Course Syllabus

EDB 9120

(CRN 15197)
Evidence Based Management
Spring 2019
(Version 1.1 21 December 2018)

Instructor

Name   Richard Baskerville
Office   RCB Building, 35 Broad Street, 919
Office Hours Wednesdays, 3.00 pm – 5.00 pm, or by appointment
Office Phone (404) 413-7362
Office Fax   (404) 413-7394
Email   baskerville@acm.org

Venues

Residencies, Fridays 1.30 pm – 5.30 pm and Saturdays, 8.00 am – 12.00 noon, Buckhead Center, room 620

Prerequisites

None.

Required Materials

Course Web Site: http://www.cis.gsu.edu/rbaskerville/edb9120/

Course readings consist of published research journal articles, published cases, and certain online reports and publications. These are generally available via study.net or downloadable directly from the source without charge.

Study.net course web site: http://www.study.net/r_mat.asp?crs_id=30138463

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
- Developing an Organization's evidence-based management culture and change processes
- Planning on-going individual development as an evidence-based manager

Special Considerations

The course web site will be used as a repository for further required course material that arises during the class. The main online tool for submission is BrightspaceD2L. 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 BrightspaceD2L. 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. Constructive assessment of this course by students plays an indispensable role in shaping education at Georgia State. Upon completing the course, students are asked to take the time to fill out the online course evaluation. The course syllabus provides a general plan for the course. Deviations may be necessary.

Method of Instruction

Classroom sessions will regard the same topics as the readings assignments, but seek further depth through discovery learning.   It is essential that students read the assigned material before coming to class. Instruction will follow these four approaches: (1) topic discussion of course principles and concepts, (2) expert guest speakers on evidence and evidence-based management; (3) panel-driven discussion of cases that will apply knowledge of evidence-based management

concepts to published business problem settings, and (4) student-driven exercises in applying these concepts to familiar business situations. Preparation is essential and all students are required to have read, and be prepared to discuss critically, the readings assigned. Individuals may be "cold called" to introduce an article or to initiate discussion. In assigning the participation grade, both class attendance and the quality of oral contributions during class discussions will be considered.

Class Attendance Policy

Students are not permitted to miss classes without prior arrangements. In cases of absence due to emergency, contact the instructor as soon as possible. It is the student's responsibility to attend class, obtain assignments, and turn in work on time. Absence from class does not relieve students of these responsibilities. Unless an absence is excused, students will NOT be allowed to make up missed work.

Flicker and Noise Distractions

By continued enrollment in this class, students agree to practice a "click-free", "flicker-free" and "noise-free" environment for fellow students in this classroom. Students agree that mobile devices will be silenced and unused except for in-class purposes. Students agree to forebear from the use of computers during the class for email, web-surfing, gaming, social-networking etc.

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 classroom discussions and the submission and presentation of a written essay comprising a critically appraised topic during class by individual students. The grade will be based on 15% written essay, 15% presentation and discussion of the essay during class, 20% case panel preparation, and 50% on prepared, critical and thoughtful oral participation during class.

Letter Grade	Percentage Range	Point Range
A+	>96%	>960
A	90% - 96%	900 - 959
A-	87% - 89%	870 - 899
B+	83% - 86%	830 - 869

Letter Grade	Percentage Range	Point Range
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: Accessing some of these resources may only be completed from a computer that is on-campus or through a VPN connection from off-campus. An on-campus IP address is sometimes required. 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* (Vol. 11). 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.) 2012. *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., et al. (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.), *Th e Oxford Handbook of Evidence-Based Management* (pp. 112-129). Oxford: Oxford University Press.

Briner, R. B., Denyer, D., & Rousseau, D. M. (2009). Evidence-Based Management: Concept Cleanup Time? *Academy of Management Perspectives, 23*(4), 19-32.

Briner, R. B., & Rousseau, D. M. (2011). Evidence-based I–O psychology: not there yet. *Industrial and Organizational Psychology, 4*(1), 3-22.

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.

Chiranov, M. (2014). Creating measurement addiction - a tool for better advocacy and improved management. *Performance Measurement and Metrics, 15*(3), 99.

