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**MOS 3280F - Section 001**  
**Evidence-Based Management in Human Resources**  
**Fall 2020 Course Outline**

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**1. Course Information**

***Class Location and Time***

Online via owl.uwo.ca

***Contact Information***

Instructor: Sarah Ross

Office: SSC 4090

Office Hours: By appointment via Zoom

Phone: 519-661-2111 x89218

Email: sarah.ross@uwo.ca

DAN Department of Management & Organizational Studies strives at all times to provide accessibility to all faculty, staff, students and visitors in a way that respects the dignity and independence of people with disabilities. Please contact the course instructor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you. You may also wish to contact Services for Students with Disabilities (SSD) at 519-661-2147 for any specific question regarding an accommodation. More information about "Accessibility at Western" is available at: <http://accessibility.uwo.ca>

**2. Calendar Description**

***Course Description***

Application of evidence-based management principles and practices to human resource management. This course develops management problem-solving skills based on grounding in relevant theories and frameworks. It links introductory coursework in organizational behavior to effective human resource management practice in contemporary organizations.

Antirequisite(s): MOS 2280F/G

Prerequisite(s): One of MOS 2181A/B, Psychology 2061A/B, Sociology 2169, and enrolment in 3rd or 4th year of BMOS or Music Administrative Studies (MAS)

***Senate Regulations***

Senate Regulations state, "unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you will be removed from this course and it

will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.”

This regulation is in regard to the COURSES required.

**Students not in BMOS are permitted to enroll in up to 1.0 MOS courses**, per the Academic Timetable.

### **3. Textbook**

The materials for this course consist of a textbook, a set of additional readings, and a series of video lessons.

#### ***Textbook (required)***

Barends, E. & Rousseau, D. M. (2018). *Evidence-based management: How to use evidence to make better organizational decisions*. New York: Kogan-Page.

ISBN: 9780749483746

This textbook is available from the bookstore at Western. When ordering, please account for processing and shipping times from the bookstore. Do not leave your textbook purchase until right before a course component is due!

#### ***Additional Readings & Video Lessons (required)***

A number of additional readings and a series of video lessons are also required for this course. Video lessons and full references for the additional readings are available under each Unit on our OWL course site.

Barends, E., Villanueva, J., Rousseau, D.M., Briner, R.B., Jepsen, D.M., Houghton, E. et al. (2017). Managerial attitudes and perceived barriers regarding evidence-based practice: An international survey. *PLoS ONE*, 12, e0184594.

CEBMA (2017). *Acquire: Evidence from the scientific literature*. <https://www.cebma.org/wp-content/uploads/CEBMA-Acquiring-Evidence-From-The-Scientific-Literature.pdf>.

Lawler, E.E. (2007). Why HR practices are not evidence-based. *Academy of Management Journal*, 50, 1033-1036.

Morrell, K., & Learmonth, M. (2015). Against evidence-based management, for management learning. *Academy of Management Learning & Education*, 14, 520-533.

Rousseau, D.M., & Barends, E.G. (2011). Becoming an evidence-based HR practitioner. *Human Resource Management Journal*, 21, 221-235.

Rynes, S.L., & Bartunek, J.M. (2017). Evidence-based management: Foundations, development, controversies, and future. *Annual Review of Organizational Psychology and Organizational Behavior*, 4, 235-261.

The Course Reading Schedule (indicating which pages to read in the text and in the additional readings) is available on our OWL course site.

#### **4. Course Objectives and Format**

The DAN Department of Management and Organizational Studies as a whole draws upon an evidence-based management approach. Evidence-based management is the systematic process of gathering evidence from multiple sources, critically appraising the evidence, and using that evidence in making and evaluating management decisions to improve organizational performance.

##### ***Course objectives***

This course aims to increase students' understanding and appreciation of evidence-based management. The course will encourage students to apply what they have learned about evidence-based management to a range of applied areas of human resource management.

##### ***Course format***

This course is "asynchronous", which means that we won't meet as a group all at a particular time. Instead, you'll determine your own schedule for working through course activities and materials so that you can meet the course deadlines. Although you will determine your own schedule to some degree, please be aware of the important assignment, exam, paper, and discussion deadlines.

MOS 3280F/G is an essay course. As such, students can expect written work to account for a significant portion of their grade.

