

XXI Organization Science Winter Conference

Projects and Organizations – Revised Agenda

Park City, Utah
February 5-8, 2015

Thursday, February 5

4:00 – 5:00 pm

White Pine Lobby

5:00 – 5:10

White Pine Ballroom

5:10 – 7:00 pm

White Pine Ballroom

Registration and Opening Reception

Greeting and Introduction to “Projects and Organizations”

Plenary Panel

Projects as the Locus of Strategic Decision-Making

Moderator: J.P. Eggers (NYU Stern)

- **“Temporal Capability Building in Finland’s Cloud Software Program”** – Sirkka Jarvenpaa (Univ. of Texas at Austin)
- **“Performance Feedback and Risk Taking with Project Decisions: What Risk?”** – Ronald Klingebiel (Frankfurt School of Finance and Management)
- **“Growth Logics: Contrasting Strategies for the Creation of New Products and the Direction of Organizational Expansion”** – J.P. Eggers (NYU Stern)
- **“Managerial Attention and the Selection of R&D Projects”** – Ammon Salter (University of Bath), Paola Criscuolo (Imperial College London), Linus Dahlander (ESMT), Thorsten Grohsjean (LMU Munich)

7:00 – 10:00 pm

The Cabin I & II

Food, Libation, Interactive Poster Session I

- **“Lasting Temporariness: Projects as Capability Bridges Across Time and Levels”** – Karl Breunig (Oslo and Akershus University College), Jonas Söderlund (BI Norwegian School of Business), and Ragnhild Kvålshaugen (BI Norwegian School of Business)
- **“The Nexus Between Organisational Routines and Projects: A Goal-based Perspective”** – Moses Olufemi, Alexander Hope, and Allan Osborne (Northumbria University)
- **“Constructing Projects, Managing Resistance: The Dynamics of Entrepreneurship in the Institution of American Public Radio”** – Elizabeth Hansen (Harvard Business School)
- **“Where Change is the Norm: Structure, Routines and Resources in the Consulting Industry”** – Daniel Keum and Beth Bechky (NYU Stern)
- **“Intermediaries in Project Work: The Case of the United Nations Clean Development Mechanism”** – Brandon Lee (Melbourne Business School)
- **“Are Two Heads Better than One? A Formal Investigation into the Efficacy of Multi-authority Hierarchies in Coordinating Action in Complex Organizations”** – Dan Levinthal (Wharton) and Maciej Workiewicz (INSEAD)
- **“Assembly Logic: Dynamic Capabilities of Variation, Selection and Retention of Projects and Routines”** – David Obstfeld (California State University Fullerton)
- **“Orchestrating Project Work: A Meso-Level Study”** – Hatim Rahman (Stanford University)
- **“Projects and Intra-organizational Network Formation”** – Jesse Shore (Boston University, School of Management)
- **“The Role of Projects in Mobilizing Institutional Change”** – Sarah Winterstorm Varlander (Stockholm Business School) and Anna Essen (Stockholm School of Economics)
- **“Stamps of Power and Conflict: Imprinting and Influence in the US Senate, 1973-2009”** – Christopher Liu (University of Toronto) and Sameer Srivastava (Haas School)

Friday, February 6

7:00 – 8:00 am

White Pine Lobby

Breakfast Buffet

8:00 – 10:00 am

White Pine Ballroom

Plenary Panel

Projects and Knowledge

Moderator: Beth Bechky (NYU Stern)

- **“Out of Bounds: Reshaping Multiplex Boundaries in a Megaproject”** – Renee Rottner (New York University)
- **“Reining In and Letting Loose: Managing Knowledge in Inter-Organizational Change Projects”** – Maria Binz-Scharf (City College of New York)
- **“Governing Knowledge and Kinship Flows in Academic Science”** – Ruthanne Huising (McGill University)
- **“How Coordination and Risk Mitigation Repertoires Co-evolve in Dark Communities”** – Siobhan O’Mahony (Boston University) and Filipe Massa (Loyola University)

10:15 – 4:00 pm

Restaurants, bars, and ski slopes

Winter Activities and Social Networking



4:00 – 4:30 pm

White Pine Lobby

Refreshments (hot and cold drinks, snacks)

4:30 – 6:30 pm

White Pine Ballroom

Plenary Panel

Project and Teams

Moderator: Mary Zellmer-Bruhn (University of Minnesota)

- **“Cooperating Without Co-Laboring: How the Distribution of Organizational Control Moderates Inter-Occupational Interaction in Multi-Functional Project Teams”** – Trevor Young-Hyman (University of Wisconsin-Madison)
- **“Structuring Project Groups for Creative Action: Is There a Benefit”** – Mihaela Stan and Aditee Mane (University College London)
- **“Use of Know-how in High Tech Projects: A Multilevel Examination of Trade-offs Between Project Performance and Organizational Benefits”** – Aravind Chandrasekaran (The Ohio State University), Kevin Linderman (University of Minnesota), Mary Zellmer-Bruhn (University of Minnesota)
- **“Repeat Performance: Resource Substitution and Project Performance in Broadway to West End/West End to Broadway Theatrical Productions”** – Joseph Lampel (University of Manchester), Jamal Shamsie (Michigan State), and Zur Shapira (NYU Stern)

