



TEXAS A&M UNIVERSITY
SAN ANTONIO

Course Syllabus
MGMT 4392-900 (CRN: 25863)

Special Problems in Management
: Technology, AI, and Collaboration in Organizations

Spring 2026

Wednesday 3:30pm – 4:45pm
(Hybrid course)

Faculty Contact Information

Tan Kim, Ph.D. (Assistant Professor of Management)

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Office Hours: Mondays 9:00-11:30am / 2:00 pm – 4:00 pm, Wednesdays 9:00 -11:30am

Course Description

This course aims to help students identify current issues related to management in various organizations and develop their own academic research through examining the causes, background, key points of debate, existing theoretical discussions, case studies, hypothesis formulation, experimentation, and data analysis.

This course prepares students to conduct rigorous empirical research on technology, artificial intelligence, and human relations in organizations. Students will master the complete research process—from formulating research questions and reviewing literature to designing studies, collecting data, and presenting findings. Special emphasis will be placed on understanding how digital technologies and AI tools shape workplace collaboration and human connection. Each Student will develop an independent research project throughout the semester, culminating in research proposal (and potentially a completed study) ready for presentation at underrate symposia or conferences.

Course Objectives

- Understand the full research process and the variety of research designs and data managing methodologies
- Formulate clear, researchable questions relevant to technology, AI, and human relations in organizational settings



- Conduct focused literature reviews and synthesize existing research to inform study design
- Develop valid and reliable measurement instruments (surveys, scales) for organizational constructs
- Design rigorous experimental studies with appropriate control and treatment conditions
- Utilize AI tools for research design, instrument development, pilot testing, and data analysis
- Evaluate ethical consideration in human subjects and prepare IRB applications
- Analyze and interpret quantitative data using basic statistical methods
- Communicate research findings effectively through written proposals and oral/poster presentations

Required Materials

Kumar, R. (2019). Research methodology: A step-by-step guide for beginners. (5th edition), SAGE Publications. (Main Textbook)
(<https://tamusa.on.worldcat.org/oclc/1194869066>)

Support Materials: <https://study.sagepub.com/kumar5e>

Grade Components

1. Attendance (10%)

: Because this course is conducted as an independent study in Spring 2026, student attendance is critical. Attendance will be verified through reflection papers or participation in class discussions. Students must notify the instructor immediately in case of an emergency, and the schedule may be adjusted based on the circumstances. The course follows the university's absence policy.

2. Reflection Report (20%)

Each week, students learn about the literature, theory, and methods related to management issues and topics. Students are required to write a reflection essay (no more than one page, 12-point Times New Roman, 1-inch margins, letter size) that includes the following elements:

- Main argument: Present the reading's main argument in one sentence
- Summary: Provide a brief summary of the reading
- Key debate or theory: Identify the central theoretical debate or framework (optional)



- Data utilization: Explain how the reading uses data (optional)
- Possible alternatives: Discuss alternative approaches or perspectives (optional)
- Implications: Offer a short reflection on the implications

3. Research Plan (20%)

This course is designed for students who would like to develop their academic curiosity into publishable research. Therefore, this course aims to help students develop their ideas and provides an opportunity to refine the structure of their research within their chosen field.

The research plan should include the following components: introduction, problem statement, literature, theoretical, hypotheses with derivation logic (a research model with boxes and arrows), and expected results. Specific details will be discussed with the professor as the course progresses.

4. Final Research Paper (or proposal) (25%)

Students are strongly recommended to finalize the draft ready for submitting research conferences both inside and outside of the campus. This goal aims to encourage the students to be a great researcher contributing their fresh insights to both academia and practice. The details of the research paper will be discussed during the semester.

5. Final Research Presentation (25%)

Developing strong presentation skills is crucial for effectively communicating ideas to audiences. Each presentation should be limited to 15 minutes (the typical presentation time at conferences) and include succinct content with clear elaboration. Detailed guidelines will be provided during the semester.

