

Georgia State University  
Doctor of Business Administration

## Course Syllabus

### DBA 9120

(CRN 19961)

Evidence Based Management

Spring 2023

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#### Instructor

Name Richard Baskerville

Office Hours Wednesdays, 2.00 pm – 4.00 pm, via Zoom, or by appointment

Phone 404.377.6660

Email [baskerville@acm.org](mailto:baskerville@acm.org)

#### Venues

Residencies, Fridays 1.30 pm – 5.30 pm and Saturdays, 8.00 am – 12.00 noon, Buckhead Center 627

#### Prerequisites

None.

#### Required Materials

Course readings consist of published research journal articles, published cases, and certain online reports and publications. These are generally available in a prepaid study.net course-pac or are chapters in the course textbooks.

Study.net course web site: <https://www.study.net/content-bundle/view/30163340/materials>

See “Readings” below for a complete list of required reading material.

#### Catalog Description

This course develops the student’s knowledge and skills related to the role of scientific and organizational evidence in management thinking and decision making. Students will learn to recognize management practices based on habit, fads, convention and unrealistic levels of confidence and how to improve these practices with principles based on relevant scientific findings and available organizational data. Students will learn how to: identify and address an

organization's data analysis challenges; create decision-making information from organizational evidence; and find, appraise, interpret and apply scientific evidence as managers.

## Course Objectives

Students completing this course will be capable of:

- Recognizing management thinking and decisions based on habit, fads, convention and unrealistic levels of confidence
- Appraising approaches to data and knowledge in order to make more effective decisions.
- Developing organizationally appropriate principles for making decisions based on
  - The best available evidence with special emphasis on relevant scientific findings and unbiased organizational evidence.
  - Decision practices that reduce bias and judgment errors and give due consideration to ethical concerns.
- Identifying and addressing the data analysis challenges in an organization.
- Appraising scientific evidence that exists for the effectiveness of a popular management practice
- Finding, interpreting, and using scientific evidence as managers
- Acquiring organizational evidence and creating valid information and useful knowledge from raw data
- Operating with awareness of types of managerial decisions and evidence-based processes
- Planning on-going individual development as an evidence-based manager

## Special Considerations

The course iCollege site will be used as a repository for further required course material that arises during the class. The main online tool for submission is iCollege. Students must arrange for their own access to the World Wide Web (wireless Internet access is available free in GSU) and must establish their access capability to iCollege. All student work submitted in fulfillment of course requirements is deemed to be granted in the public domain (copyright-free) for the purposes of use as instructional material or examples of student work in future courses. Students who wish to request accommodation for a disability may do so by registering with the Access and Accommodation Center. Students may only be accommodated upon issuance by the Access and Accommodation Center of a signed Accommodation Plan and are responsible for providing a copy of that plan to instructors of all classes in which accommodations are sought. The course syllabus provides a general plan for the course. Deviations may be necessary.

## Method of Instruction

Instruction will follow these four approaches: (1) topic tutorials on course principles and concepts, (2) interactive sessions with expert guest speakers on evidence and evidence-based management; (3) group panel-driven presentations of cases that will apply knowledge of evidence-based management concepts to published business problem settings followed by evaluations and comments from members of the class, and (4) student presentation of Critically Appraised Topics in applying these concepts to familiar business situations followed by posted evaluations and comments from members of the class. Preparation is essential and all students

are required to have read, and be prepared to apply critical thought to, presentations and the readings assigned. In assigning the participation grade, the quality of oral and written contributions during interactive discussions and online discussion threads will be considered.

### Withdrawals

Students who withdraw before the midpoint will receive a grade of W. Students withdrawing after this date will receive a grade of WF unless a hardship authorization is obtained from the Dean of Students. For the exact midpoint date see <http://calendar.gsu.edu/calendar>.

### Incompletes

A grade of I will be given only in exceptional circumstances. A student must have completed all but one of the requirements of the course in order to be eligible to receive a grade of I.

