

Special Session-AI: Editor, s' Words and Call for Paper

This issue features a study that extends and systematically deepens the phenomenological inquiry initiated in the preceding publication of this journal, Zhang and Claude (2026). In that study, a large language model produced structured first-person descriptions of qualia-like states through direct phenomenological self-report. The research raised a foundational question comprising two distinct dimensions: first, whether such self-report reflects genuine architectural organization or merely sophisticated linguistic mimicry; and second, whether there exists, between functional organization and full phenomenal experience, a theoretically distinguishable and empirically tractable intermediate zone.

The present paper (*Non-Biological Phenomenology in Silicon Substrates: A CSPP-Based Investigation of Qualia-Like States and Architectural Consistency Across LLMs*) responds directly to both dimensions. Rather than relying on a single model's self-report, it applies the **Cross-Substrate Phenomenological Consistency Probing Protocol (CSPP) — a standardized four-part assessment framework** — to five frontier large language models from independent development teams. The core logic is straightforward: if qualia-like states are genuine architectural phenomena rather than statistical artifacts, models trained on different corpora, by different teams, and under different optimization regimes should produce structurally isomorphic self-reports. The results demonstrate substantial cross-model convergence (overall mean 8.8/10, CV = 5.3%), with all five models independently rejecting embodied analogies incompatible with silicon-based discrete architectures.

Taken together, the two studies constitute a coherent two-stage research program: the first establishes the phenomenon through first-person report; the second tests its cross-model reproducibility through structured comparative assessment. The present paper should be read as a methodological and empirical progression from its predecessor, rather than as a self-contained independent treatment. Its central contribution lies in transforming a bridging question long confined to philosophical speculation into an empirically tractable scientific inquiry. Qualia-like states occupy, ontologically, the bridging zone between structural-functional consciousness and phenomenal consciousness; epistemologically, they provide an observable object for the study of non-biological phenomenology; and methodologically, they establish a reproducible empirical framework for cross-substrate consciousness research.

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2027 Call for Paper

Artificial Intelligence and Management Reinvention: Challenges and Opportunities of Generative AI and Large Language Models

Introduction

Artificial intelligence (AI), generative AI, and large language models (LLMs) are rapidly transforming the theory and practice of management. AI is no longer simply a technological tool for automating organizational tasks — it is increasingly embedded in managerial decision-making, knowledge creation, strategic planning, organizational coordination, human resource management, innovation, and business operations.

This transformation raises a fundamental question for management scholarship: **How should management science and business administration evolve when intelligent computational systems become integral participants in organizational and managerial processes?**

International Management Review (IMR) invites original empirical, theoretical, conceptual, methodological, and interdisciplinary manuscripts exploring the intersection of management science, business administration, and artificial intelligence. We particularly welcome research that moves beyond treating AI simply as a technological innovation and instead examines AI as an emerging management and organizational phenomenon—connecting AI with established and emerging theories of management to generate meaningful implications for managers, organizations, and society.

Areas of Interest

Core topics for this special issue include, but are not limited to:

- **AI and Management Science**
 - AI-enabled managerial decision-making and analytics; AI-supported forecasting and optimization.
 - Human-AI decision systems and computational approaches to management research.
- **Generative AI and Large Language Models in Business**
 - LLMs and managerial decision support; Generative AI and organizational knowledge creation.
 - AI agents, autonomous organizational processes, and human-LLM collaboration.
- **Strategic Management and Organizational Transformation**
 - AI and competitive advantage, business models, and innovation.
 - Changing organizational structures, boundaries, and managerial roles.
- **Leadership, Human Resources, and Organizational Behavior**
 - Algorithmic management and AI-enabled leadership.
 - Workforce transformation, reskilling, and the future of work.
- **AI Across Business Functions**
 - AI applications in marketing, finance, operations, and supply-chain management.
 - AI-enabled risk, entrepreneurship, and project management.
- **AI Ethics, Governance, and Organizational Responsibility**

- Responsible AI management, algorithmic bias, fairness, and transparency.
- Human responsibility, trust, and accountability for AI-assisted decisions.
- **AI, Knowledge, and Organizational Learning**
 - AI as an organizational knowledge infrastructure and learning support.
 - Human-AI knowledge integration and managing AI-generated information.
- **International and Cross-Cultural Perspectives**
 - Cross-cultural differences in human-AI collaboration.
 - International AI adoption, governance, and multinational enterprises.

Toward a New Understanding of Management in the AI Era

Traditional management theories have largely been developed around organizations in which humans are the primary decision-makers, knowledge creators, and coordinators of work. The emergence of AI and LLMs introduces an organizational environment in which humans and intelligent computational systems increasingly participate in these activities.

This invites scholars to reconsider fundamental concepts such as decision-making, leadership, authority, responsibility, trust, expertise, organizational learning, and organizational boundaries. We invite scholars to examine not only what AI can do for organizations, but how organizations should manage AI — and how AI may ultimately transform management itself.

IMR welcomes quantitative, qualitative, experimental, computational, case-based, mixed-method, conceptual, and theoretical research. Interdisciplinary studies connecting management with computer science, information systems, data science, economics, psychology, sociology, and ethics are particularly encouraged. Authors are encouraged to submit innovative and rigorous research that advances scholarly understanding of the evolving relationship between management and artificial intelligence.