in cooperation with the UCLA Sociology Department’s Knowledge & Cognitive Systems Working Group presents

Patrick Reilly
Visiting Assistant Professor of Organization and Management, The Paul Merage School of Business, University of California, Irvine

Friday, Feb. 1, 2019, 11:00 a.m. - 1:00 p.m.

Haines Hall Room 279

“Reel Leaders: Combined Roles and Project Performance in Temporary Organizations”

Role systems are necessary preconditions within temporary organizations, because they provide continuity between contexts and enable effective coordination between sometimes unfamiliar team members. They also may allow project managers the chance to expand their jurisdictional control or streamline certain processes through combining existing roles. This study examines the effect upon a project’s eventual performance when a lead manager occupies multiple combined roles within a temporary organization. Using data covering American narrative motion pictures, I specifically focus upon directors who simultaneously adopt the role of screenwriter and/or producer of a film. Regression analyses of 4,140 films from 2000 to 2014 find that films featuring a director who occupies a combined role—specifically that of a screenwriter-director—are less profitable than those with a completely specialized division of labor. However, such films attract more positive evaluations from professional critics, which corresponds with a prevailing ideology that emphasizes the primacy of directors as auteurs. These findings indicate that combining roles may contribute to more centralized, unchecked control over a project, which may contribute to budget over-runs or less attractive concepts for general consumers. Nonetheless, it may grant a project and its lead manager(s) greater legitimacy among expert audiences. Therefore, these findings suggest that the benefits and drawbacks of combined role membership among head project managers depend upon the temporary organization’s intended goals and audiences.
THE INNOVATION AND CREATIVITY WORKSHOP
2018-2019 Schedule

Abstracts of the papers follow the schedule. Students, faculty, and others who want to schedule a talk for 2018-2019 should let Michael R. Darby <michael.r.darby@anderson.ucla.edu> know as soon as possible with a title and abstract so that a space can be reserved.

Oct. 12 Micro-Institutional Evolutionary Roundtable* (Lightning Round: 15 minute presentations):
  Patrick Haack (Lausanne Université): “(Micro) Mechanisms of Legitimacy”
  Derek Harmon (University of Michigan): “Evolution of Institutions: Language as a Window into Micro-Mechanisms”
  Oliver Schilke (University of Arizona): “Micro-Institutional Inquiry into Resistance to Environmental Pressures”
  Lynne Zucker (UCLA): “Two Sides of the Same Coin: Micro-Institutional Stability & Sudden Redefinition”
  Michael Darby (UCLA): “Tacit Knowledge and Individual Action”

Nov. 20 – 10:00-11:30am – Entrepreneurs Hall room C-514 in the Anderson Complex – practice job talk

Feb. 1 – 11:00am-1:00pm – Haines Hall Room 279
  Patrick Reilly (Visiting Assistant Professor in the Organization and Management area at The Paul Merage School of Business, University of California, Irvine): “Reel Leaders: Combined Roles and Project Performance in Temporary Organizations”*

Papers or handouts will be available at each talk. Papers will be generally available in advance at the workshop page on the Anderson site http://www.anderson.ucla.edu/faculty-and-research/strategy/workshops.

The Innovation and Creativity Workshop welcomes participation from faculty, graduate students, and other scholars throughout UCLA and southern California. The Innovation and Creativity Workshop is sponsored by the Center for International Science, Technology, and Cultural Policy in the School of Public Affairs and by the John M. Olin Center for Policy in The Anderson School.

*Joint meeting with the UCLA Sociology Department’s Knowledge & Cognitive Systems Working Group.
ABSTRACTS:


Abstract. This talk is given in preparation for an upcoming campus visit and will follow the university’s job-talk format (a 50-minute presentation + Q & A). For the first part of my talk, I will describe the different threads of my research agenda. Broadly, I am interested in how human behavior shapes the development and implementation of criminal law. I have studied these effects through analyses of the enforcement of international anti-bribery statutes, diffusion of child-endangerment laws and functioning of criminal juries. The focus of this talk will be on my jury work, as well as a related project with David Gibson (Notre Dame). These projects analyze conversation during actual criminal jury deliberations in order to understand how ordinary citizens orient to criminal law and criminal justice. These projects address both tasks of the criminal jury: deciding what actually occurred from competing case facts and evaluating these facts through legal instructions to reach a verdict. My talk will highlight how jurors wield common sense to evaluate case facts, which often leads to biases against defendants from racial, ethnic, class and gender groups different than the jurors. Then, I will argue about how jurors’ belief that they need to reach verdicts that comport with their understandings of law affect their invocation of the court’s legal instructions. Lastly, I will end my presentation with a discussion of how these two projects connect to my future research agenda.

Patrick Reilly (Visiting Assistant Professor in the Organization and Management area at The Paul Merage School of Business, University of California, Irvine): “Reel Leaders: Combined Roles and Project Performance in Temporary Organizations”

Abstract: Role systems are necessary preconditions within temporary organizations, because they provide continuity between contexts and enable effective coordination between sometimes unfamiliar team members. They also may allow project managers the chance to expand their jurisdictional control or streamline certain processes through combining existing roles. This study examines the effect upon a project's eventual performance when a lead manager occupies multiple combined roles within a temporary organization. Using data covering American narrative motion pictures, I specifically focus upon directors who simultaneously adopt the role of screenwriter and/or producer of a film. Regression analyses of 4,140 films from 2000 to 2014 find that films featuring a director who occupies a combined role—specifically that of a screenwriter-director—are less profitable than those with a completely specialized division of labor. However, such films attract more positive evaluations from professional critics, which corresponds with a prevailing ideology that emphasizes the primacy of directors as auteurs. These findings indicate that combining roles may contribute to more centralized, unchecked control over a project, which may contribute to budget over-runs or less attractive concepts for general consumers. Nonetheless, it may grant a project and its lead manager(s) greater legitimacy among expert audiences. Therefore, these findings suggest that the benefits and drawbacks of combined role membership among head project managers depend upon the temporary organization's intended goals and audiences.