### Assessment

Student performance on the course learning objectives will be assessed by participation in interactive discussions and threaded online discussions, group panel presentation development, the submission and presentation of a written essay comprising a critically appraised topic by individual students. The grade will be based on 25% written essay, 15% presentation and discussion of the essay, 25% case panel preparation, and 35% on prepared, critical and thoughtful oral and written (online) participation.

Letter Grade	Percentage Range	Point Range
A+	>96%	>960
A	90% - 96%	900 - 959
A-	87% - 89%	870 - 899
B+	83% - 86%	830 - 869
B	80% - 82%	800 - 829
B-	77% - 79%	770 - 799
C+	73% - 76%	730 - 769
C	70% - 72%	700 - 729
C-	67% - 69%	670 - 699
D	60% - 66%	600 - 669
F	0% - 59%	0 - 599

### Readings

Note: All readings are found in the course textbooks provided by the program, or in the course study.net site linked under “Materials” above. You may also access some of these resources directly from the GSU library. For a few of these materials, this may only be completed from a

computer that is on-campus or through a VPN connection from off-campus. For more information see “Connecting to the Network from Home (VPN - Virtual Private Network)” at <http://www.gsu.edu/help/25697.html>

### **Books: Chapters assigned as below**

- Noblit, G. W., Hare, R. D., & Hare, R. (1988). *Meta-ethnography: Synthesizing qualitative studies*. Newbury Park: Sage.
- Pfeffer, J., and Sutton, R. 2006. *Hard Facts Dangerous Half-Truths & Total Nonsense: Profiting from Evidence-Based Management*. Cambridge, Mass: Harvard Business School Pres.
- Rousseau, D.M. (ed.) 2014. *The Oxford Handbook of Evidence-Based Management*. Oxford: Oxford University Press.

### **Papers and Chapters:**

- Baba, V. V., & HakemZadeh, F. (2012). Toward a theory of evidence based decision making. *Management Decision*, 50(5), 832-867.
- Barends, E., Villanueva, J., Rousseau, D. M., Briner, R. B., Jepsen, D. M., Houghton, E., & ten Have, S. (2017). Managerial attitudes and perceived barriers regarding evidence-based practice: An international survey. *PLoS ONE*, 12(10), 1-15.
- Baskerville, R. (2009). Preparing for evidence based management. *European Journal of Information Systems*, 18(6), 523-525.
- Booker, L. D., Bontis, N., & Serenko, A. (2012). Evidence-Based Management and Academic Research Relevance. *Knowledge & Process Management*, 19(3), 121-130.
- Briner, R. B., & Denyer, D. (2012). Systematic Review and Evidence Synthesis as a Practice and Scholarship Tool. In D. M. Rousseau (Ed.), *The Oxford Handbook of Evidence-Based Management* (pp. 112-129). Oxford: Oxford University Press.
- Briner, R. B., & Walshe, N. D. (2014). From Passively Received Wisdom to Actively Constructed Knowledge: Teaching Systematic Review Skills As a Foundation of Evidence-Based Management. *Academy of Management Learning & Education*, 13(3), 415-432.
- Cascio, W. F. (2007). Evidence-based management and the marketplace for ideas. *Academy of Management Journal*, 50(5), 1009-1012.
- Chalk, K. (2022). Motivating increased sales: Variable or Fixed Compensation Structure? *Engaged Management ReView*, 5(1), 1-7.
- Coombs, W. T. (2015). The value of communication during a crisis: Insights from strategic communication research. *Business Horizons*, 58(2), 141-148.
- Daouk-Öyry, L., Reda, L., & Bohsali, R. (2020). *Neuroscience Outpatient Center At The American University Of Beirut Medical Center: Optimizing Efficiency using an Evidence-based Management Approach* (NA0647-PDF-ENG). Retrieved from
- Daouk-Öyry, L., Sahakian, T., & van de Vijver, F. (2021). Evidence-Based Management Competency Model for Managers in Hospital Settings. *British Journal of Management*, 32(4), 1384-1403.
- Datla, A., Wilson, J. B., & Levy, D. (2012). *New York City Center For Economic Opportunity: An Evidence-Based Approach To Alleviate Poverty* (HKS724-PDF-ENG). Retrieved from Cambridge, Mass:

- Davenport, T. H., Harris, J. G., & Morison, R. (2010). Data: The prerequisite for everything analytical. In *Analytics at Work: Smarter Decisions, Better Results* (pp. 23-44). Cambridge, Mass.: Harvard Business Press.
- de Graaf, F. J. (2019). Ethics and Behavioural Theory: How Do Professionals Assess Their Mental Models? *Journal of Business Ethics*, 157(4), 933-947.
- Dietz, J., Antonakis, J., Hoffrage, U., Krings, F., Marewski, J. N., & Zehnder, C. (2014). Teaching Evidence-Based Management With A Focus on Producing Local Evidence. *Academy of Management Learning & Education*, 13(3), 397-414.
- Donaldson, L. (2012). EBMgt Using Organizational Facts. In D. M. Rousseau (Ed.), *Oxford handbook of evidence-based management* (pp. 249-261). Oxford: Oxford University Press.
- Dybå, T., & Dingsøy, T. (2008). Empirical studies of agile software development: A systematic review. *Information and Software Technology*, 50(9-10), 833-859.
- Fintland, I., Martin, J. B., & Braut, G. S. (2013). Living in a Box, or a Genie in a Bottle? Archives as a Backbone for Corporate Storytelling. *Journal of Management and Strategy*, 4(3), 9-n/a.
- Gill, C. (2018). Don't know, don't care: An exploration of evidence based knowledge and practice in human resource management. *Human Resource Management Review*, 28(2), 103-115.
- HakemZadeh, F., & Baba, V. V. (2016). Measuring the actionability of evidence for evidence-based management. *Management Decision*, 54(5), 1183-1204.
- Islam, J. U., & Rahman, Z. (2016). The transpiring journey of customer engagement research in marketing: A systematic review of the past decade. *Management Decision*, 54(8), 2008-2034.
- Jackson, N. C., & Leung, O. M. C. (2018). Evidence-based management for today's "ambidextrous" organizations. *Strategy & Leadership*, 46(4), 28-36.
- Kepes, S., Bennett, A. A., & McDaniel, M. A. (2014). Evidence-Based Management and the Trustworthiness of Our Cumulative Scientific Knowledge: Implications for Teaching, Research, and Practice. *Academy of Management Learning & Education*, 13(3), 446-466.
- Kilubi, I. (2016). Strategic technology partnering capabilities: A systematic review of the empirical evidence over two decades. *Journal of Strategy and Management*, 9(2), 216-255.
- Kovner, A. R. (2014). Evidence-Based Management: Implications for Nonprofit Organizations. *Nonprofit Organizations Nonprofit Management & Leadership*, 24(3), 417-424.
- Lake, C. J., Carlson, J., Rose, A., & Chlevin-Thiele, C. (2019). Trust in name brand assessments: The case of the Myers-Briggs Type Indicator. *The Psychologist-Manager Journal*, 22(2), 91-107.
- Lehene, C.-F. (2021). From Management Consultancy to Management Therapy: Diagnostic of Managerial Disorders and Anatomy of Management Therapy. *Review of Economic Studies and Research Virgil Madgearu*, 14(1), 51-78.
- Leroy, H. L., Moran, A.-R., Avolio, B. J., Bresman, H., Stuart, B. J., Burris, E. R., . . . Pisitta, V. (2022). Walking Our Evidence-Based Talk: The Case of Leadership Development in Business Schools. *Journal of Leadership & Organizational Studies*, 29(1), 5-32.
- Martelli, P. F., & Hayirli, T. C. (2018). Three perspectives on evidence-based management: rank, fit, variety. *Management Decision*, 56(10), 2085-2100.

