

Honoring
Linda Argote

ORGANIZATION SCIENCE WINTER CONFERENCE

The Rapid Evolution of
Knowledge and Technology
in Modern Organizations

February 10–12, 2025
UCLA, Los Angeles, California



ORGANIZING COMMITTEE

Brandy Aven (Carnegie Mellon)

Oliver Hahl (Carnegie Mellon)

Ian Larkin (UCLA)

Chengwei Liu (Imperial)

Lamar Pierce (Washington University in St. Louis)



This year's conference honors the ongoing legacy of **Linda Argote**, Thomas Lord Professor of Organizational Behavior and Theory at Carnegie Mellon University. Linda is a giant in organizational research, both in her own intellectual contributions and in the institutions she helped build and advance. Linda cofounded the OSWC and served as Editor-in-Chief of *Organization Science* from 2004 to 2010 after seven years as Department Editor of *Management Science*. Her ongoing research on learning by, within, and across organizations has been foundational for one of the most important topics in the field of management. Linda's ability to work with and integrate theory and methods from multiple disciplines and fields has helped bridge

academic fault lines in ways that exemplify the community and the journal's long history of cross- and inter-disciplinary research. The broad influence of her work is reflected in her recognition as a fellow of the American Association for the Advancement of Science, the Association for Psychological Science, the Institute for Operations Research and the Management Sciences, and the Academy of Management, in addition to an Honorary Doctorate in Economics and a Distinguished Scholar Award from the Strategic Management Society (and many more). She has served on over 50 dissertation committees in fields that include OB, Engineering, Computer Science, Psychology, History, IS, Marketing, and Operations.

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PROGRAM OVERVIEW

DAY 1: FEB 10TH, MONDAY

13:30 - 14:00	Check-In Centennial AB (1st floor)
14:00 - 14:30	OSWC 2025 Opening Remarks Centennial AB (1st floor)
	Speakers: Lamar Pierce and Olav Sorenson
14:30 - 16:00	Session 1 Centennial AB (1st floor) Serendipity, Creativity, and Organizational Learning and Innovation in Times of Uncertainty
	Organizer: Christian Busch
	Panelists: Christian Busch, Matthew Cronin, Kathleen Eisenhardt, Chengwei Liu, Violina Rindova
16:00 - 16:15	Break
16:15 - 17:15	Session 2 Centennial AB (1st floor) Organizational Knowledge Transfer Through Mentorship: A Case Study
	Moderator: Jerry Guo
	Panelists: Elina Hwang, Jon Kush, Jisoo Park, Ching Ren
17:15 - 17:30	Break
17:30 - 18:30	Keynote Speech by Linda Argote (introduced by Dan Levinthal) Centennial AB (1st floor)
18:30 - 20:30	Buffet and Poster Session 1 Centennial CD (1st floor)
20:30 - 21:30	Fireside Chat 1 Centennial AB (1st floor) Organizational Learning and Linda Argote: Foundations and Future for the Carnegie Perspective
	Organizer: Pino Audia
	Speakers: Vibha Gaba, Hart Posen, John Joseph
21:30	Closing Day 1 Centennial AB (1st floor)

DAY 2: FEB 11TH, TUESDAY

07:00 – 08:30	Breakfast Centennial CD (1st floor)
08:30 – 10:00	Session 3 Centennial AB (1st floor) Innovation in Healthcare: Learning in Critical Work Environments Moderator: Brandy Aven Panelists: Alexandra Bray, Ilana Brody, Jillian Chown, Beril Yalcinkaya, Timothy Gubler
10:00 - 10:15	Break
10:15 - 11:45	Session 4 Centennial AB (1st floor) Knowledge Transfer and Technology among (Small) Firms in Emerging Markets Organizer: Chris Eaglin Panelists: Valentina Assenova, Solene Delecourt, Chris Eaglin, Shon Hiatt, Elizabeth Lyons
11:45 – 16:15	Lunch and Reflection Time & Networking Centennial CD (1st floor)
16:15 - 17:45	Session 5 Centennial AB (1st floor) Learning and Design with Augmented Intelligence Organizer: Oliver Hahl Panelists: Adrienne Baer, Zhaohui (Zoey) Jiang, Zaijia Liu, Jinyuan Song
17:45 - 18:15	Break
18:15 - 20:15	Buffet and Poster Session 2 Centennial CD (1st floor)
20:15 - 21:30	Fireside Chat 2 Centennial AB (1st floor) Honoring Professor Linda Argote: Her Contributions to Organization Science, the Field of Organizational Learning, and Beyond Moderator: Sunkee Lee Speakers: Christine Beckman, Bill McEvily, Zur Shapira, Olav Sorenson
21:30	Closing Day 2 Centennial AB (1st floor)

