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Scheduled: **Tuesday, Aug 8 2023 10:00AM -**
11:30AM ET (UTC-4) at Sheraton Boston Hotel in
Liberty Ballroom B

**Structures and Change
Processes To Enable
Adaptation, Learning,
Agility, and
Sustainability**



Session Moderator: **Daniele Mascia**, *Luiss U.*



ODC: A Multilevel Investigation of Structural Change: Adaptation, Centrality and Collective Efficacy



Author: **Daniele Mascia**, *Luiss U.*



Author: **Luca Giorgio**, *U. Cattolica del Sacro Cuore*



Author: **Francesca Pallotti**, *Greenwich U.*

Organizations frequently change to stay competitive in dynamic and complex environments. At the same time, however, organizational members often do not react as expected, and fail to implement structural changes. In this context, it becomes important to study under what conditions employees adapt to organizational change. This study used data from 175 employees nested in 29 work units in an organization undergoing a large-scale reorganization to explore how unit-level (work unit) exposure to structural change affects individual-level (employee) change adaptation. We propose that individual change adaptation is positively affected by work unit exposure to change and that such relationship is moderated by network centrality and perceived collective efficacy at unit level. In line with our predictions, our results revealed that work unit exposure to change is positively related to unit members' change adaptation. In addition, we found that the relationship between unit-level exposure to change and individual adaptation to change is moderated positively by work unit network centrality and negatively by collective efficacy. Overall, our findings contribute to shed more light on how unit-level characteristics – namely, collective work interdependences and collective efficacy – affect employees' individual adaptation to major reorganizations. We discuss how our findings contribute to multilevel organizational change research, and can become advantageous when designing large-scale changes.

Paper is No Longer Available Online: Please contact the author(s).

ODC: **Outcomes of Learning Organisation: A Bibliometric Analysis and Future Research Agenda** ➔



Author: **Mohini Yadav**, *Ph.D. Scholar, Faculty of Management Studies, U. of Delhi*



Author: **Sunil Budhiraja**, *Tata Institute of Social Sciences*

Becoming a Learning Organisation (LO) is an aspiration for every organisation as it offers internal capabilities, a competitive advantage and synergy gains to organisational members. Despite the enormous literature on the construct of LO, there is no systematic understanding and analysis on the multi-level outcomes of LO. Therefore, this study aims to synthesize, analyse and categorise the scientific literature around various levels of outcomes of LO to provide a clear future research agenda to researchers and academicians. The authors have performed bibliometric analysis using 603 research articles published in Scopus, entailing 1,345 authors from 77 countries, followed by a thematic cluster analysis using bibliographic coupling to understand the current research trends and to recommend a set of broad themes to provide direction for future researchers in this domain. The results are largely descriptive and aim at capturing a panoramic view of what has already written on the topic so far. The bibliometric analysis was conducted using different means like citation analysis, cluster analysis and keyword analysis to reveal the most significant publications, notable authors, keywords, current research trends, and future research questions. Further, the bibliographic coupling led to the categorisation of the outcomes of LO into the following five clusters (including sub-clusters): (ii) Leadership and Innovation (i) Individual Capabilities and Performance (iii) Organisational wide (iv) Post mergers, acquisitions and alliances, and (v) Knowledge Management. Based upon the gaps identified, the authors present a set of propositions which can be empirically tested by researchers in future.

Paper is No Longer Available Online: Please contact the author(s).



ODC: Organizational Changes in Adopting Agile Approaches: A Systematic Literature Review 



Author: **Maria Paula Perides**, *Faculty of Economics, Administration and Accounting of the U. of Sao Paulo*



Author: **Liliana Vasconcellos**, *Faculty of Economics, Administration and Accounting of the U. of Sao Paulo*

Although agile approaches to project management were originally developed for use by small software development teams, agile methods quickly began to be used by entire department processes and, in some cases, to the entire organization. Despite this quick adoption, there is a lack of studies seeking a better understanding of the changes that an organization needs to carry out for agile implementation at the organizational level. Therefore, a systematic literature review (SLR) was conducted to organize and synthesize knowledge in this field. In this study, 492 papers were identified in the first step. These were then rigorously analyzed, resulting in a final sample of 59 primary studies. As a result, a model was created, summarizing all the organizational changes implemented by the organizations that adopted agile approaches. Gaps in the literature were also identified, and recommendations were provided for future studies. In addition to contributing to the theory of agile approaches with a consolidated view of the changes that organizations need to undertake to implement the agile philosophy, it is also intended that this model will support the organizations that plan to undertake this journey of transformation, helping them plan the actions needed to achieve the desired results more consistently.

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ODC: How Agri-food Ecosystems are Organized for Implementing Ecological Sustainability: Systematic Review



Author: **Matthew Ayamga**, *Wageningen U. & Research Center*



Author: **Maria Carmela Annosi**, *Wageningen U.*



Author: **Ayalew Kassahun**, *Wageningen U. & Research Center*



Author: **Wilfred Dolfsma**, *Wageningen U. & Research Center*



Author: **Bedir Tekinerdogan**, *Wageningen U. & Research Center*

Transitioning towards more sustainable agri-food ecosystems amidst the current global environmental change requires a shift in perspective. A perspective wherein agri-food ecosystems enact business strategies incorporating ecological concerns to address emerging environmental challenges. To unravel this perspective, we systematically reviewed the literature with the intent to extract information about: 1) the environmental challenges faced by agri-food ecosystems; 2) the business strategies incorporating ecological sustainability which are established to address the above challenges; 3) the design of agri-food ecosystems involved in the above business strategies and described as a constellation of actors, practices they enact and technological means they adopt. Drawing on this integrated view of ecological sustainability work, we discussed the configuration of agri-food ecosystems for addressing the different emerging challenges, provide the theoretical and practical contributions of the study and introduce future research avenues.

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