#### **5. Learning Outcomes**

- List and describe, in detail, the steps and sources of evidence in the process of making evidence-based decisions.
- Propose and describe ideas for the effective implementation of evidence-based management in the workplace.
- Review and condense content from empirical journal articles about human resources (HR) and organizational behaviour (OB) topics in order to create concise summaries of the articles.
- Formulate meaningful research questions about HR and OB topics, and use these questions to inform literature searches in research databases.
- Critically appraise evidence in empirical journal articles about HR and OB, in order to determine whether the evidence is trustworthy.

## 6. Evaluation

Discussion Questions	4%
Integrative Questions	6%
Application Assignment (due September 25 at 12pm):	5%
Article Review (due October 30 at 12pm):	15%
Exam (~mid-November; 2 hours; date/time to be decided by Registrar):	35%
Critical Appraisal Papers (due December 9 at 12pm):	35%

All times listed are in Eastern Time (i.e., London, Ontario time)

**NOTE:** You must pass the written submission component of this essay course in order to pass the course. That is, the average mark for your written assignments (article review and critical appraisal papers) must be at least 50%.

Detailed explanations of and criteria for each course component are available on the course website.

### **Discussion Questions (4%)**

- Each week during Unit 1 through Unit 6 (Sept 14 to Oct 23), students will be provided with a question related to the material for that week. Students must reply to the question and comment on at least one classmate's post. Discussion questions will be worth 4% toward students' final grades.
- All posts must be made to the OWL Forums between Monday 12:00am and Friday 11:59pm (eastern time) for the week in question. No late posts will be accepted.

### **Integrative Questions (6%)**

- Each week during Unit 8 through Unit 10 (Nov 16 to Dec 4), students will be provided with a question related to the material for that week. Making sure to reference the course material from the week in question, students must reply to the question and comment on at least one classmate's post. Integrative questions will be worth 6% toward students' final grades.
- All posts must be made to the OWL Forums between Monday 12:00am and Friday 11:59pm (eastern time) for the week in question. No late posts will be accepted.

### **Application Assignment (5%)**

- The scientific literature is one source that is consulted when taking an evidence-based approach. As such, it is important that students be able to conduct literature searches in research databases.
- For the application assignment, students will work through a series of steps to perform a literature search in a research database and will provide their responses/results at each step along the way. Students can find the application assignment under the tab called Application Assignment & Exam on the OWL course site.
- Students will be marked based on accuracy of this assignment (by the instructor following through the same literature search that the student conducted).
- Application assignments are due by 12pm (eastern time) on Friday September 25, 2020.
- Late application assignments will not be accepted.

### **Article Review (15%)**

- The scientific literature is one source that is consulted when taking an evidence-based approach. As such, it is important that students be able to read and understand research articles published in academic journals.
- For the article review component, students will read and summarize a research article provided by the instructor (the link to the article is available on the OWL course site).
- Article reviews should be approximately 3 double-spaced pages in length (about 750 to 1000 words) and use American Psychological Association (APA) format.
- Article reviews are due by 12pm (eastern time) on Friday October 30, 2020.
- Article reviews are to be submitted electronically to the Article Review & Critical Appraisal Submissions tab on our course site and are subject to TurnItIn.
- Late article reviews will be assessed an initial penalty of 10% for being late. Then, for each 24-hour period that an article review is late, an additional 10% penalty will be assessed.

### **Exam (35%)**

- The exam will take place remotely/online through the Application Assignment & Exam tab on our OWL course site. The exam date and time will be decided by the Registrar's office and announced as soon as possible. The exam will be 2 hours in length.
- The exam will cover all course material from September 14 to October 23 (Unit 1 through Unit 6), inclusive.
- The format of the exam will be true/false, short answer, and long answer.
- Exam questions will be presented to students in randomized order. Students will not be able to return to an exam question once they have completed that question (i.e., students must work through the exam in a linear fashion).
- Students are responsible for material covered in the video lessons as well as the additional readings (journal articles) and textbook readings. See the Course Reading Schedule on our OWL course site for more details.
- Students' responses on the exam may be submitted to TurnItIn to check for similarity to other students' responses.
- This exam was designed to be written without the aid of notes, textbook, additional readings, and video lessons. Looking up concepts or principles in your textbook and other sources during the exam may hinder your ability to complete the exam in the allotted time.
- Dictionaries are not allowed into the examinations.
- Exams will not be returned to students but may be reviewed by contacting your instructor.
- The student must write a make-up exam if the regularly scheduled exam is missed for reasons for which adequate documentation is received by the instructor (this documentation must be supplied by the Academic Counseling office). If the Academic Counseling office approves a student's documentation for missing the exam, a make-up exam will be scheduled at the end of the term (i.e., beginning of December—date/time to be announced once scheduled by the Registrar's Office).

