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**MOS 3280F, Section 001**  
**Evidence-Based Management in Human Resources**  
**Fall 2019**  
**Course Outline**

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**1. Course Information**

***Class Location and Time***

University Community Centre, room 63 (UCC-63)  
Tuesdays, 1:30pm-4:30pm

***Contact Information***

**Instructor:** Sarah Ross

**Office:** SSC 4090

**Office Hours:** Wednesdays 9:30am-12:30pm

**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 behaviour 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***

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 regards 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 following textbook is required reading for this course and is available in the bookstore at Western:

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

### **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***

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. Learning Outcomes**

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

- Define evidence-based management.
- Describe the six steps required in taking an evidence-based approach to management (ask, acquire, appraise, aggregate, apply, assess).
- Formulate meaningful questions relevant to human resources and organizational behaviour.
- Conduct literature searches and make effective use of library resources.
- Critically appraise evidence from the four sources important to evidence-based management (scientific literature, practitioners, organization, and stakeholders).
- Recognize the importance of evidence-based management to organizations.

## 6. Evaluation

Participation (on-going):	15%
Article Review (due Wednesday October 9, 12pm):	10%
Exam (Tuesday November 12, 2-4pm):	35%
Presentation (Tuesday November 19 and 26):	5%
Term Paper (due Wednesday December 4, 12pm):	35%

**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 term paper) must be at least 50%.

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

### **Participation (15%)**

- Students should come to each and every class having read and thought about the readings for that week.
- Participation is comprised of regular attendance as well as involvement in weekly class discussions, debates, activities, and exercises.
- Any one class can be missed without impact to the participation grade. Absence from more than one class will result in a deduction from the participation grade.

### **Article Review (10%)**

- 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 about self-ratings of performance. The article will be selected by the instructor and the reference for that article is available on the course website.
- Article reviews should be approximately 2-4 double-spaced pages and use American Psychological Association (APA) format.
- Article reviews are due by Wednesday October 9 at 12pm (submitted electronically to the course site and 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 on Tuesday November 12 from 2:00pm to 4:00pm in Elborn College room 2155.
- The exam will cover all course material from September 10 to October 29, inclusive.
- The format of the exam will be true/false, short answer, and long answer.
- 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.
- Electronic devices of any kind (including cell phones, smart watches and calculators) are NOT permitted at exams.
- Dictionaries are not allowed into the exam. Calculators are not allowed (and are not necessary).
- Students 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 to the Academic Counseling office). For approved students, the make-up exam will take place on Friday November 29, 2019 at 9am.

### **Presentation (5%)**

- Students will prepare a 3-minute presentation that summarizes their selected topic. The goal of the presentation is to accurately inform the audience about the student's selected topic in an engaging way.
- Students must choose from a list of possible topics provided by the instructor. Topics are listed on the course website. The same topic will be chosen for the presentation and term paper.
- Presentations will take place on Tuesday November 19th and Tuesday November 26th.
- Presentation dates will be selected at the beginning of the September 24th class.
- If the regularly scheduled presentation is missed for reasons for which adequate documentation is received by the instructor (this documentation must be supplied to the Academic Counseling office), the student will present at the beginning of the December 3rd class.
- Students are required to prepare one slide to go along with their presentation. The slide must be submitted to the course website by 5pm on the day before the student's assigned presentation date (i.e., by 5pm on Monday November 18th or 5pm on Monday November 25th).
- Each student will determine his/her own presentation grade. That is, presentation grades will make use of self-ratings. Students are required to complete the self-rating form available on the course website by 5pm on the day following their presentation date (i.e., by 5pm on Wednesday November 20th or 5pm on Wednesday November 27th). Failure to fully complete and submit the self-rating form on time will result in a grade of 0% on the presentation.
- The instructor reserves the right to change presentation grades in extreme circumstances (e.g., a student did not submit a slide for his/her presentation but provided himself/herself with a perfect presentation grade).

### **Term Paper (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 must choose from a list of possible topics provided by the instructor. Topics are listed on the course website. The same topic will be chosen for the presentation and term paper.
- Papers should be approximately 2500 words in length (not counting references) and use American Psychological Association (APA) format.
- The term paper is due on Wednesday December 4, 2019 at 12pm (submitted electronically to the course site and subject to TurnItIn).
- Late term papers will be assessed an initial penalty of 10% for being late. Then, for each 24-hour period that a term paper is late, an additional 10% penalty will be assessed.
- 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 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.

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 Schedule on OWL

## 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

- 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, or other electronic devices to exams.
- To ensure fairness to all students, questions will not be answered during exams.

## 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**

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.

### ***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)

Students who experience an extenuating circumstance (illness, injury, or other extenuating circumstance) sufficiently significant to temporarily render them unable to meet academic requirements may submit a request for academic consideration through the following routes:

- i. Submitting a Self-Reported Absence form provided that the conditions for submission are met (maximum of 2 from September to April, valid for 48 hours or less, on course work worth less than 30%); or
- ii. For medical absences, submitting a Student Medical Certificate (SMC) : [https://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/medicalform.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf) signed by a licensed medical or mental health practitioner in order to be eligible for Academic Consideration; or
- iii. For non-medical absences, submitting appropriate documentation (e.g., obituary, police report, accident report, court order, etc.) to Academic Counselling in order to be eligible for academic consideration. Students are encouraged to contact their Academic Counselling unit to clarify what documentation is appropriate.

Students seeking academic consideration:

- are advised to **consider carefully the implications** of postponing tests or midterm exams or delaying handing in work;
- are encouraged to make appropriate decisions based on their specific circumstances, recognizing that minor ailments (upset stomach) or upsets (argument with a friend) are not an appropriate basis for a self-reported absence;
- **must communicate with their instructors no later than 24 hours** after the end of the period covered by either the self-reported absence or SMC, or immediately upon their return following a documented absence.

#### ***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/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.

### ***Academic Concerns***

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