7:00 – 10:00 pm

The Cabin I & II

Food, Libation, Interactive Poster Session II

- **“Mapping the Road to Future Projects”** – Marie Bengtsson and Lars Lindkvist (Linköping University)
- **“Project Teams' Modus Operandi: A Profile Construct Development”** – Simon Bourdeau (Université du Québec à Montréal) and Henri Barki (HEC Montréal)
- **“Limits to the Wisdom of the Crowd”** – Felipe Csaszar (University of Michigan)
- **“An Information Processing Model for Our Project Prone and TechnoHuman Hybrid Future”** – Terri Griffith and Christine Isakson (Santa Clara University)
- **“Project Teams and Routines: Increasing Functional Adaptation Through Cross Understanding”** – Kyle Lewis (UC Santa Barbara), Luis Martins (Univ. of Texas at Austin), and Niranjan Janardhanan (Univ. of Texas at Austin)
- **“Governing Institutional Change Across Boundaries: The Role of Project Networks in Promoting Global Sustainability Standards”** – Stephan Manning (University of Massachusetts Boston)
- **“Knowledge, Projects and Networks”** – Ray Reagans (MIT Sloan School)
- **“Critical Mass for Complex Collective Projects: Collective Action and Market Formation”** – Jeroen Struben (McGill University) and Brandon Lee (Melbourne Business School)
- **“Explaining Participation in Open Production Projects: The Role of Specialization and Collaboration”** – Marco Tonellato (University of Lugano) and Guido Conaldi (University of Greenwich)
- **“Building Big: Risk and the Geographic Composition of Project-Based Alliances”** – Sinziana Dorobantu (NYU Stern) and Jakob Müllner (WU Vienna)
- **“Stumbling from Project to Project? Organization and Team Effects on Project Inventiveness”** – Anindya Ghosh (Univ. of Navarra) and Xavier Martin (Tilburg Univ.)

Saturday, February 7

7:00 – 8:00 am

White Pine Lobby

Breakfast Buffet

8:00 – 10:00 am

White Pine Ballroom

Plenary Panel

Project-based Organizations

Moderator: Andrew Davies (UCL)

- **“Organizing the Temporary Permanently? On the Governance of P-form Corporations”** – Jonas Söderlund (BI Norwegian Business School) and Fredrik Tell (Linköping University)
- **“Modular Components, Integrated Practices: Managing Collaborations in Temporary Organizations”** – Richard Tee (EPFL), Andrew Davies (UCL), Jennifer Whyte (Univ. of Reading), Sam MacAulay (Imperial College London)
- **“Governing Through Numbers: Accounting Figures as Platforms of Engagement in the Construction of Heathrow Airport”** – Paolo Quattrone (University of Edinburgh Business School), Rebecca Vine (SPRU, Sussex University), and Paul Nightingale (SPRU, Sussex University)
- **“The Institutional Battlefield in Inter-institutional Projects”** – Sofia Pemsel (Copenhagen Business School) and Jonas Söderlund (BI Norwegian Business School)

10:15 – 3:30 pm

Restaurants, bars, and ski slopes

Winter Activities and Social Networking



3:30 – 4:00 pm
White Pine Lobby

Refreshments (hot and cold drinks, snacks)

4:00 – 6:00 pm
White Pine Ballroom

Plenary Panel

Crowds, Collaborations, and Complexities: What Projects Teach Us About New Organizational Forms

Moderator: Pino Audia (Tuck School of Business)

- **“Crowdsourced Projects as New IT-Enabled Organizational Forms”** – Daniela Retelny, Melissa Valentine, Michael Bernstein (Stanford University)
- **“Social Coding: The Emergence of Collaboration in a Population of Distributed Software Development Projects”** – Alessandro Lomi (University of Lugano), Duy Vu (University of Melbourne)
- **“Productivity Impacts of a New Project-based Organizational Form”** – Ethan Bernstein (Harvard Business School)
- **“Conceptualizing Complex Projects in Mature Bureaucratic Organizations”** – Melissa Valentine (Stanford University)

6:00 – 7:30 pm
The Cabin I & II

Dinner – Sit-down Buffet

7:30 – 9:30pm
White Pine Ballroom

Plenary Panel

Lessons Learned: Using “Projects” as a Context or Unit of Analysis in Organization Studies

- Eugenia Cacciatori (Cass Business School)
- Niels Noorderhaven (Tilburg University)
- David Obstfeld (California State University Fullerton)
- Andrea Prencipe (LUISS)
- Sarah Kaplan (University of Toronto) (moderator)

Sunday, February 8

7:30 – 9:30 am
White Pine Ballroom

Breakfast, informal wrap up