Course Structure

Weeks 1-3 Theme: Foundation & Problem Formation

- What is research? Introduction to the research process
- Refining your research question: From curiosity to scholarly inquiry
- Conceptualizing and operationally defining “connection” in organizational contexts
- Mini literature review: AI/Technology-mediated collaboration and human relations
- *Deliverable: Initial research question and concept map*
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Week 4-6 Theme: Research Design

- Fundamentals of experimental design (Control vs. treatment groups)
- Developing “Three Pathways to Connection”: Conceptual framework
- Casualty and internal validity in organizational research
- Introduction to AI as research tool: Simulated participants and pilot testing
- Ethics in research: IRB process overview (even though we won’t submit this semester)
- *Deliverable: Research design outline and experimental protocol*

Week 7-9 Theme: Measurement & AI Simulation

- Measuring performance outcomes in collaborative settings
- Survey development: Scales for connection, collaboration, and team effectiveness
- Using AI tools for item generation and instrument validation (based on the literature)
- Hands-on: Creating AI persona for simulated pilot study
 - a) designing diverse “participant” profiles
 - b) Running AI-simulated responses to your survey/experiment
 - c) Analyzing AI pilot data to refine measures and hypotheses
- Introduction to online platforms (MTurk, Prolific (for future use)
- *Deliverable: Draft survey instrument and AI simulation pilot results*

Week 10-12 Theme: Real-World Validation & Refinement

- Small-scale exploratory data collection (no IRB needed options):
 - a) Option A: Voluntary anonymous feedback from classmates (informal, not “research”)
 - b) Option B: Public online discussion/observation (publicly available data)
 - c) Option C: Self-reflection and case study approach
- Comparing AI simulation insights with real-world observations
- Refining research design based on both AI and real-world feedback
- Preparing for future IRB submission: What would you need to do?
- *Deliverable: Revised research design incorporating real-world insights*

Week 13-15 Theme: Analysis, Presentation & Next Steps

- Analyzing AI simulation data (with AI tool assistant for basic stats)
- Synthesizing findings from AI simulation and exploratory observations
- Framing your work: From pilot to proposal
 - a) This semester: Desing development and preliminary exploration
 - b) Next steps: IRB approval and full data collection
- Preparing conference-ready presentation
- Writing complete research proposal for future implementation



- *Deliverable: Research proposal (ready for IRB submission) and conference presentation*

Class Schedule (Central Time)

Date	Topic & Required Reading	Assignments
Week 1	What is research? Why do we need? How do we develop?	
1/21 Wed	Course Introduction (Kumar) Chapter 1-2	
Week 2	Research Questions & Literature Review 1	
1/28 Wed	(Kumar) Chapter (1-2), 3-4 See https://www.scribbr.com/research-process/problem-statement/	Reflection report - Prepare your research questions - Problem Statement
Week 3	Research Questions & Literature Review 2	
2/4 Wed	(Kumar) Chapter 3-4 & online materials	Reflection report - Literature review report
Week 4	Identifying Variables – (independent, dependent, control variables)	
2/11 Wed	(Kumar) Chapter 5	Reflection report - What are your variables?
Week 5	Constructing Hypotheses	
2/18 Wed	(Kumar) Chapter 6	Reflection report
Week 6	Selecting Research Design	
2/25 Wed	(Kumar) Chapter 7-8 Understanding IRB process	Reflection report
Week 7	Selecting Sample and a Method of Data Collection 1	
3/4 Wed	(Kumar) Chapter 9-10	Reflection report
Week 8		
3/11 Wed	Spring Break	
Week 9	Selecting Sample and a Methods of Data Collection 2	
3/18 Wed	(Kumar) Chapter 11-12	Reflection report Research Plan Due
Week 10	Writing a Research Proposal	
3/25 Wed	(Kumar) Chapter 13	Reflection report
Week 11	Data Collection 1	
4/1 Wed	(Kumar) Chapter 14	Reflection report
Week 12	Data Collection 2	
4/8 Wed	(Kumar) Chapter 15	Reflection report
Week 13	Processing and Displaying Data 1	
4/15 Wed	(Kumar) Chapter 16	Reflection report
Week 14	Processing and Displaying Data 2	
4/22 Wed	TBA	Reflection report
Week 15	Writing a Research Report	
4/29 Wed	(Kumar) Chapter 17	Reflection report
Week 16	Final Presentation and Wrap up	
5/6 Wed		<i>Research Presentation and paper due</i>

**Schedules can be changed upon students' progress*



IMPORTANT POLICIES AND RESOURCES

University Email Policy and Course Communications: All correspondence between professors and students must occur via University email accounts. You must have your Jaguar email account ready and working. If it is not working, contact the help desk at helpdesk@tamusa.edu or at 210-784-HELP (4357). If you don't hear back within 48 hours, contact them again. They have many requests during the first part of the semester, so you may need to follow up with them.

