

**THE UNIVERSITY OF WESTERN ONTARIO**  
**Faculty of Social Science**  
**Aubrey Dan Program in Management and Organizational Studies**  
**2011-2012**

**Management and Organizational Studies (MOS) 3280g**  
**Evidence-Based Management in Human Resources**

**1.0 Course Information**

Course Time: Tuesday, 9:30-12:30

Lecture Location: University College 85

**Calendar 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.”

The particular focus of this course is Evidence-Based Management, which has been described as “enhanc[ing] the overall quality of organizational decisions and practices through reflective use of relevant and best available scientific evidence” (Evidence-Based Management Collaborative, 2010).

In MOS 3280, we will consider problem identification and representation, relevant theory and findings from the human resource management knowledge base, and the design and implementation of interventions.

3 lecture hours, 0.5 course

Antirequisite(s): MOS 2280F/G.

Prerequisite(s): One of MOS 2181A/B, Psychology 2060, Sociology 2169, MOS 2180 and enrollment in 3rd or 4th year of BMOS or Music Administrative Studies (MAS).

Unless you have either the requisites for this course or written special permission from your Dean to enrol in it, you may 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.

**2.0 Instructor information**

Instructor: Dr. James O’Brien, Assistant Professor

Office: Social Science Centre 3212

Office Hours: Mon, 1-2:30 p.m.; Tues, 12:30-2 p.m., or by appointment

Email (*preferred*): [jobrie3@uwo.ca](mailto:jobrie3@uwo.ca) (**please include “MOS 3280” in the subject line of your emails**)

Course Website: <http://webct.uwo.ca/>

### 3.0 Course syllabus

In your previous organizational behaviour courses (e.g., MOS 2180) you learned about human behaviour in organizations at the individual, group, and organizational levels of analysis. In this course we will build on this knowledge base, focusing on how key theories and research findings can inform management practice. Through an evidence-based management framework, you will learn a) how to apply key theoretical principles and insights to organizational HRM problems, b) how to evaluate evidence that can inform management practice, and c) how to develop informed positions on a range of issues in the field of HRM.

Classes will include lectures, team presentations, and exercises. Throughout the course, there will be a substantial focus on class discussions. As such, students should come to class fully prepared to discuss the weekly readings and to make meaningful contributions to class discussions. **This is a demanding course that requires preparation, critical thinking, and active engagement with the learning process.** The content of the course is summarized in the following table.

| Week | Dates  | Session   | Remarks   |
|------|--------|---|---|
| 1    | Jan 10 | Messes and problems   | Introduction and in-class exercises               |
| 2    | Jan 17 | Evidence & evidence   | Read Briner et al in course reader                |
| 3    | Jan 24 | Analysis  | Read Risen & Gilovich in course reader            |
| 4    | Jan 31 | <b>Quiz No.1, in-class</b><br>Presentation                          |   |
| 5    | Feb 7  | Selection   | Read Schmidt & Hunter in course reader            |
| 6    | Feb 14 | <b>Report outline due, in class</b><br>Motivation and Incentives    | Read Latham in course reader                      |
| 7    | Feb 28 | Groups and teams  | Read Kozlowski & Illgen in course reader          |
| 8    | Mar 6  | Organizational justice  | Read Colquitt in course reader                    |
| 9    | Mar 13 | TBA   |   |
| 10   | Mar 20 | <b>Report due at start of class</b><br>Organizational design        | in-class materials from Galbraith                 |
| 11   | Mar 27 | Organizational change   | Read Cialdini excerpts in course reader           |
| 12   | Apr 3  | <b>Quiz No.2, in-class</b><br>Program evaluation                    | Skim Kellogg materials, from link posted on WebCT |
| 13   | Apr 10 | Consolidation of Learning; Some thoughts on Evidence-Based Practice | Re-read Briner et al                              |

## 4.0 Course materials

There is a reader for the course, available at InPrint on the lower level of the University Community Centre.

The contents of the course reader are as follows:

1. Briner, R.B., Denyer, D. & Rousseau, D.M. (2009). Evidence-based management: Construct clean-up time? *Academy of Management Perspectives*, 23, 4, 19-32
2. Risen, J. L., & Gilovich, T. (2007). Informal logical fallacies. In R. J. Sternberg, H. Roediger III, & D. Halpern (Eds.), *Critical Thinking in Psychology* (pp. 110-130). Cambridge: Cambridge University Press
3. Ellet, W. (2007). Problem Essays. In *The Case Study Handbook* (pp. 119-133). Boston: Harvard Business School Press.
4. Schmidt, F.L. and Hunter, J.E. (1998). The Validity and Utility of Selection Methods in Personnel Research: Practical and Theoretical Implications of 85 Years of Research Findings. *Psychological Bulletin*, 124, 262-274.
5. Latham, G. (2009). Motivate employee performance through goal setting. In Ed Locke, (ed). *Handbook of Principles of Organizational Behavior*, 2e. Blackwell, 161-178.
6. Kozlowski, S. W. J., & Ilgen, D. R. (2006). Enhancing the effectiveness of work groups and teams. *Psychological Science in the Public Interest*, 7, 77–124.
7. Colquitt, J. A. (2008). Two decades of organizational justice: Findings, controversies, and future directions. In C. L. Cooper & J. Barling (Eds.), *The Sage handbook of organizational behavior: Volume 1 - Micro Approaches* (pp. 73-88). Newbury Park, CA: Sage.
8. Excerpts from Cialdini, R.B. (2001). *Influence: Science and Practice*. Boston: Allyn and Bacon.