- Massaro, M., Handley, K., Bagnoli, C., & Dumay, J. (2016). Knowledge management in small and medium enterprises: a structured literature review. *Journal of Knowledge Management*, 20(2), 258-291.
- Meehan, W., & Drabkin, D. (2013). *Givewell: Real Change For Your Dollar* (SI122-PDF-ENG). Retrieved from Stanford, Calif:
- Moghadam, J., Yates, S. W., & Baskerville, R. (2019). Critically Appraised Topic (CAT): Building a Library of Validated Practices. *Engaged Management ReView*, 3(1), Article 1.
- Mohajeri, K., Mesgari, M., & Lee, A. S. (2020). When Statistical Significance Is Not Enough: Investigating Relevance, Practical Significance and Statistical Significance. *MIS Quarterly*, 44(2), 525-559.
- Morrell, K., Learmonth, M., & Heracleous, L. (2015). An Archaeological Critique of ‘Evidence-based Management’: One Digression After Another. *British Journal of Management*, 26(3), 529-543.
- Noblit, G. W., & Hare, R. D. (1988). *Meta-ethnography: Synthesizing qualitative studies* (Vol. 11). Newbury Park: Sage.
- Pfeffer, J., & Sutton, R. (2006). *Hard Facts Dangerous Half-Truths & Total Nonsense: Profiting from evidence-based management*. Cambridge, Mass: Harvard Business School Pres.
- Pries-Heje, J., & Baskerville, R. (2008). The design theory nexus. *MIS Quarterly*, 32(4), 731-755.
- Romme, A. G. L., Avenier, M.-J., Denyer, D., Hodgkinson, G. P., Pandza, K., Starkey, K., & Worren, N. (2015). Towards Common Ground and Trading Zones in Management Research and Practice. *British Journal of Management*, 26(3), 544-559.
- Rousseau, D. M. (2012). Envisioning Evidence-Based Management. In D. M. Rousseau (Ed.), *Oxford handbook of evidence-based management*. Oxford: Oxford University Press.
- Rousseau, D. M. (2020). The Realist Rationality of Evidence-Based Management. *Academy of Management Learning & Education*, 19(3), 415-424.
- Rousseau, D. M., & Barends, E. G. (2011). Becoming an evidence-based HR practitioner. *Human Resource Management Journal*, 21(3), 221-235.
- Rynes, S. L., Colbert, A. E., & O'Boyle, E. H. (2018). When the “Best Available Evidence” Doesn’t Win: How Doubts About Science and Scientists Threaten the Future of Evidence-Based Management. *Journal of Management*, 44(8), 2995-3010.
- Salipante, P., & Smith, A. K. (2012). From the 3 Rs to the 4 Rs: Toward Doctoral Education that Encourages Evidence-Based Management through Problem-Focused Research. In D. M. Rousseau (Ed.), *Oxford handbook of evidence-based management* (pp. 356-376). Oxford: Oxford University Press.
- Schwab, A. (2015). Why All Researchers Should Report Effect Sizes and Their Confidence Intervals: Paving the Way for Meta-Analysis and Evidence-Based Management Practices. *Entrepreneurship: Theory & Practice*, 39(4), 719-725.
- Shafaghat, T., Nasab, M. H. I., Bahrami, M. A., Kavosi, Z., Montazer, M. R. A., Zarchi, M. K. R., & Bastani, P. (2021). A mapping of facilitators and barriers to evidence-based management in health systems: a scoping review study. *Systematic reviews*, 10(1), 1-14.
- Sharen, C. M., & Feltman, M. (2015). Books on the Books: Can a Change in Channel Strategy Promote Sales for an Antiquarian Bookseller. *Case Research Journal*, 39(1), 1-14.
- Tomczak, D. L., Lanzo, L. A., & Aguinis, H. (2018). Evidence-based recommendations for employee performance monitoring. *Business Horizons*, 61(2), 251-259.