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., Baba, D., Reda, L., & Yorke-Smith, N. (2015). *American University of Beirut Medical Center: Patient Transport* (No. W15397-PDF-ENG): Ivey Publishing

Datla, A., Wilson, J. B., & Levy, D. (2012). *New York City Center For Economic Opportunity: An Evidence-Based Approach To Alleviate Poverty* (No. HKS724-PDF-ENG). Cambridge, Mass: Harvard Kennedy School

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.

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*. Oxford: Oxford University Press.

Dybå, T., & Dingsøyr, 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.

Guest, D. E., & Zijlstra, F. R. H. (2012). Academic perceptions of the research evidence base in work and organizational psychology: A European perspective. *Journal of Occupational & Organizational Psychology, 85*(4), 542-555.

HakemZadeh, F., & Baba, V. V. (2016). Measuring the actionability of evidence for evidence-based management. *Management Decision, 54*(5), 1183-1204.

Hodgkinson, G. P. (2012). The Politics of Evidence-Based Decision Making. In D. M. Rousseau (Ed.), *Oxford handbook of evidence-based management*. Oxford: Oxford University Press.

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.

Kovner, A. R., Pfeffer, J., & Fine, D. (2010). *What More Evidence Do You Need?* (No. R1005L-PDF-ENG). Cambridge, Mass: Harvard Business Review

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.

McCormick, D. W. (2010). Ethics & the 15 minute evidence-based manager: a review of a response to a critique published as 'Evidence-Based Management: Concept Cleanup Time?' by Rob B Briner, David Denyer, and Denise M Rousseau (Academy of Management Perspectives, Nov 2009). *Organization Management Journal (Palgrave Macmillan Ltd.), 7*(4), 303-306.

Meehan, W., & Drabkin, D. (2013). *Givewell: Real Change For Your Dollar* (No. SI122-PDF-ENG). Stanford, Calif: Stanford Graduate School of Business

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., & Hare, R. (1988). *Meta-ethnography: Synthesizing qualitative studies* (Vol. 11). Newbury Park: Sage.

Pfeffer, J., & Sutton, R. (2006a). *Hard Facts Dangerous Half-Truths & Total Nonsense: Profiting from evidence-based management*. Cambridge, Mass: Harvard Business School Pres.

Pfeffer, J., & Sutton, R. I. (2006b). A matter of fact. *People Management, 28 September 2006*, 24-30.

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., et al. (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., & 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*. 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.

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.

Wang, P., & Baskerville, R. (2016). Summary of Systematic Reviews Papers based on CAT Guideline. Georgia State University.

Werner, R. (2012). Buried Treasure: A Business Librarian's Insights on Finding the Evidence. In D. M. Rousseau (Ed.), *Oxford handbook of evidence-based management*. Oxford: Oxford University Press.

Wofford, L., & Troilo, M. (2013). The academic-professional divide: generating useful research and moving it to practice. *Journal of Property Investment & Finance, 31*(1), 41-52.

Zanardelli, J. (2012). At the intersection of the academy and practice at Asbury Heights. In D. M. Rousseau (Ed.), *Oxford handbook of evidence-based management*. Oxford: Oxford University Press.

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.

Course Schedule (Subject to Change)

