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**MOS 3280G: Evidence-Based Management in Human Resources  
Course Outline: Section 001, Winter 2017**

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**1. Course Information**

Class Location and Time

**Room:** University Community Centre, Room 54B (UCC-54B)  
**Day/time:** Wednesdays 10:30am-1:30pm

**Instructor:** Sarah Ross, PhD  
**Office:** SSC 4424  
**Office Hours:** Mondays 1:30pm-3:00pm, Wednesdays 1:30pm-3:00pm

**Phone:** 519-661-2111 x89218  
**Email:** sarah.ross@uwo.ca  
**Website Address:** <http://owl.uwo.ca/portal>

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 also wish to contact Services for Students with Disabilities (SSD) at 519-661-2111 ext 82147 for any specific question regarding an accommodation. More information about "Accessibility at Western" is available at: <http://accessibility.uwo.ca>

**2. 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.

**3 lecture hours, 0.5 course**

**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 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."

### 3. Course Materials (required)

There is no textbook for this course. Course materials for MOS 3280G consist of a set of articles, which can be accessed in the form of links on the course website (under the "Readings" tab). Please ask the instructor if you require assistance in obtaining the course materials.

### 4. Course Objectives and Format

Upon successful completion of this course, students will be able to:

- Define evidence-based management and understand its importance to organizations
- Formulate meaningful questions relevant to human resources and organizational behaviour
- Conduct literature searches and make effective use of library resources relevant to human resources and organizational behaviour
- Critically evaluate research on topics in human resources and organizational behaviour

MOS 3280F/G is an essay course that will be conducted as a combination of lecture and seminar. Students are expected to participate in class, and class participation will form part of their final mark. As such, students should come prepared to class and have read the relevant materials prior to class. Group discussion, presentation, and written papers will also be required of students.

### 5. Evaluation

Course Component	% of Course Grade	Date(s)
PARTICIPATION	10%	Ongoing
ARTICLE CRITIQUE	15%	Due February 15 by 11:59pm
EXAM	30%	March 15, 10:30am-12:30pm
RESEARCH PROJECT Presentation Term Paper	10% 35%	March 22, March 29, April 5 Due April 5 by 11:59pm

#### ***Participation (10%)***

- Students are expected to come to class having completed their readings and ready to participate. Participation is comprised of regular attendance as well as involvement in class discussions, debates, activities, and exercises. While both quality and quantity of contributions will be considered, quality is most important. Participation will be assessed by the instructor following each class.
- More information about this course component will be available from the instructor during the first class and detailed evaluation criteria are available on the course site.

#### ***Article Critique (15%)***

- Students will read and critique a popular press article (selected by the instructor) about a topic related to human resources, with reference to academic research. Papers should be approximately 1000 words (3-4 double-spaced pages) and use American Psychological Association (APA) format.
- A link to the article, more detailed assignment information, and evaluation guidelines are available on the course site.
- All article critiques must be submitted electronically by Wednesday February 15 at 11:59pm to the course site on OWL.

### **Exam (30%)**

- The exam will take place in class on Wednesday March 15, 2017 from 10:30am to 12:30pm.
- The format of the exam will be true/false, short answer, and essay.
- Students are responsible for material covered in the lectures as well as the assigned readings.
- Exams will not be returned to students but may be reviewed in the instructor's office.
- The exam will be closed book – no books, notes, calculators, electronic dictionaries, or aids of any type will be allowed. Please bring your UWO student card to the exam.
- Dictionaries are NOT allowed into the examination. Calculators are not allowed (and are not necessary).