Academic Accommodations for Individuals with Disabilities: Texas A&M University-San Antonio is committed to providing all students with reasonable access to learning opportunities and accommodations in accordance with The Americans with Disabilities Act, as amended, and Section 504 of the Rehabilitation Act. If you experience barriers to your education due to a disability or think you may have a disability, Disability Support Services is located in the Central Academic Building, Suite 210. You can also contact us via phone at (210) 784-1335, visit us at the [website](#) or email us at dss@tamusa.edu. Disabilities may include, but are not limited to, attentional, learning, mental health, sensory, physical, or chronic health conditions. All students are encouraged to discuss their academic accommodations with Disability Support Services and their instructors as soon as possible.

Academic Learning Center: All currently enrolled students at Texas A&M University-San Antonio can utilize the Academic Learning Center for subject-area tutoring. The Academic Learning Center provides free course-based tutoring to all currently enrolled students at Texas A&M University-San Antonio. Students wishing to work with a tutor can make appointments through the Brainfuse online tutoring platform. Brainfuse can be accessed in the *Tools* section of Blackboard. You can contact the Academic Learning Center by emailing tutoring@tamusa.edu, calling (210) 784-1307, or visiting the Central Academic Building, room 202. Online tutoring is also available for after hours and weekend assistance.

While tutoring hours may change based on tutor schedules and availability, the current tutoring hours for MATH in the ALC are as follows:

	Appointments available	Walk in Tutoring – No appointment needed
MONDAY	8 am – 6 pm	9 am – 5 pm
TUESDAY	8 am – 6 pm	9 am – 5 pm
WEDNESDAY	8 am – 6 pm	9 am – 5 pm
THURSDAY	8 am – 6 pm	9 am – 5 pm
FRIDAY	8 am – 5 pm	11 am – 4 pm

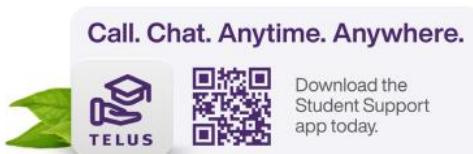
Counseling/Mental Health Resources: As a college student, there may be times when personal stressors interfere with your academic performance and negatively impact your daily



functioning. If you are experiencing emotional difficulties or mental health concerns, support is available to you through the Student Counseling Center (SCC). To schedule an appointment, visit our website, call 210-784-1331 or visit Madla 120 between the hours of 8:00 AM and 5:00 PM.

All mental health services provided by the SCC are free and confidential (as the law allows). The Student Counseling Center provides brief individual and group therapy, crisis intervention, consultation, case management, and prevention services. *Crisis support is available 24/7/365 by calling the SCC at 210-784-1331 or through the TELUS student support App.*

The TELUS Student Support App provides a variety of mental health resources to including 24/7/365 support for in the moment distress, crisis support, an anonymous peer-to-peer support network, mental health screenings, podcasts, and articles to improve your mental wellbeing.



Emergency Preparedness: JagE Alert is Texas A&M University-San Antonio's mass notification system. In the event of an emergency, such as inclement weather, students, staff and faculty, who are registered, will have the option to receive a text message, email with instructions and updates. To register or update your information visit: <https://tamusa.bbcportal.com/>. More information about Emergency Operations Plan and the Emergency Action Plan can be found [here](#). Download the SafeZone App (<https://safezoneapp.com/>) for emergencies or call (210) 784-1911. Non-Emergency (210) 784-1900.

Financial Aid and Verification of Attendance: According to the following federal regulation, 34 CFR 668.21: U.S. Department of Education (DoE) Title IV regulation, a student can only receive Title IV funds based on Title IV eligibility criteria which include class attendance. If Title IV funds are disbursed to ineligible students (including students who fail to begin attendance), the institution must return these funds to the U.S. DoE within 30 days of becoming aware that the student will not or has not begun attendance. Faculty will provide the Office of Financial Aid with an electronic notification if a student has not attended by the published Census Date (the first week of class). Any student receiving federal financial aid who does not attend prior to the published Census Date (the first week of class) will have their aid terminated and returned to the DoE. Please note that any student who stops attending at any time during the semester may also need to return a portion of their federal aid.