DAY 3: FEB 12TH, WEDNESDAY

07:00 – 08:30	Breakfast Centennial Terrace (3rd floor)
08:30 – 10:00	Session 6 Centennial AB (1st floor) Knowledge and Learning in the Remote and Hybrid Work Era: Coming Together Before We Work Apart Organizer: Bradley J. Alge, Jennifer L. Gibbs, Terri L. Griffith Speaker: Raquel Buscaino
10:00 - 10:15	Break
10:15 - 11:45	Session 7 Centennial AB (1st floor) Cultural Evolution and Organizational Learning Organizer: Francisco Brahm, Helena Miton Panelists: Francisco Brahm, Chengwei Liu, Helena Miton, Jonathan Schulz
11:45 - 12:00	Break
12:00 - 13:00	OC Final Round-up and Conversations with Linda Argote (moderated by Lamar Pierce) Centennial AB (1st floor)
13:00	Farewell and Lunch Centennial Terrace (3rd floor)

POSTER SESSIONS

POSTER SESSION 1

First	Surname	Title
Emin	Altun	Learning from the unexpected: Towards a behavioral theory of serendipity
Heather	Berry	Intrafirm Services Trade and the Management of Intangible Knowledge Assets by MNCs
Stefano	Brusoni	Growing Pains: Mission Driven Organizations, Mission Drift, and Scaling Up
Christian	Busch	Organizing For Serendipity: How And Why Companies Use Discovery and Validation Heuristics to Leverage The Value In The Unexpected
Melody	Chang	Founders' Pre-Entry Knowledge and Experience and the Benefits of Startup Accelerators
Jaeho	Choi	Span of Control and Firm Growth
John	Eklund	Unpacking the Components of Team Category Diversity
Cristina	Gibson	Knowledge Sharing During Corporate-Community Co-Development: A Novel Approach for Multidirectional Transfer of Knowledge
Kathrin	Heiss	Innovative Personalities in Structured Spaces: How Human Capital Resource Composition and Organizational Structure Shape Creative Performance
Reuben	Hurst	Diversity Claims and Political Sorting
Wesley	Koo	Temporal Distance and User Interactions on a Digital Platform
Zhao	Li	Can employees shape corporate political responsibility amidst democratic backsliding? Evidence from the Capitol insurrection
Cha	Li	The problem with solutions: A study of the limiting effect of solution distance on problem search
Jino	Lu	Demand-Driven Innovation and Spillover Effects on Adjacent Technological Domains: Evidence from Electric Vehicle Technologies

David	Maslach	The Discovery of Doubt: A Framework for Organizational Learning from Questionable Ideas
Elaine	Pak	Peering In or Out? Pay Orientation and Firm Innovation
Jay	Park	Dropping the F-Bomb: Unintended Consequences of Algorithmic Language Control on Novelty in User Innovation Platforms
Constantin	Prox	Scaling the Weakest Link: Startup Growth Strategies and Performance
Richard	Saouma	Should Human Capital Development Programs be Mandatory or Voluntary? Evidence from a Field Experiment
Daniel	Schliesmann	The Adaptiveness of Adaptive Aspirations: Goals and the Dynamics of Search Processes
Colleen	Stuart	Pathways to Power: Kinship and Women's Representation in U.S. Congress
Hui	Sun	Local Knowledge and Legal Advantage: Evidence from Commercial Contract Lawsuits in China
Shirley	Tang	Public Pressure, Private Firms, and Directed Technical Change with Information Disclosure and Knowledge Spillover
Florenta	Teodoridis	Company and University Innovation during an Industry Incubation Phase: Evidence from Quantum Computing
Jose	Uribe	Learning by Helping: Evidence from Chinese Brokerages' Community CSR
Evelyn	Zhang	Lost at the Starting Line? The Effect of Educational Degrees on Career Attainment
Victoria	Zhang	Resilience in Adversity: Adverse Events and the Evolution of Physician Collaborations
Joy (Zhao)	Zheng	Learning from Ambiguous Performance Feedback on Multiple Goals – Evidence From The Film Industry