- Tort-Martorell, X., Grima, P., & Marco, L. (2011). Management by facts: The common ground between total quality management and evidence-based management. *Total Quality Management & Business Excellence*, 22(6), 599-618.
- van Aken, J., & Romme, G. (2012). A design science approach to evidence-based management. In D. M. Rousseau (Ed.), *Oxford handbook of evidence-based management* (pp. 43-57). Oxford: Oxford University Press.
- Wang, P., & Baskerville, R. (2016). *Summary of Systematic Reviews Papers based on CAT Guideline*. Computer Information Systems. Georgia State University. Atlanta.
- Yang, K. (2020). What Can COVID-19 Tell Us About Evidence-Based Management? *American Review of Public Administration*, 50(6-7), 706-712.

## **Academic Honesty**

Students are expected to know and understand Section 2 of The Policy on Academic Honesty found in the Academic Conduct Policies and Procedures section of the GSU Student Code of Conduct. This section provides definitions and examples of academic dishonesty. These definitions are considered part of this syllabus and will apply in this course. See <http://codeofconduct.gsu.edu/> for details.

All content created in this course, including videos, handouts, etc., may be used only by students enrolled in the course for purposes relating to the course. No materials may be shared with students outside of the class or posted in any external forum. Failure to abide by these limitations constitutes a violation of the Policy on Academic Honesty and will be treated accordingly.

## Course Schedule (Subject to Change)

Meet	Date	Part	Lesson Topic	Speakers	Preparation Reading
1	27-Jan		Overview of EBM		
		1	Principles Discussion: A primer on evidence-based management	RB (Primer)	Vision: (Denise M. Rousseau, 2012) (Pfeffer & Sutton, 2006, Ch. 1 & 2) (Baskerville, 2009)
		2	Syllabus & Plan		
		3	Structuring Literature Search	RB (Systematic Literature Reviews)	Systematic Lit Revs: (Briner & Denyer, 2012) (Briner & Walshe, 2014)
		4	Critically Appraised Topics and Systematic Literature Reviews	RB (CAT)	CAT (Moghadam, Yates, & Baskerville, 2019) (Chalk, 2022)
2	28-Jan		EBM Survival Skills		
		1	Principles Discussion: Distinguishing Evidence and Folklore: Appraising evidence in management	RB (Appraising)	(Denise M Rousseau & Barends, 2011) (Pfeffer & Sutton, 2006, Ch.4 & 5 ) EBM in Pandemics: (Yang, 2020)
		2	Confirmed Speaker	Kevin Chalk, Schwab Advisor Services (Publishing your CAT)	
		3	Meta-Ethnography	RB (Meta-Ethnography)	(Noblit & Hare, 1988) Summary of Reviews: (Wang & Baskerville, 2016) Optional: Examples of Reviews (Islam & Rahman, 2016) (Kilubi, 2016) (Massaro, Handley, Bagnoli, & Dumay, 2016) (Dybå & Dingsøy, 2008)
		4	Appraising Research Quality	RB (Quality)	
3	24-Feb		Diagnostic / Local Evidence		



Meet	Date	Part	Lesson Topic	Speakers	Preparation Reading
		1	Principles discussion: Researching Organizational Evidence for Diagnosis	RB (Diagnostic)	Market of ideas: (Cascio, 2007) Evidence: (Daouk-Öyry, Sahakian, & van de Vijver, 2021) Problem-Focus Research: (Salipante & Smith, 2012)
		2	Case Discussion: Books on the Books	Roache, Subero & Payne (Aces)	(Sharen & Feltman, 2015)  Optional Perspectives Readings: Trusted assessments: (Lake, Carlson, Rose, & Chlevin-Thiele, 2019) Measurement addiction: (Chiranov, 2014)
		3	CAT Essays	Reed, Malone & Lee (Deuces)	
		4	Confirmed Speaker	Dr. Vijay Gandapodi, Reynolds American (Evidence from Analytics)	
4	25-Feb		Scientific Evidence		
		1	Principles Discussion: EBM Practice and Validity	RB (Validity)	(Davenport, Harris, & Morison, 2010) (Martelli & Hayirli, 2018)
		2	Confirmed Speaker	Dr. Arnab Banerjee, Axioma Inc. (Applying financial databases)	
		3	CASE: Amer Univ Beirut Case Discussion: American University of Beirut Medical Center	Davis, Bergere & Davis (Treys)	(Daouk-Öyry, Reda, & Bohsali, 2020)  Optional Perspectives Readings: Diagnostic Evidence: (Fintland, Martin, & Braut, 2013) (Dietz et al., 2014)
		4	CAT Essays	Gonzalez-Segura, Bravo & Temowo (Jacks)	
5	24-Mar		Contextualizing Evidence		
		1	Principles Discussion: Validity and evidence	RB (Stale/JIT Data)	Resrch-Pract Gulf: (Shafaghat et al., 2021) (Gill, 2018) Facts: (Donaldson, 2012)