Jaguar Writing, Language, and Digital Composing Center

(WLDCC): The Jaguar Writing Center provides writing support to graduate and undergraduate students in all three colleges as well as faculty and staff. Writing tutors work with students to develop reading skills, prepare oral presentations, and plan, draft, and revise their written assignments. Our language tutors support students enrolled in Spanish courses and students composing in Spanish for any assignment. Our digital studio tutors support students working on digital projects such as eportfolios, class presentations, or other digital multimedia projects. The Writing Center offers face-to-face, synchronous online, and asynchronous digital appointments. Students can schedule appointments with the Writing Center in JagWire under the Student Services tab. Click on “Writing, Language, and Digital Composing Center” to make your appointment. Students wanting to work in realtime with a tutor can schedule an “Online Appointment.” Students wishing to receive asynchronous, written feedback from a tutor can schedule an “eTutoring” appointment. More information about what services we offer, how to make an appointment, and how to access your appointment can be found on our [website](#). The Writing Center can also be reached by emailing writingcenter@tamusa.edu.

Meeting Basic Needs: Any student who has difficulty affording groceries or accessing sufficient food to eat every day or who lacks a safe and stable place to live, and believes this may affect their performance in the course, is urged to submit a [CARE report](#) for support. Furthermore, please notify the professor if you are comfortable in doing so. This will enable them to direct you to available resources. A food pantry is available on campus; click [here](#) for hours and contact information.

Military Affairs: Veterans and active-duty military personnel are welcomed and encouraged to visit the Office of Military Affairs for any question involving federal or state VA Education Benefits. Visit the Patriots' Casa building, room 202, or to contact the Office of Military Affairs with any questions at military.va@tamusa.edu or (210)784-1397.

Religious Observances: Texas A&M University-San Antonio recognizes the wide variety of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holidays according to their tradition. Under the policy, students are provided an opportunity to make up any examination, study, or course work requirements that may be missed due to a religious observance provided they notify their instructors before the end of the second week of classes for regular session classes.



The Six-Drop Rule: Students are subject to the requirements of Senate Bill (SB) 1231 passed by the Texas Legislature in 2007. SB 1231 limits students to a maximum of six (6) non-punitive course drops (i.e., courses a student chooses to drop) during their undergraduate careers. A non-punitive drop does not affect the student's GPA. However, course drops that exceed the maximum allowed by SB 1231 will be treated as "F" grades and will impact the student's GPA.

Statement of Harassment and Discrimination: Texas A&M University-San Antonio is committed to the fundamental principles of academic freedom, equal opportunity, and human dignity. To fulfill its multiple missions as an institution of higher learning, A&M-San Antonio encourages a climate that values and nurtures collegiality and the uniqueness of the individual on our campus and within our state, nation, and world. All decisions and actions involving students and employees are to be based on applicable law and individual merit. Texas A&M University-San Antonio, in accordance with applicable federal and state law, prohibits discrimination, including harassment, on the basis of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation, or pregnancy/parenting status. Individuals who believe they have experienced harassment or discrimination prohibited by this statement are encouraged to contact the University's Civil Rights Officer at 210-784-2061 or titleix@tamus.edu.

Texas A&M University-San Antonio faculty are committed to providing a safe learning environment for all students and for the university as a whole. If you have experienced any form of sex discrimination or harassment, including sexual assault, sexual harassment, domestic or dating violence, or stalking based on sex, know that help and support are available. A&M-San Antonio's Title IX Coordinator can support those impacted by such conduct in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, and more. The university strongly encourages all students to report any such incidents to the Title IX Coordinator. Please be aware that all A&M-San Antonio employees (other than those designated as confidential resources such as counselors and trained victim advocates) are required to report information about such discrimination and harassment to the university. This means that if you tell a faculty member about a situation of sexual harassment, sexual violence, or other related sex-based misconduct, the faculty member must share that information with the university's Title IX Coordinator (titleix@tamus.edu, 210-784-2061, CAB 439K). If you wish to speak to a confidential employee who does not have this reporting requirement, you can contact the Student Counseling Center at (210) 784-1331 or visit them in Madla 120.

