Fakultät für Wirtschaftswissenschaften
Lehrstuhl für Organizational Behavior

Module Organization

M.184.4157 Seminar Organisationales Verhalten
Summer semester 2026

Topic: AI at the Workplace

1. **Productivity and AI in standard tasks**
   How do AI tools affect workers' productivity? Focus on a specific dimension of the output, such as quality, quantity, task speed, accuracy, and satisfaction. Present the current state of research, take a critical position, and design a study to answer the research question.
   <u>Introductory paper:</u> Edelman, Benjamin G. and Ngwe, Donald and Peng, Sida, Measuring the Impact of AI on Information Worker Productivity (November 29, 2023). Available at SSRN: https://ssrn.com/abstract=4648686 or http://dx.doi.org/10.2139/ssrn.4648686

2. **Creativity and AI:**
   Can artificial intelligence (AI) assist in increasing employee creativity (novelty and usefulness)? Is the creativity output similar in high- and low- skilled employees? Are effects different by skill level or task phase (ideation vs refinement)? Present the current state of research, take a critical stance, and develop a study design to answer the research question.
   <u>Introductory paper:</u> Jia, Nan and Luo, Xueming and Fang, Zheng and Liao, Chengcheng, When and How Artificial Intelligence Augments Employee Creativity (March 22, 2023). Forthcoming, Academy of Management Journal, USC Marshall School of Business Research Paper Sponsored by iORB, Available at SSRN: https://ssrn.com/abstract=4397280 or http://dx.doi.org/10.2139/ssrn.4397280

3. **AI adoption at work**
   Does adopting AI diminish cognitive load in ways that hinder memory consolidation, or does it instead free mental capacity that enhances meta-learning? How does AI adoption shape job mobility, wages and job designs? Present the current state of research, take a critical stance, and develop a study design to answer the research question.
   <u>Introductory paper:</u> Cui, Zheyuan and Demirer, Mert and Jaffe, Sonia and Musolff, Leon and Peng, Sida and Salz, Tobias, The Effects of Generative AI on High-Skilled Work: Evidence from Three Field Experiments with Software Developers (August 20, 2025). Available at SSRN: https://ssrn.com/abstract=4945566 or http://dx.doi.org/10.2139/ssrn.4945566

4. **AI and (un-)learning**
   Adoption of AI can boost productivity via task automation it also shapes how workers learn and adapt from experiences, an essential factor for sustained skilled development. Do firms that optimize for learning gain long-run productivity advantages? Which managerial policies (rotations, AI-free tasks, mixed-modal training) optimize both output and learning? Review current knowledge and develop a study to answer the research question.
   <u>Introductory paper:</u> Kim, Youngsoo and Knight, Benjamin and Mitrofanov, Dmitry and Xu, Yuqian, Algorithm-enabled Decision Support and Worker Learning: a Large-Scale Field Experiment (October 04, 2024). Available at SSRN: https://ssrn.com/abstract=4976809 or http://dx.doi.org/10.2139/ssrn.4976809

5. **AI in multi-person teams:**
   Does collaborating with an AI teammate improve or degrade team outputs (quality, creativity, scope)? Which AI feedback style (critique vs directive vs example) best supports teamwork? Review the evidence on human–AI collaboration, assess coordination and communication trade-offs and develop a study to answer the research question.
   <u>Introductory paper:</u> Ju, H., & Aral, S. (2025). Collaborating with ai agents: Field experiments on teamwork, productivity, and performance. *arXiv preprint arXiv:2503.18238*.

Registration and procedure

Once you are enrolled in the module in PAUL, you will automatically be enrolled in the PANDA course. There you will find all the materials relevant to the course. Communication between you and the lecturer team, the division into working groups, as well as the examination process with the upload of the interim presentation and the term paper will also take place there.

Here you will find an overview of the respective dates in the semester and the performance requirements. It is expected that all appointments during the semester will take place in presence and your attendance is required.

Date	Activity
15.04.2026 16:00 - 18:00 pm Raum tbd	**Kick-off**
15.04.2026 - **28.05.2026**	Group formation Brainstorming the research idea Conducting a literature search Preparation of the presentation
	Arrange and conduct feedback meetings with lecturers
29.05.2026 09:00 - 18:00 pm Raum tbd	**Interim presentation (30% of the module grade)**
29.05.2025 - 23.07.2026	Arrange and conduct feedback meetings with lecturers
	Revision of the results Writing of the term paper
24.07.2026 **12:00 am**	**Submission of the term paper (70% of the module grade)** **Upload to Panda**

Requirements for the interim presentation

For the intermediate presentation, a font size of at least 18pt is prescribed. Use tables or graphics for your presentation and refrain from using slides from the lecture. In addition, the proportion of speakers per student should be divided equally. After the presentation, you will also lead a 10-minute discussion in the plenary, which will also be evaluated.

Divide your interim presentation into the following four sections: **Introduction, Your Specific Research Question, Literature, Empiricism & Critical Reflection of the Research, Research Design, and Conclusion**. In the introduction, outline the relevance of the topic and how your question fits into this topic. In the literature section, you are expected to independently research sources for your research question. The aim of this section is to highlight the latest findings on your topic as well as any gaps in research. Limit yourself to six empirical studies (2 per person) and take a critical stance in each case. From this discussion, derive your own research design for your question and conclude with a short conclusion.

Important: Your own contribution, i.e. the critical examination of the studies as well as your own idea of how your specific research question could be investigated, will be significantly evaluated.

Requirements for the term paper

Upload the term paper to Panda by 24.07.2026. The thesis is weighted with **70% of the final grade**. It is expected that you **divide the number of pages per student evenly among each other, specifying which group member wrote which section**. The optimal length of the term paper is **20 pages**, the maximum length is 30 pages. **You will be assessed individually for the term paper.** Write down your findings from the presentation in the term paper and adopt the structure from the lecture. Also take into account the comments from the plenary discussion and the feedback during office hours.

Use <u>only scientific literature</u> when writing the term paper. The current literature on your topic is in English. Write the term paper in English or German*. The use of predatory journals (MDPI Verlag or similar) as well as the use of books is usually rated negatively. If in doubt, ask. The use of ChatGPT or other LLMs is expressly not prohibited per se, but even a non-existent source (hallucination) or a citation error (e.g. proof is not in the specified place) leads to a 5.0 for the entire group. Control each other.

Feedback meeting with the lecturer

You can arrange a feedback meeting with the lecturer once before and after the interim presentation. Prepare questions for the feedback meeting. The lecturers responsible for the module are Prof. Dr. Kirsten Thommes (e-mail: kirsten.thommes@upb.de) and Glory Murega (e-mail: glory.murega@uni-paderborn.de).