



**Reimagining Organizations:
Transformation and Value Creation in the Age of AI**
Perspectives from Developing Economies and the Global South

**Journal of Management Studies – Paper Development Workshop
A PDW track of the India Management Research Conference 2026**

Workshop date: 5 December 2026

Location: Indian Institute of Management Ahmedabad, Gujarat, India

Application deadline: 15 October 2026

Overview

The proliferation of Artificial Intelligence (AI) is prompting a fundamental rethinking of organizational capabilities, boundaries, and the sources of competitive advantage. From algorithmic systems that mediate functions such as customer relationships and hiring to generative models that reconfigure knowledge work, expertise, and coordination, AI is reshaping how organizations are designed and governed (Faraj et al., 2018; Raisch & Krakowski, 2021; Sarala et al., 2025). Yet much of our understanding about AI and organizations is based on studies of large, resource-rich firms, leaving other organizational contexts comparatively less explored.

The conditions which organizations in developing economies and the global south encounter AI are markedly different (Wickert et al., 2024). These settings are often

characterized by institutional voids, informal sectors, uneven access to data and capital, deep cultural plurality, and rapidly expanding workforces (Bradley et al., 2012; Glynn & Navis, 2013). At the same time, they are sites of remarkable ingenuity, including leapfrogging through digital public infrastructure, mobile-first services, and business models designed to serve the base of the pyramid (Prahalad, 2010; Kistruck et al., 2013). Therefore, in such settings, importing theories developed elsewhere risks obscuring rather than illuminating the dynamics at play.

These differences raise fundamental questions about how AI-enabled organizational capabilities emerge, how value is created and appropriated, and whether existing theories adequately explain AI-driven transformation across diverse institutional environments (Hillebrand et al., 2025). When AI is adopted amid institutional heterogeneity and resource constraints, how are organizational forms and routines reshaped? When AI capabilities are often built, owned, and governed outside the communities that generate the underlying data and demand, how is value created and captured? Can AI broaden economic participation and inclusion, or does it risk deepening existing dependencies and inequalities (Vanneste & Puranam, 2024)?

The implications for work are equally distinctive. In these emerging economies, the automation–augmentation paradox unfolds under different institutional, social and political constraints (Raisch & Krakowski, 2021; Balasubramanian et al., 2022). AI-enabled systems are increasingly mediating how work is allocated, monitored, and evaluated fundamentally reshaping managerial control and worker autonomy (Kellogg et al., 2020; Yang et al., 2026). At the same time, AI-mediated skilling and platform and gig work are transforming livelihoods for millions, with implications for worker voice, dignity, and mobility that management scholarship has only begun to examine (Ramaul et al., 2025; Siemon et al., 2026).

Against this backdrop, this paper development workshop invites scholars to develop research that theorizes AI-driven organizational transformation and value creation in the context of developing economies and the global south. We are especially interested in research that explains how AI reshapes organizing, managerial practices, work, and value creation in developing economies and the global south. We encourage scholarship that regards these contexts not as departures from a presumed norm, but as valid and generative settings for advancing management and organization theory. Such research can widen the range of phenomena and conceptual resources that inform management theory. It also deepens the scope of management research by offering more nuanced insights into AI-driven practices that are often overlooked, undervalued, or mischaracterized in existing theoretical frameworks.

We welcome conceptual and empirical contributions across levels of analysis, methods, and epistemological traditions. We especially encourage work that builds and extends theory grounded in the context of developing economies and the global south.

What to expect at the PDW

The PDW brings authors together with the Editors of the JMS and senior scholars for a full day of developmental feedback on selected papers. The programme combines:

- An editorial panel discussion on theorizing, positioning, and publishing in the Journal of Management Studies;
- Small-group development sessions in which each of the selected papers receives dedicated feedback from a JMS Editor and an assigned discussant; and
- Roundtables focused on sharpening the contribution, framing, and research design.

Who should submit

The PDW is designed for scholars developing manuscripts aligned with the IMRC conference theme. We especially encourage doctoral students, early-career researchers, and scholars to submit their work that is in formative stage. The submitted work should not be published or under review elsewhere.

Submission guidelines

Applicants are invited to submit a developmental paper of up to 5,000 words (approximately 15 double-spaced pages, inclusive of references and tables), accompanied by a short abstract. The proposal should specify:

- The research gap and question;
- The existing literature and positioning relative to the research conversations within management studies that the paper seeks to join;
- The intended methodological and epistemological approach;
- Empirical context and setup of the study; and
- The intended theoretical and practical contributions.

Manuscripts should be in 12-point type with standard margins. Please submit to Journal of Management Studies PDW track via the [online submission portal](#) by the deadline below.

Key dates

Submission deadline: 15 October 2026 (23:59 IST)

Decisions to authors: 5 November 2026

Registration deadline: 15 November 2026

Paper Development Workshop: 5 December 2026

Development and publication pathway

All submissions will be screened by the experts for final selection in the PDW. Participation in the PDW is developmental. Authors will receive feedback intended to strengthen their manuscripts for potential submission to the Journal of Management Studies. Presentation and participation at the workshop do not guarantee publication. Papers submitted to JMS after the PDW will be evaluated by JMS editors on an individual basis in accordance with the guidelines of the journal.

JMS Editors

The following Editors of the Journal of Management Studies will conduct the workshop to mentor authors and provide developmental feedback:

Associate Editor: [Prof. Hannes Leroy, Rotterdam School of Management, Netherlands](#)

Associate Editor: [Prof. Bill Schulze, University of Utah, USA](#)

Associate Editor: [Prof. Beatrice D'Ippolito, University of York, UK](#)

Organizing committee

The JMS PDW is convened by:

Prof. Samrat Gupta, Co-Chairperson, Brij Disa Centre for Data Science and AI, IIM Ahmedabad

Prof. Ankur Sinha, Chairperson, Krishnamurthy Tandon School of AI, IIM Ahmedabad

Support

A limited number of domestic travel bursaries may be available to support doctoral students and early-career researchers whose submissions are accepted.

Contact

Questions about the JMS PDW track may be directed to: imrc2026@iima.ac.in

References:

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