### **Critical Appraisal Papers (35%)**

- Evidence-based management is about making decisions using the best available evidence from multiple sources. One of those sources is the scientific literature. The term paper will allow students to practice acquiring and appraising evidence from the scientific literature.

- Students will be provided with references for three research articles and will be required to read, summarize, and critically appraise the evidence in each of those three articles. Essentially, students will write three shorter papers, to be submitted in one file. Together, the three critical appraisal papers will count for 35% of students' final grades.
- Each of the three critical appraisal papers should be approximately 3 double-spaced pages in length (about 750 to 1000 words) and use American Psychological Association (APA) format.
- All critical appraisal papers are due by 12pm (eastern time) on Wednesday December 9, 2020.
- Critical appraisal papers are to be submitted electronically to the Article Review & Critical Appraisal Submissions tab on our course site and are subject to TurnItIn.
- Late critical appraisal papers will be assessed an initial penalty of 10% for being late. Then, for each 24-hour period that the critical appraisal papers are late, an additional 10% penalty will be assessed.

### ***Important notes about evaluation***

- Students are REQUIRED TO COMPLETE ALL COMPONENTS of this course. There are no exceptions to this. Extra assignments to improve grades will NOT be allowed.
- Grades will not be adjusted on the basis of need. It is important to monitor your performance in the course. Remember: You are responsible for your grades in this course.
- All written assignments (i.e., article reviews and critical appraisal papers) will be submitted to TurnItIn, a service designed to detect and deter plagiarism by comparing written material to over 5 billion pages of content located on the Internet or in TurnItIn's databases. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between Western and TurnItIn.com.
- The DAN Department has a grade policy which states that for courses in the 3000-4000 range, the class average must fall between 70% and 77% for all sections of a course taught by the same instructor. In very exceptional circumstances only, class averages outside this range may be approved by the Undergraduate Chair or Chair. Class averages are not grounds for appeal.

## **7. Lecture and Examination Schedule**

See the Course Reading Schedule on our OWL course site.

## **8. Student Responsibilities**

Students should familiarize themselves with Western University Senate Regulations, please see: [http://www.uwo.ca/univsec/academic\\_policies/index.html](http://www.uwo.ca/univsec/academic_policies/index.html).

Material covered in lectures will not always be the same as material covered in the textbook. These two sources should be viewed as complimentary and not redundant. As such, students who want to do well in this course are **strongly encouraged** to attend lectures on a regular basis. Please note that the instructor will not be providing copies of

lectures notes or overheads. Therefore, if you miss a lecture, you should try to obtain this material from another student.

### ***Respect***

Please act respectfully towards the classroom, the Professor and your fellow students. Acting respectfully means arriving on time, turning off phones, avoiding private discussions during lectures, refraining from viewing non-course material on your laptops, and cleaning up after yourself. Acting respectfully provides a better learning experience for everyone. Private in-class discussions are distracting to students and the Professor. If other students are distracting your attention from the material, you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), please see the instructor. Late arrivals are also distracting. Please try to arrive on time for classes.

### ***No Recording of Classes***

Students are not permitted to record any portion of a class, audio or video, without the prior written permission of the professor.

### ***Copyright Notice***

Lectures and course materials, including power point presentations, outlines, and similar materials, are protected by copyright. You may take notes and make copies of course materials for your own educational use. You may not record lectures, reproduce (or allow others to reproduce), post or distribute lecture notes, wiki material, and other course materials publicly and/or for commercial purposes without my written consent.

## **9. Exam Policies**

- Have student identification ready.
- Nothing is to be on/at one's desk during an exam, except your computer and any approved materials.
- No other browsers or programs may be open while an exam is in progress.
- Students may be required to use ProctorTrack or other proctoring software.
- Students' responses on the exam may be submitted to TurnItIn to check for similarity to other students' responses.

## **10. E-mail Policies**

The following policies apply to all emails between students and the Professor. Please respect the fact that the Professor receives hundreds of emails from students and must deal with those emails in a fair and organized manner. Unacceptable emails will receive a reply saying only "Please see Email Policies on the course outline".

