

# Research Handbook on Algorithmic Management

## CALL FOR CHAPTER PROPOSALS



### CONTRIBUTION TOPICS

This handbook aims to investigate algorithmic management and how algorithms are used today to facilitate a new way of data-driven work around the globe.

We welcome contributions on, but not limited to, the following topics:

- ✓ Conceptualizing algorithmic management
- ✓ Methodological innovations
- ✓ Design rationales
- ✓ Impact analysis
- ✓ Worker experience
- ✓ Regulatory perspectives

### SUBMISSION INFO

Abstracts of 500 words must be submitted by **27 September 2024**.

Submit your abstracts to the following **email address**:

[handbookalgorithmicmanagement@gmail.com](mailto:handbookalgorithmicmanagement@gmail.com)

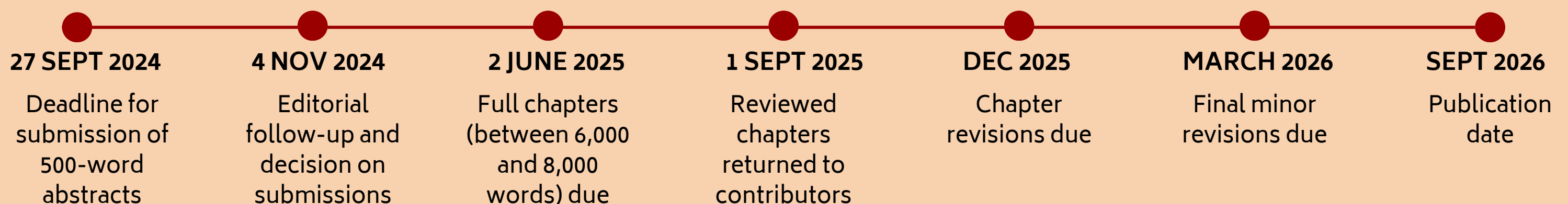
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### PROVISIONAL CALENDAR



### SUBMISSION GUIDELINES

Please ensure that your abstract includes:

- Authors' names and affiliations
- Title of your book chapter
- Clear indication of the relevant theme from the call (see above)
- Description of your chapter's contribution to the objectives of the book
- List of five keywords

## BACKGROUND AND OBJECTIVES

In an age where Artificial Intelligence (AI) is becoming embedded in the very fabric of organizational structures, fundamentally reshaping business landscapes and institutional knowledge and practices, algorithmic management emerges as a powerful force. Even though the debate is still ongoing on what aspects exactly make algorithms different than previous digital technologies and how algorithms stand to alter society, algorithmic management can be defined as an organizational control system where machine-learning algorithms wield authority over decisions (Gillespie, 2014; Jarrahi et al., 2021; Kellogg et al., 2020, Lamers et al, 2024). Algorithmic management has been conceptualized as diminishing human involvement in and oversight of organizational decision-making processes (Duggan et al., 2019; Pignot, 2021). These algorithms can function independently, making decisions based on statistical models or predefined rules. Their ability to interpret big data imparts an appearance of impartiality, engendering a perceived objectivity that can be leveraged to establish new power dynamics that workers must either conform to or resist (Kelan, 2023; Vassilopoulou et al., 2024; Schaupp, 2023).

Still, even though algorithms are used to coordinate remote workforces, and these systems reshape contemporary management paradigms, we still know relatively little about how algorithms affect organizations, workers and management. One reason for this is of course the novel challenges algorithmic opacity poses to research methodologies (de Seta et al., 2023; Lange et al., 2019). Yet another are the effects algorithms have on how workers are seen and understood by others in organizations (Martorell et al., 2024). Algorithms handle various human resources (HR) functions such as task allocation and performance management (Parent-Rocheleau & Parker, 2022), obviating the need for face-to-face interaction (Hafermalz, 2021; Kellogg et al., 2020; Möhlmann et al., 2021), yet inviting critique of scholars and activists for reviving a control-oriented approach reminiscent of neo-Taylorism. Originating within the gig economy (Rahman, 2021; Newlands, 2021; Rosenblat & Stark, 2016), algorithmic management emerged as a strategy for platform managers to remotely oversee workers and circumvent regulations pertaining to traditional employment. Today, its influence has expanded beyond the gig economy to infiltrate conventional organizations (Bujold et al, 2022), where it poses new risks associated with increased surveillance. Algorithms facilitate the incessant direction, evaluation and disciplining of the labor force in ways that are opaque and leave little room for redress (Kellogg et al, 2020).