Pregnant/Parenting Students: Texas A&M-San Antonio does not require a pregnant or parenting student, solely because of that status or issues related to that status, to



(1) take a leave of absence or withdraw from their degree or certificate program; (2) limit the student's studies; (3) participate in an alternative program; (4) change the student's major, degree, or certificate program; or (5) refrain from joining or cease participating in any course, activity, or program at the University. The university will provide such reasonable accommodations to pregnant students as would be provided to a student with a temporary medical condition that are related to the health and safety of the student and the student's unborn child. These could include maintaining a safe distance from substances, areas, and activities known to be hazardous to pregnant individuals and their unborn child; excused absences because of illness or medical appointments; modified due dates for assignments; rescheduled tests/exams; taking a leave of absence; and being provided access to instructional materials and video recordings of lectures for excused absences, if these would be provided to any other student with an excused absence. Pregnant/parenting students are encouraged to contact the Title IX Coordinator with any questions or concerns related to their status (titleix@tamusa.edu; 210-784-2061; CAB 439K).

Texas A&M-San Antonio has also designated the Title IX Coordinator as the liaison officer for current or incoming students who are the parent or guardian of a child younger than 18 years of age. The Title IX Coordinator can provide students with information regarding support services and other resources. Young Jaguars can support parenting students with daycare if students meet this criteria: (1) must be enrolled in classes at Texas A&M-San Antonio in the current semester, (2) must be Pell eligible or a single parent, (3) child(ren) must be aged 3 to 12-years-old, and (4) child(ren) must be enrolled in Pre-K-3 through 6th grade. For more information, please contact Young Jaguars at youngjaguars@tamusa.edu or call (210) 784-2636.

Students' Rights and Responsibilities: The following statement of students' rights and responsibilities is intended to reflect the philosophical base upon which University Student Rules are built. This philosophy acknowledges the existence of both rights and responsibilities, which is inherent to an individual not only as a student at Texas A&M University-San Antonio but also as a citizen of this country.

Students' Rights

1. A student shall have the right to participate in a free exchange of ideas, and there shall be no University rule or administrative rule that in any way abridges the rights of freedom of speech, expression, petition and peaceful assembly as set forth in the U.S. Constitution.
2. Each student shall have the right to participate in all areas and activities of the University, free from any form of discrimination, including harassment, on the basis of race, color, national or ethnic origin, religion, sex, disability, age, and pregnancy/parenting or veteran status in accordance with applicable federal and state laws.
3. A student has the right to personal privacy except as otherwise provided by law, and this will be observed by students and University authorities alike.



4. Each student subject to disciplinary action arising from violations of university student rules shall be assured a fundamentally fair process.

Students' Responsibilities

1. A student has the responsibility to respect the rights and property of others, including other students, the faculty, and administration.
2. A student has the responsibility to be fully acquainted with the published University Student Rules found in the Student Handbook, [Student Code of Conduct](#), on our website, and University Catalog, and to comply with them, as well as with federal, state, and local laws.
3. A student has the responsibility to recognize that student actions reflect upon the individuals involved and upon the entire University community.
4. A student has the responsibility to recognize the University's obligation to provide a safe environment for learning.
5. A student has the responsibility to check their university email for any updates or official university notifications.

We expect that students will behave in a manner that is dignified, respectful, and courteous to all people, regardless of sex, ethnic/racial origin, religious background, or disability. Conduct that infringes on the rights of another individual will not be tolerated.

Students are expected to exhibit a high level of honesty and integrity in their pursuit of higher education. Students engaging in an act that violates the standards of academic integrity will find themselves facing academic and/or disciplinary sanctions. Academic misconduct is any act, or attempt, which gives an unfair advantage to the student. Additionally, any behavior specifically prohibited by a faculty member in the course syllabus or class discussion may be considered as academic misconduct. For more information on academic misconduct policies and procedures please review the [Student Code of Conduct](#) or visit the resources available in the [OSRR website](#)

Important Spring 2026 Dates:

Dates	Event
January 13	Tuition & Fee Payments deadline
January 19	Martin Luther King, Jr. – No Classes
January 20	First day of class
February 4	Census date
February 23-March 6	Midterm grading period
March 9-March 14	Spring Break
April 3	Study Day – No classes
April 17	Last day to drop with an automatic "W"



May 1	Last day to drop a course or withdraw from the University
May 4	Last day of classes
May 5	Study Day – No classes
May 6-May 12	Final exams
May 19	Commencement

AI Policy

Broader Use of Generative AI Permitted Within Guidelines

Use of artificial intelligence (AI) tools, including ChatGPT, is permitted in this course for students who wish to use them. To adhere to our scholarly values, students must cite any AI-generated material that informed their work (this includes in-text citations and/or use of quotations, and in your reference list). Using an AI tool to generate content without proper attribution qualifies as academic dishonesty and violates Texas A&M-San Antonio's standards of academic integrity.