Meet	Date	Part	Lesson Topic	Speakers	Preparation Reading
1	25-Jan	1	Syllabus & Plan		
		2	Principles Discussion: A primer on evidence-based management		(Rousseau, 2012) (Pfeffer & Sutton, 2006a, Ch. 1 & 2) (Baskerville, 2009)
		3	Structuring Literature Search		
		4	Critically Appraised Topics and Systematic Literature Reviews		(Briner & Denyer, 2012)
2	26-Jan	1	Principles Discussion: Appraising evidence in management		(Rousseau & Barends, 2011) (Pfeffer & Sutton, 2006a, Ch.4 & 5)
		2	Confirmed Speaker: Systematic Literature Reviews	Pengcheng Wang – Georgia State Univ	(Noblit et al., 1988)
		3	Evidence-based management as a situated design theory nexus		(Pries-Heje & Baskerville, 2008)
		4	PICO: Well-formed clinical questions in Business and Management		Summary of Reviews: (Wang & Baskerville, 2016) Examples of Reviews: (Islam & Rahman, 2016) (Kilubi, 2016) (Massaro et al., 2016) (Dybå & Dingsøyr, 2008)
3	22-Feb	1	Principles Discussion: Validity and evidence		(Zanardelli, 2012) (Gill, 2018) (Donaldson, 2012)
		2	Confirmed Speaker: Library resources	Dan Lê, MLIS, MBA Business & Science Librarian	(Werner, 2012)
		3	Case Discussion: American University of Beirut Medical Center	Alghanim-Chance	(Daouk-Öyry et al., 2015)
		4	Essay/Group Sessions: Discussion: How do we formulate literature research questions for business problems?	Belmont-Graham-Kogan	(Fintland et al., 2013) (Schwab, 2015) (Dietz et al., 2014)

Meet	Date	Part	Lesson Topic	Speakers	Preparation Reading
4	23-Feb	1	Principles Discussion: Organizational Data: Making information and knowledge		(Davenport et al., 2010) (Martelli & Hayirli, 2018)
		2	<u>Invited Speaker</u>: Data-driven dynamic pricing	Saloni Vastani — Intellisiv	
		3	Case Discussion New York Center for Economic Opportunity	Cannon-Xie	(Datla et al., 2012)
		4	Essay/Group Sessions: Discussion: What are the alternative ways we can position and frame the explanation of various business problems?	Dougherty-Richards-Stowell	(Kovner, 2014) (Wofford & Troilo, 2013)
5	28-Mar	1	Principles Discussion: Evidence-based decisions		(Rynes et al., 2018) (Baba & HakemZadeh, 2012) (Tort-Martorell et al., 2011)
		2	<u>Invited Speaker</u>: Data as Evidence for Decisions	Wael Jabr — Georgia State Univ	
		3	Case Discussion: American Medical Center	Glay-Stinson	(Kovner et al., 2010)
		4	Essay/Group Sessions: Discussion: What are the strengths and weaknesses of various literature search strategies?	Helsten-Johnson-Starzyk	(Booker et al., 2012) (Briner et al., 2009) (Briner & Walshe, 2014) (McCormick, 2010)
6	29-Mar	1	Principles discussion: Sources of evidence		(Cascio, 2007) (Pfeffer & Sutton, 2006b)
		2	<u>Invited Speaker</u>: Evidence from Analytics	Vijay Gandapodi, Coca-Cola	
		3	Case Discussion: Employee Performance Monitoring	Belmont-Graham-Kogan	(Tomczak et al., 2018)
		4	Essay/Group Sessions: Discussion: What are the most effective ways to use graphics to convey the practical meaning of the results from literature reviews?	Alghanim-Chance	(Chiranov, 2014)

Meet	Date	Part	Lesson Topic	Speakers	Preparation Reading
7	25-Apr	1	Principles discussion: Evidence: Stale or Just-in-time		(Jackson & Leung, 2018) (Briner & Rousseau, 2011) (HakemZadeh & Baba, 2016)
		2	<u>Planned speaker</u>: Archives as evidence	TBA	
		3	Case Discussion: Canadian Pacific Railway	Dougherty-Richards-Stowell	(Coombs, 2015)
		4	Essay/Group Sessions: Discussion: In what ways can we draw executable decisions from literature reviews?	Cannon-Xie	(Morrell et al., 2015) (Romme et al., 2015)
8	26-Apr	1	Principles discussion: Discussion: Development of evidence-based management: culture, organizational, individual.		(Barends et al., 2017) (Salipante & Smith, 2012) (Hodgkinson, 2012)
		2	<u>Planned speaker</u>: Evidence in the Cloud	TBA	
		3	Case Discussion: Givewell	Helsten-Johnson-Starzyk	(Meehan & Drabkin, 2013)
		4	Essay/Group Sessions: Discussion: What are ideal ways to express the evaluation of literature reviews?	Glay-Stinson	(Guest & Zijlstra, 2012) (Kepes et al., 2014)