

## China Scholarships Council Project 2022-23

**Title of the project: Managing AI-driven Organization**

**Principle investigators:**

**Dr. Anant Joshi**

Assistant Professor

Department of Accounting and Information Management

School of Business and Economics, Maastricht University

a.joshi@maastrichtuniversity.nl

**Prof. Dr. Alexander Brügger**

Professor of Management Accounting

Department Chair

Department of Accounting and Information Management

School of Business and Economics

a.bruggen@maastrichtuniversity.nl

**Contact Person: Dr. Anant Joshi** (a.joshi@maastrichtuniversity.nl)

**Keywords: Artificial Intelligence, AI-driven Organization, Organizational Change**

**Proposal:**

Over the past decades, information technologies have significantly influenced organizations' business strategies, decision structures, and management control practices. Research in information systems has extensively studied the impact of traditional information technology (IT) (e.g. enterprise systems, cloud computing, etc.) on organizations. Especially, our understanding about how IT has influenced business strategy, decision-making structures, and management control practices is well understood within information systems and strategic management literature. However, artificial intelligence (AI) as a disruptive innovation in many ways is not similar to traditional IT (Berente et al., 2021). Today, most of the AI technologies exhibit higher autonomy and deeper learning capabilities (Berente et al., 2021; Iansiti & Lakhani, 2020) when compared to so-called traditional IT. Such higher autonomy and learning capabilities of AI is potentially changing the role of managers and decision structures within organizations. In this view, our understanding about the impact of AI on organizational change is in a nascent stage.

In this research project, we aim to examine how organizations adopt and manage AI, and explore the consequences of adopting different forms of AI. Especially, we focus on how AI-driven firms deal with the

allocation of decision rights, different types of decision, and the degree of autonomy of AI-based decisions . Acknowledging that many Chinese organizations are at the forefront of AI adoption (Lee, 2018), the research project will focus on publicly listed Chinese firms. Such a research setting will help us to address and answer our research objectives.

### **Approach:**

The research project will use a mixed method approach to gather research data. Specifically, we will use archival and survey based data to test our theoretical predictions and conceptual research models.

### **Requirements candidate:**

- Applicants should hold a master's degree, preferably a research master's degree Proficiency in both spoken and written English. Moreover, candidates should share our ambition to conduct high-quality research with academic and societal impact.
- Strong statistical knowledge (experience with statistical packages, such as SAS, R, and STATA, is viewed as a plus).
- Familiarity with programming languages such as Python and R is viewed as a plus.

### **References:**

Berente, N., Gu, B., Recker, J., & Santhanam, R. (2021). Managing Artificial Intelligence. *MIS Quarterly*, 45(3).

de Baat Doelman, M., Joshi, A., & Brüggem, A. (2021). An Empirical Assessment of the Impact of Strategy Implementation Actions on Digital Business Strategy. In *Proceedings of the 54th Hawaii International Conference on System Sciences* (p. 5997).

Fontaine, T., McCarthy, B., & Saleh, T. (2019). Building the AI-powered organization. *Harvard Business Review*, 97(4), 62-73.

Iansiti, M., & Lakhani, K. R. (2020). *Competing in the age of AI: strategy and leadership when algorithms and networks run the world*. Harvard Business Press.

Lee, K.-F. (2018). *AI superpowers: China, Silicon Valley, and the new world order*. Houghton Mifflin Harcourt.

Verma, S., & Singh, V. (2022). Impact of artificial intelligence-enabled job characteristics and perceived substitution crisis on innovative work behavior of employees from high-tech firms. *Computers in Human Behavior*, 131, 107215.

**To whom so ever it may concern:**

This research proposal is approved by the Department of Accounting and Information Management,  
School of Business and Economics, Maastricht University, The Netherlands



**Prof. Dr. Alexander Brügger**

Professor of Management Accounting  
Department Chair  
Department of Accounting and Information Management  
School of Business and Economics  
a.bruggen@maastrichtuniversity.nl  
Tongersestraat 53, 6211 LM Maastricht  
PO Box 616, 6200 MD Maastricht  
T +31 43 38 84924 F +31 43 38 84876