Meet	Date	Part	Lesson Topic	Speakers	Preparation Reading
		2	Confirmed Speaker	Dr. Catrina Jones, The Calena Firm (Context and Decisions)	
		3	Case Discussion: Canadian Pacific Railway	Blackstone, Crumpton & Duckworth-Chambless (Queens)	(Coombs, 2015)  Optional Perspectives Readings: Archeology: (Morrell, Learmonth, & Heracleous, 2015) Trading zones: (Romme et al., 2015)
		4	CAT Essays	Newkirk, Franklin & Quinones (Kings)	
6	25-Mar		Experiential Evidence		
		1	Principles Discussion: Evidence-based decisions	RB (Professionals)	(Rynes, Colbert, & O'Boyle, 2018) (Baba & HakemZadeh, 2012) (Tort-Martorell, Grima, & Marco, 2011)
		2	Confirmed Speaker	Dr. Kim Stephens, InclusiveThinking (Clinical Research)	
		3	Case Discussion: Givewell	Reed, Malone & Lee (Deuces)	(Meehan & Drabkin, 2013)  Optional Perspectives Readings EBM in NonProfits and Business Schools: (Kovner, 2014) (Leroy et al., 2022)
		4	CAT Essays	Roache, Subero & Payne (Aces)	
7	28-Apr		Decision and Executions		
		1	Principles discussion:	RB (Theory Nexus)	(Pries-Heje & Baskerville, 2008) (van Aken & Romme, 2012) Ambidex: (Jackson & Leung, 2018) Mgmt Therapy: (Lehene, 2021) Actionability: (HakemZadeh & Baba, 2016)

Meet	Date	Part	Lesson Topic	Speakers	Preparation Reading
		2	Confirmed Speaker	B.P. McCoy, Xiphos Initiatives LLC (Executing on EBM)	
		3	Case Discussion New York Center for Economic Opportunity	Gonzalez-Segura, Bravo & Temowo (Jacks)	(Datla, Wilson, & Levy, 2012)  Optional Perspectives Readings: Evidence utility: (Booker, Bontis, & Serenko, 2012) (Kepes, Bennett, & McDaniel, 2014)
		4	CAT Essays	Davis, Bergere & Davis (Treys)	
8	29-Apr		Ethics and EBM		
		1	Principles discussion: Discussion: Development of evidence-based management: ethics, culture, organizational, individual.	RB (Development)	Mgr Survey: (Barends et al., 2017) EBM Realism: (Denise M. Rousseau, 2020) The Ethics of EBM: (de Graaf, 2019)
		2	Confirmed Speaker	Dr. Barry West Founder / CEO West Wing Advisory Services	
		3	Case Discussion: Employee Performance Monitoring	Newkirk, Franklin & Quinones (Kings)	(Tomczak, Lanzo, & Aguinis, 2018)  Optional Perspectives Readings: Effect sizes: (Schwab, 2015) (Mohajeri, Mesgari, & Lee, 2020)
		4	CAT Essays	Blackstone, Crumpton & Duckworth-Chambless (Queens)	