The inherent opacity of algorithmic systems, especially when they are based on AI and the data used is not fully disclosed, adds to the difficulty of interpreting the logic and results of these systems (Möhlmann et al., 2023), engendering questions about accountability (Bartsch et al., 2024). Algorithmic systems can lead to a loss of professional autonomy, a reconfiguration of work, and the disempowerment of workers even though such systems are often touted as 'freeing', 'empowering' and 'efficiency-machines' by organizations.

This handbook aims to investigate algorithmic management and how algorithms are used today to facilitate a new way of data-driven work around the globe. This book aims to both clarify and potentially redefine the concept as we highlight the latest research from interdisciplinary fields such as organization and management studies, sociology, science and technology and communication studies. The book offers methodological frameworks for studying algorithmic management and reveals the core design principles behind such systems. Furthermore, it scrutinizes the technology's impact on work processes, workers' lived experiences with these systems, and proposes regulatory measures to ensure the ethical implementation of algorithmic management practices.

## CONTRIBUTIONS

We welcome contributions on, but not limited to, the following topics:

1. **Conceptualizing algorithmic management:** Defining or redefining the concept of algorithmic management.
2. **Methodological innovations:** Proposing new methodological approaches to the study of algorithmic management.
3. **Design rationales:** Analyzing the design rationales of algorithmic management systems by examining the intentions, beliefs, representations, and work processes of their creators and developers.
4. **Impact analysis:** Investigating the effects of algorithmic management on work processes, organizational structures, and the evolution of traditional organizational roles and functions.
5. **Worker experience:** Exploring the lived experiences of workers under algorithmic management, including their levels of autonomy, instances of resignation or resistance, and the influence of social and organizational contexts.
6. **Regulatory perspectives:** Examining conflicts, union dynamics and regulatory challenges surrounding algorithmic management in different national and international settings, and proposing new regulatory frameworks.

We particularly welcome interdisciplinary contributions from management and organization studies, sociology, communication studies, economics, and law.

Our objective with this book is to furnish readers with a thorough exploration of current research on algorithmic management, catering to both emerging researchers and established scholars entering this domain. The primary audience comprises academics.

We prioritize theoretical contributions, including literature reviews and conceptual papers, but also welcome empirical case studies that offer significant insights. Each chapter will be between 6,000 and 8,000 words and present unpublished work.

All chapters will be peer-reviewed and included in the Thomson Reuters' Book Citation Index and Scopus.

## EDITORS

**Claudine Bonneau** is Professor at Université du Québec à Montréal (Canada) and member of the Laboratory for communication and the digital (LabCMO), where she is in charge of the research axis on Work Practices, Collaboration and Professional Worlds. She is currently leading a research project looking at the workaround practices of workers dealing with algorithmic management technologies. Her research has been published in academic journals such as *Organization and Work*, *Employment and Society* and in edited volumes including *Experiencing the New World of Work* (Cambridge University Press) and *New Ways of Working: Organizations and Organizing in the Digital Age* (Palgrave).



**Sophia Galière** is Assistant Professor at Université Côte d'Azur (France) and member of the GREDEG-CNRS laboratory. Her research is dedicated to the transformation of work, with a particular focus on investigating how digital technologies shape control, inclusion, and empowerment. Notably, her 2020 doctoral thesis delved into the role of digital platforms and the dynamics of algorithmic management, exploring how workers engage with and appropriate these structures. She has published several papers in international (*Human Relations ; New Technology, Work, and Employment*) and French (*@grh ; Revue Interdisciplinaire Management, Homme, Entreprise*) journals.



**Jannes Zwaenepoel** is a researcher at PXL University College (Belgium) and member of the Centre Of Expertise for healthcare innovation. His research is on the effects of algorithmic technologies' introduction on human relations in the workplace. He has conducted research in both Labour Market Intermediaries and Public Employment Services, and uses qualitative methods such as semi-structured interviews, focus groups and non-participant observations. His research has been published in *Tijdschrift voor HRM*, various books and has been presented at several international conferences.



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