### ***UWO.CA Email Addresses Only***

For privacy reasons, students must use their Western email accounts to contact the Professor. The Professor will not respond to emails from non-uwo.ca addresses (e.g. hotmail.com, gmail.com, etc.).

Subject Line Must Include Course and Section Number

The subject line of emails must contain the name or number of the course, and the section number in which the student is enrolled. The Professor teaches different courses and sections and cannot properly respond to questions if he does not know which course or section you are enrolled in.

### ***Acceptable Emails***

- questions about the course content or materials
- asking to set up an appointment to ask questions or review an exam
- notification of illness or other special circumstances
- providing constructive comments or feedback about the course

### ***Unacceptable Emails***

- questions that may be answered on OWL or on this course outline
- asking when grades will be posted
- asking what grade a student received
- asking where or when an exam is scheduled or the material covered on an exam
- requests for grade increases, extra assignments, or reweighting of course components

## **11. Attendance**

### ***Short Absences***

If you miss a class due to minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or exam. Cover any readings and arrange to borrow the missed lectures notes from a classmate.

### ***Extended Absences***

If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. The Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed about your difficulties.

## **12. Grade Fairness**

Fairness requires that all students be treated equally and be evaluated using the criteria set out in this course outline. The evaluation criteria are based on actual achievement and not on how hard a student has tried.

Claims by students of an excellent academic history, good attendance record, need to obtain or maintain a scholarship, desire to be admitted to Ivey or graduate school, or other personal issues, cannot be used to justify a higher grade in the course or a reweighting of course components. There is no extra work or assignments available for extra credit or to “make up” for a course component that was missed or performed poorly.

### **13. Posting of Grades**

Midterm exam grades will be posted on OWL once the grades are available. Final exam grades and final course grades are not posted on OWL and are available once they have been posted by the Registrar under “Academic Summary” at the Student Centre website.

### **14. University Policy Regarding Illness**

#### ***Illness***

For details on University Policy and student responsibilities go to:

[https://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/Academic\\_Consideration\\_for\\_absences.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/Academic_Consideration_for_absences.pdf)

The current Illness Policy is available here (subject to change):

[https://dan.uwo.ca/undergraduate/course\\_information/IllnessPolicy.pdf](https://dan.uwo.ca/undergraduate/course_information/IllnessPolicy.pdf)

#### ***Make Up Examinations***

The student must write a make-up exam if the regularly scheduled exam is missed for reasons for which adequate documentation is received by the instructor (this documentation must be supplied by the Academic Counseling office).

The date and time of the make-up examination will be set by the instructor, who will communicate the date to the student.

If a student is unable to meet the scheduled make-up as agreed, then the student is responsible for obtaining new accommodations from Academic Counselling, and seeking a new make-up date with the instructor within a reasonable time frame.

### **15. University Policy on Cheating and Academic Misconduct**

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. Students are urged to read the section on Scholastic Offenses in the Academic Calendar. Note that such offenses include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. If you are in doubt about whether what you are doing is inappropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse.

A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room 3135 WSSB, (519) 661-3573, [ombuds@uwo.ca](mailto:ombuds@uwo.ca).

Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses. Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating.

Students found cheating will receive a zero (0%) on that exam. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask students to move to another seat during the exam, cover their paper, avert their eyes from other students' papers, remove baseball caps, etc. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring.

The penalties for a student guilty of a scholastic offense include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

## **16. Procedures for Appealing Academic Evaluations**

1. In the first instance, all appeals of a grade must be made to the course instructor (informal consultation).
2. If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Undergraduate Chair: Student Affairs of the Department of Management and Organizational Studies.
3. If the response of the Undergraduate Chair is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty in which the course of program was taken.
4. Only after receiving a final decision from the Dean may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office.

## **17. Support Services**

### ***Support Services***

The Registrar's office can be accessed for Student Support Services at

<http://www.registrar.uwo.ca>

Student Support Services (***including the services provided by the USC listed here***) can be reached at: <http://westernusc.ca/your-services/>

Student Development Services can be reached at: <http://www.sdc.uwo.ca/>

Students who are in emotional/mental distress should refer to Health and Wellness at Western University: <https://www.uwo.ca/health/> for a complete list of options about how to obtain help.

### ***Academic Concerns***

If you are in academic difficulty, it is strongly recommended that you see your academic counsellor.