Reciprocation (20-22)

Commitment and Consistency (53-55)

Social Proof (99-104)

Liking (144-148)

Authority (179-184)

Scarcity (204-208)

## 5.0 Evaluation

### Summary of Course Evaluation

| Course Requirement | % of Final Grade | Date                                     |
|--------------------|------------------|--|
| Quiz #1            | 10               | Tuesday, Jan 31 (in class)               |
| Report Outline     | 10               | Tuesday, Feb 14 (due in class, hardcopy) |
| Report             | 30               | Tuesday, Mar 20 (due in class, hardcopy) |
| Quiz #2            | 10               | Tuesday, Apr 3 (in class)                |
| Team Presentation  | 20               |  |
| Class Contribution | 20               |  |

\*Note: Each of these course requirements will be described in greater detail in handouts and/or in class.

In-class Quizzes (20%; 2 x 10% each): There will be two in-class quizzes (one on Jan 31 and one on Apr 3) based on content from the assigned readings. You will have a maximum of one hour to complete each quiz.

Report Outline (10%): The report outline will consist of a one-page summary including the following: problem identification, outline of analysis and recommendations, and at least two research-based sources that will inform your analysis and recommendations. The report outline provides an opportunity for you to receive valuable feedback on your approach to the report scenario. The outline is due in class on Feb 14. Please note that notwithstanding academic accommodation, late submissions will not be accepted for this requirement.

Report (30%): Managerial work requires careful responses to issues and problems that arise in organizations. To practice these skills, you will write a report based on an organizational scenario provided to you. Your report will include an identification of the problem, an evidence-based analysis of the problem, and specific, actionable recommendations.

The report will be 8 to 10 pages in length (double-spaced, 12 point font, 1 inch margins) and conform to APA conventions of scholarly attribution. The report is due in class on Mar 20. Please note that notwithstanding academic accommodation, late submissions will not be accepted for this requirement.

Team Presentation (20%): The use of teams is very prevalent in organizations today, and developing your ability to work effectively in a team setting is invaluable. For the team presentation, students will form groups of 4 to 5 and present a content session from the course outline (see Class Schedule).

Presentations will require the critical summary and integration of content from material suggested by the instructor. Presentations should include some class involvement and will last no longer than 45 minutes. Each member of the team will receive the same grade. Teams will operate under principles of self-managing teams, including that expectation that members will hold each other accountable for contribution and performance.

**Class Contribution (20%):** This is not a traditional, lecture-based course. Students are expected to attend class, and to be prepared to discuss weekly readings by playing an active role in class discussions. This course seeks to foster a collaborative learning environment in which students learn from one another in addition to the instructor and course materials. Because students' contributions are considered critical to the success of the course, they comprise a non-trivial portion of final grades. Students are expected to observe a standard of conduct that will support a classroom environment conducive to the intellectual and personal growth of their peers (see University of Western Ontario Code of Student Conduct at <http://www.uwo.ca/univsec/board/code.pdf>).

## **Procedures related to absence from requirements**

### **Instructor policy:**

As a principle, advance notice of issues and problems leads to higher-quality solutions. In general, follow the procedures described below. The SSAC Office will review documentation and establish grounds for accommodation, where warranted. Students are required to follow-up with instructors to set arrangements arising out of accommodation. Please note that with respect to the report outline and report submissions, notwithstanding academic accommodation, late submissions will not be accepted.

### **University/ Faculty policy:**

Please see University of Western Ontario's Policy on Accommodation for Medical Illness: [https://studentservices.uwo.ca/secure/medical\\_accommodations\\_link\\_for\\_OOR.pdf](https://studentservices.uwo.ca/secure/medical_accommodations_link_for_OOR.pdf)

If, on medical or compassionate grounds, you are unable to meet your academic responsibilities, i.e., unable to write term tests or final examinations or complete course work by the due date, you should follow the instructions listed below. You should understand that academic accommodation will not be granted automatically on request. You must demonstrate that there are compelling medical or compassionate grounds that can be documented before academic accommodation will be considered. Read the instructions carefully. In all cases, action must be taken at the earliest possible opportunity, preferably prior to the scheduled examination, test or assignment.

