit Hotel, Canyons Resort, Park City, Utah.

## Call for Papers

### Co-Chairs

**Sarah Kaplan (Rotman School of Management, University of Toronto)**  
**Dan Levinthal (The Wharton School, University of Pennsylvania)**

A core feature of organizations is to coordinate interdependent behavior. However, coordination is not directed merely at reoccurring action patterns but at achieving novel outcomes. Projects are a critical fulcrum of coordinated action and novelty. Despite their centrality in organizational life, "projects" as a construct are under-theorized as a unit and level of analysis. Projects are characterized by their temporary nature, by horizontal rather than vertical (command and control) relationships, by unclear accountability, by shifting commitments and by unclear expertise. This conference is designed to place the project in the foreground of theorizing in order to find where existing organizational theories break down and to provoke new theorizing about organizations. Some examples of potential topics include the following:

- **Project-based organizations:** The increase in numbers of project-based organizations can be seen as a response to dynamic markets in which command and control approaches are no longer appropriate. To what extent do existing macro, meso, and micro theories of organizations apply in the context of project-based organizations? Where and under what conditions are project-based organizations applicable? What are the potential advantages or disadvantages of this form of organizing for individual, group and organizational outcomes?
- **Projects and teams:** In the vast literature on teams and team dynamics, scholars have paid less attention to the fact that teams tend to work on projects. Often the project is the driving force in assembling and changing a team over time. As projects shift, teams' structures and dynamics may also shift. What can be gained from shifting the focus from teams to projects? Reciprocally, what can theories of teams contribute to the development of theories about projects?
- **Projects and knowledge:** Projects – because they are temporary and often comprised of distributed members – pose particular problems for knowledge within and across organizations. Little research has examined how knowledge is coordinated in these organizational forms. How can knowledge be transferred, coordinated and used in distributed projects and across (temporary) projects over time?
- **Projects and routines:** A well-established literature has shown how routines can be sources of stability and change in organizations. However, an emerging stream of work suggests that routines are not enough for understanding how new actions emerge in organizations and proposes projects as a complementary form of organizing. How can attention to projects help us understand organizational change? What theories can connect project work to routine action?
- **Projects and strategy:** Strategy research has typically been done at the firm- or individual-level and unit of analysis. However, strategy is typically formulated and often executed in the form of projects or strategic initiatives. What can be gained by using projects as a unit of analysis in strategy? What contrasts can we draw with findings that focus on firms as monolithic wholes?
- **Projects and institutions:** Institutional theory has been grappling with theories of change in institutions. Existing explanations have focused on institutional work and institutional entrepreneurship. Little theory has been developed about the role of specific projects/campaigns/strategic initiatives in shaping change. Could this be a useful lens for understanding how fields are built, maintained and changed?

We invite 2- to 3-page proposals for plenary panels and individual paper contributions that might link in interesting ways to the various themes related to projects and organizations. As has been the case in the past, some contributions will be presented as part of the plenary program, while others will be invited to join another highly acclaimed OSWC tradition—the open-ended evening-long (7–10 p.m.) Interactive Poster Sessions accompanied with finger food, wine, soft drinks, and desserts. Furthermore, if you are interested in attending OSWCXXI but not as participant on the program, please submit a statement expressing your desire to participate and describing your interest in topics addressed above.

## Applications

The deadline has passed, and applications are no longer being accepted.

## Conference Registration

Registration is now open at [https://online.informs.org/informsssa/evtssareq.custid?p\\_event\\_id=1139](https://online.informs.org/informsssa/evtssareq.custid?p_event_id=1139)

Register early to take advantage of early-bird registration savings!

Have a question regarding registration? Write to [meetings@informs.org](mailto:meetings@informs.org).

### Registration Rates

Member/Non-Member	Early Registration (up to January 5, 2015)	\$525
	Late/On-Site Registration (after January 5, 2015)	\$625
Student	Early Registration (up to January 5, 2015)	\$425
	Late/On-Site Registration (after January 5, 2015)	\$525
Guest	All	\$75

Note: Full-time students must attach a faculty certification to attend. Please fax to +1-443-757-3515.

### Cancellation Policy

Cancellation by January 17, 2015: Refund less a \$50 processing fee.

Cancellation after January 17, 2015: No refunds available.

## Hotel Accommodations

### Grand Summit Hotel at Canyons Resorts

4000 Canyons Resort Dr, Park City, UT 84098

Group Room Rate: Standard View Room, \$262 single/double occupancy, plus 12.08% taxes

One Bedroom suite, \$359, Two Bedroom suite \$439 (upon availability)

You can book your room either [online by clicking here](#) or by phone:

Canyons Reservation Department:

US and Canada: 888-CANYONS (226-9667)

For international calls: +1-435-615-3360

To get access to the preferential rates, use the information below when registering (this information should automatically populate when you click on the hotel registration link above):

Group Name: INFORMS Organization Science Winter Conference

Group ID: CF2PEN

Cut-off date to make reservations at the group rate: January 3, 2015

Resort Fee: \$25 per night

Includes: Resort wireless internet, unlimited valet parking, ski valet and ski storage, pool, hot tubs, fitness center, In-resort on demand transportation, in-town scheduled transportation, daily newspapers, and in-room coffee/tea.

This 4-star lodge in Park City, Utah, features a ski-in/ski-out location, a full-service spa and fitness center, and 4 on-site restaurants. All rooms include free Wi-Fi.

A cable TV and coffee maker are featured in each room at Grand Summit Hotel by Canyons Resort. Studios have a kitchenette, and 1, 2 and 3 bedroom suites have a full kitchen.

The four restaurants on site at Grand Summit by Canyons Resort include The Farm Restaurant, which serves locally grown ingredients from farms and artisans within a 200-mile radius of Park City. The Red Tail Grill is open for lunch, dinner and après ski and First Tracks Café serves specialty coffee drinks, light breakfasts and lunch. The Canyons Alpine Breakfast Buffet features omelets, waffles, eggs Benedict and banana granola pancakes.

Horse-drawn sleigh rides are available on select days. Snowmobiling, tubing, dog sledding, zip-lining, and cross country skiing are just a short distance from Grand Summit Hotel.

For more information on the Canyons Resorts visit <http://www.canyonsresort.com/>