POSTER SESSION 2

First name	Surname	Title
Daniel	Albert	Reproducing and Extending Experiments in Behavioral Strategy with Large Language Models
Charles	Ayoubi	Would Archimedes Shout “Eureka” If He Had Google? The Transformative Impact of Algorithms on Expertise in the Innovation Process
Noah	Benjamin-Pollak	Suits and Lab Coats: Processes of Sanctification and its Impact on Cross-Occupational Coordination
Victor	Bennett	Rotation and Succession
Mathijs	de Vaan	Unsafe Workplaces and Labor Market Outcomes: Evidence from Dutch Registry Data
Thien	Dong	How does Generative Artificial Intelligence Affect Entrepreneurial Teams?
Chris	Eaglin	The Impact of Communicating Strategy on Employee Ideas: Evidence from a Global Startup Field Experiment
Simon	Friis	Greenlighting Innovative Projects: How Evaluation Format Shapes the Perceived Feasibility of Novel Ideas
Olivia	Jurkiewicz	Stress Optimization Improves Creativity: A Physiological Perspective
Xi	Kang	Machine Predictions and Causal Explanations: Evidence from a Field Experiment
Jessica Jeesoo	Kim	Psychological Impact of Alliance Contract Frames On Explicit and Ambiguous Specific Investments
Cha	Li	Hoping for A While Achieving B: How Unexpected Positive Performance Spillovers Set the Agenda
Kerwin Xiang	Liao	Aggregation or Constraint? Organizational Decision Making, Corporate Political Connections, and Innovation Investment
Tammy	Madsen	Co-Shaping Realities: Ecosystems, Human Capital, and Ecosystem-Specificity
Catherine	Magelssen	Legal and Economic Ownership of Intellectual Property within Multiunit Firms

Devesh	Narayanan	Learning in the Absence of Formal Authority: The Case of AI Developers and Domain Experts in a Large Firm
Jenny	Oh	Who You Work With Matters: How Proportional Representation of Women on a Team Affects External Evaluations of One's Voice and Status
Jisoo	Park	Resilience in Adversity: Adverse Events and the Evolution of Physician Collaborations
Marlo	Raveendran	Shifting Interdependencies: An experimental approach to studying coordination challenges for learning when task structures change
Jason	Sandvik	Small-Scale Mentoring, Large-Scale Innovation: Evidence from a Superstar Firm
Jessica	Santana	The Cloak of Anonymity and the Embrace of Failure: How Virtual Communities Foster Psychological Safety for Failure Disclosure and Learning
Martin	Schulz	Closing Knowledge Gaps: How Curiosity-Driven Search Shapes Concentration of Attention to Information Sources
Yanbo	Song	Do Creative Assessments Change? Comparing Oscar, Razzie, and Cult Movies' Audience Evaluations
Shaoqin	Tang	How Automation Mitigates Evaluation Bias: An Attention Allocation Perspective
Angela	Tran	Weak Accountability: Virtually Coworking with Weak Ties Extends Work Effort
Shuang	Xie	The Double-Edged Sword of Distinctiveness: A Socio-cognitive Perspective of Corporate Social Responsibility's Objectives and Practices
Zijing	Yuan	Exploring the Impact of Visibility on Performance Assistance: Evidence from NBA
Evelyn	Zhang	Terror's Toll: How Terrorist Attacks Destroy Inventor Team Diversity

PARTICIPANT LIST

First name	Surname	Affiliation
Daniel	Albert	Drexel University
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Taryn	Williams	UC Irvine
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Zijing	Yuan	Bocconi University
Evelyn	Zhang	Nanyang Business School, NTU, Singapore
Victoria	Zhang	Northeastern University
Joy (Zhao)	Zheng	INSEAD

APPENDIX
DOCTORAL CONSORTIUM AGENDA

FEB 10TH, MONDAY

08:00 – 08:30	Welcome Coffee
08:30 – 09:00	Introduction, Agenda of the Day, Ice breaker
09:00 - 10:00	Round Table 1
10:00 - 10:15	Plenary to share key takeaways from the tables
10:15 - 10:30	Break
10:30 - 11:15	Round Table 2
11:15 - 11:30	Plenary to share key takeaways from the tables
11:30 - 12:15	Closing Panel: Faculty AMA
12:15 - 13:30	Lunch

Location: Grand Salon at Marion Anderson Hall (MAH), UCLA Anderson School of Management