### **Research Project**

- Students will complete a major research project comprised of a presentation (10%) and a term paper (35%) on the same topic.
- **Term paper (35%):** Students will choose one management fad or intervention from a list of possible options provided by the instructor, develop a question pertaining to that topic, and critically review the research evidence relevant to that question. Students may choose a topic of their own, but that topic must first be approved by the instructor. Although conducting a formal systematic review of the literature is beyond the scope and time frame of this course, students are expected to use what they have learned about systematic reviews to take a critical approach in presenting the research on their topic. Papers should be approximately 2500 words in length (not counting references) and use American Psychological Association (APA) format. All papers must be submitted electronically by Wednesday April 5 at 11:59pm to the course site on OWL.
- **Presentation (10%):** Using the same topic that was selected for their term papers, students will present to the class a review of the research on their topic. The presentations will be no longer than 5 minutes in length. The goal of the presentations is to accurately inform the audience about the student's topic in an engaging way. Students are to assume that they are presenting their topic to a practitioner audience. Presentations will take place during the last three weeks of class: March 22, March 29, and April 5. Students will choose their presentation dates through a sign-up sheet provided by the instructor during class on January 25.
- More details about the topics, project requirements, and evaluation will be provided in class and on the course website.

### **Additional Information**

- 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 critiques and term 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.
- Late article critiques and term papers will be assessed an initial penalty of 10% for being late. Then, for each 24-hour period that a paper is late, an additional 10% penalty will be assessed.

## 6. Lecture and Examination Schedule

**MOS 3280G (001) Winter 2017 Lecture Schedule**

Date of Class	Topic(s)	Readings
Jan 11	Course Overview	--
Jan 18	Defining Evidence-Based Management (EBMgt)	Barends et al. (2014) Pfeffer & Sutton (2011) Rousseau (2012)
Jan 25	Formulating a Research Question and Acquiring Evidence <b>Sign-up for presentation dates (in class)</b>	Briner & Barends (2016) Werner (2012)
Feb 1	<b>Library Visit</b>	--
Feb 8	Appraising Evidence	Kepes et al. (2014)
Feb 15	Integrating Evidence and Making Decisions <b>Article Critiques DUE by 11:59pm</b>	Baba & HakemZadeh (2012) Kahneman et al. (2011)
Feb 22	<b>NO CLASS—READING WEEK</b>	--
Mar 1	Understanding the Barriers to EBMgt	Lawler (2007) Pfeffer & Sutton (2006) Rousseau (2006)
Mar 8	Putting it All Together <b>Review for Exam</b>	Briner (2007) Leung & Bartunek (2012) Rynes et al. (2002)
Mar 15	<b>EXAM (in class, 10:30am-12:30pm)</b>	--
Mar 22	Presentation Week #1	--
Mar 29	Presentation Week #2	--
Apr 5	Presentation Week #3 <b>Term Paper DUE by 11:59pm</b>	--

## **7. University Policy Regarding Illness**

### ***Illness***

The University recognizes that a student's ability to meet his/her academic responsibilities may, on occasion, be impaired by medical illness. Illness may be acute (short term), or it may be chronic (long term), or chronic with acute episodes. The University further recognizes that medical situations are deeply personal and respects the need for privacy and confidentiality in these matters. However, in order to ensure fairness and consistency for all students, academic accommodation for work representing 10% or more of the student's overall grade in the course shall be granted only in those cases where there is documentation supplied (see below for process) indicating that the student was seriously affected by illness and could not reasonably be expected to meet his/her academic responsibilities.

Documentation shall be submitted, as soon as possible, to the appropriate Dean's office (the Office of the Dean of the student's Faculty of registration/home Faculty) together with a request for relief specifying the nature of the accommodation being requested. These documents will be retained in the student's file, and will be held in confidence in accordance with the University's Official Student Record Information Privacy Policy

[http://www.uwo.ca/univsec/pdf/academic\\_policies/general/privacy.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/general/privacy.pdf)

Once the petition and supporting documents have been received and assessed, appropriate academic accommodation shall be determined by the Dean's Office in consultation with the student's instructor(s). Academic accommodation may include extension of deadlines, waiver of attendance requirements for classes/labs/tutorials, arranging Special Exams or Incompletes, re-weighting course requirements, or granting late withdrawals without academic penalty.

Academic accommodation shall be granted only where the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete his/her academic responsibilities. (Note: it will not be sufficient to provide documentation indicating simply that the student was seen for a medical reason or was ill.)