1. Check the course outline to see if the instructor has a policy for missed tests, examinations, late assignments or attendance. The course outline should include the preferred method of contact (e-mail, phone, etc.).
2. Inform the instructor prior to the date of the scheduled time of the test or examination or due date of the assignment. If you are unable to contact the instructor, leave a message for him/her at the department office.
3. Bring your request for accommodation to the Social Science Academic Counselling Office, Room 2105, Social Science Centre, telephone 519 661-2011 or fax 519 661-3384. Be prepared to submit documentation of your difficulties.
4. If you decide to write a test or an examination you should be prepared to accept the mark you earn. Rewriting tests or examinations or having the value of the test or examination reweighted on a retroactive basis is not permitted.

## **Term tests and mid-term exams**

1. If you are unable to write a term test, inform your instructor (preferably prior to the scheduled date of the test). If the instructor is not available, leave a message for him/her at the department office.
2. Be prepared, if requested by the instructor, to provide supporting documentation. Submit your documentation to the Social Science Academic Counselling Office.
3. Make arrangements with your professor to reschedule the test.
4. The Academic Counselling Office will contact your instructor to confirm your documentation.

## **Short absences**

If you miss a class due to a minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow 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. This must be done by the appropriate deadlines. (Refer to the Registrar's website for official dates.) The Social Science Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed of your difficulties.

## **Documentation**

1. **Personal Illness:** If you consulted Student Health Services regarding your illness or personal problem, you should complete a Records Release Form at the time of your visit allowing them to notify Social Science Academic Counselling Office. Once your documentation has been assessed, the academic counsellor will inform your instructor that academic accommodation is warranted.
2. If you were seen by an off-campus doctor, obtain a certificate from his/her office at the time of your visit. The doctor must provide verification of the severity of the illness for the period in question. Notes stating "For Medical Reasons" are not considered sufficient.
3. **In Case of Serious Illness of a Family Member:** Obtain a medical certificate from the family member's physician.
4. **In Case of a Death:** Obtain a copy of the newspaper notice, death certificate or documentation provided by the funeral director.
5. **For Other Extenuating Circumstances:** If you are not sure what documentation to provide, ask an Academic Counsellor.

Note: Forged notes and certificates will be dealt with severely. To submit a forged document is a scholastic offense and you will be subject to academic sanctions.

## **Academic concerns**

1. You need to know if your instructor has a policy on late penalties, missed tests, etc. This information may be included on the course outline. If not, ask your instructor.
2. You should also be aware of attendance requirements in courses such as Business and English. You can be debarred from writing the final examination if your attendance is not satisfactory.

3. If you are in academic difficulty, check the minimum requirements for progression in your program. If in doubt, see your Academic Counsellor.
4. If you are registered in Social Science courses but registered in another faculty (e.g., Arts or Science), you should immediately consult the Academic Counselling Office in your home faculty for instructions.

## **Expectations and specific requirements**

Student behaviour in the course is governed by The University of Western Ontario's Code of Student Conduct (November 26, 2009). As management students, the norms and standards of Canadian business practice are also relevant, and some time in class will be devoted to elaborating this important topic.

A fundamental expectation is that students will read the assigned chapter or materials prior to class. By analogy, you can think of this preparation as buying a ticket for each session. Sessions will selectively elaborate the readings, provide examples, introduce new and critical perspectives, and support integration of learning across the course as well as application.

Further expectations for this course are that students will be attentive and polite. Using cell phones or personal electronic devices in class (or laptop computers for purposes other than note-taking) is inconsistent with these expectations and is disruptive to the learning of others.

There is a strong normative expectation in the program and the Faculty that students attend all scheduled classes, barring emergencies and urgent personal matters that cannot be rescheduled. In this class in particular, given the emphasis on class contribution, attendance, alertness, and engagement are fundamental.

Overall, these expectations and requirements are designed to create an environment that is welcoming and conducive to learning for all, while helping to set the conditions for your success in the course, the MOS program, and beyond.

## **6.0 Additional Statements**

### **Statement on the use of electronic devices**

Subject to academic accommodation requests granted through SSD, electronic devices will not be permitted during tests and examinations.

### **Statement on academic offenses**

"Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site: [http://www.uwo.ca/univsec/handbook/appeals/scholastic\\_discipline\\_undergrad.pdf](http://www.uwo.ca/univsec/handbook/appeals/scholastic_discipline_undergrad.pdf)."

Additionally:

"Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating."

and

“All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. 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 The University of Western Ontario and Turnitin.com ( <http://www.turnitin.com> ).”

## **Support services**

The following websites are provided for units that provide support services to students:

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

Social Science Academic Counselling: <http://www.registrar.uwo.ca/>

Student Development Centre: <http://www.sdc.uwo.ca/>

## **Accessibility statement**

DAN Management and 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 wish to contact Services for Students with Disabilities (SSD) at 661-2111 #82147 for any specific questions regarding an accommodation. More information about “Accessibility at Western” is available at: <http://accessibility.uwo.ca>.

---

### Note:

1. Portions of this outline were taken from the following sources: UWO Academic Calendar (2009), Previous MOS 2280 course outline by Leah Hamilton.
2. Version 6 Dec 11.