A form to be completed by off-campus physicians is available at:

[http://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/medicalform.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf)

Whenever possible, students who require academic accommodation should provide notification and documentation in advance of due dates, examinations, etc. Students must follow up with their professors and their Academic Counselling office in a timely manner.

In the case of a final examination in the course, the student must arrange for a Special Examination or Incomplete through their Dean's office, for which you will be required to provide acceptable documentation.

If you feel that you have a medical or personal problem that is interfering with your work, you should contact your instructor and the Faculty Academic Counselling Office as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. In general, retroactive requests for grade revisions on medical or compassionate grounds will not be considered.

### ***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).

### ***Attendance***

It is expected that students will attend all classes. The professor does not provide access to lecture notes. Students are encouraged to obtain missed lecture notes from a fellow student.

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

Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses (see section 9.0 below). 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. A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room 3135 WSSB, (519) 661-3573.

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.

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.

## **9. Procedures For Appealing Academic Evaluations**

In the first instance, all appeals of a grade must be made to the course instructor (informal consultation). If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Assistant Program Director or Designate of the BMOS program. If the response of the Assistant Director 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. 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.

## **10. Student Responsibilities**

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.

In this class, some students may be unaware that their private discussions are distracting to other people. If you feel that students are distracting your attention from the material, then you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), then please see the instructor. In addition, please avoid engaging in private discussions with other students during the lectures.

To avoid unnecessary distractions, please arrive to each class on time.

As stated in the Policy on Accommodation for Medical Illness, for any class work worth less than 10% of the total course grade, it is up to the instructor to determine if a makeup will be allowed contingent on medical documentation supplied by the student to the university. You are encouraged to review [http://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/medicalform.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf). If you are not able to participate and contribute to an in-class assignment for medical or non-medical reasons, then

proper documentation must be submitted by the student directly to the appropriate Faculty Dean's office and not to the instructor. It will be the Dean's office that will determine if accommodation is warranted. If the Dean's office agrees to allow accommodation, then the instructor will make arrangements with the student directly to complete the work within a specified period of time.

Contribution to class discussion and group effort between other members of the class may place a significant role in some assignments; if this is the case, then it may not be possible to reissue or allow an individual makeup of an assignment. This speaks to the normative expectation in management education that class members will prepare for class, attend class, and contribute to class discussion and exercises. This is based on linkages between attendance and academic performance as well as your obligation to your peers to be well-informed and positively engaged.

## **11. 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/services/> Student Development Services can be reached at: <http://www.sdc.uwo.ca/> Students who are in emotional/mental distress should refer to Mental Health@Western [http://www.health.uwo.ca/mental\\_health/](http://www.health.uwo.ca/mental_health/) for a complete list of options about how to obtain help.

## **12. Other Issues**

### ***Grade Policy***

The DAN Program has a grade policy, which states that for courses in the 3000-level 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.

### ***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.

### ***Academic Concerns***

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

### ***Classroom Polling***

For this course, students can provide their personal responses to a variety of polls during lectures using their laptop or mobile phone. The use of classroom polling in this course is for obtaining students' opinions about various course-related topics and is completely voluntary. That is, the polls will not be marked or scored and will not contribute toward the course grade. Information obtained through the polling will not be used for research purposes.

***Important Dates***

January 5, 2017	Winter session classes begin
January 13, 2017	Last day to add a second-term half course
February 20-24, 2017	Reading Week
March 7, 2017	Last day to drop a second term half course
April 7, 2017	Winter session classes end
April 8, 2017	Study Day
April 9-30, 2017	April examination period

**13. Other Information**

- Bring student identification to exams.
- Nothing is to be on/at one's desk during an exam except a pencil, an eraser, and the individual's student card
- Do not wear baseball caps to exams
- Do not bring music players, cell phones, beepers, or other electronic devices to exams

For The University of Western Ontario Senate Regulations, please see the Handbook of Academic and Scholarship Policy at: [http://www.uwo.ca/univsec/academic\\_policies/index.html](http://www.uwo.ca/univsec/academic_policies/index.html)