COURSE CODE: ENT667M

COURSE TITLE: Evidence-based Management

COURSE DESCRIPTION:

The basic idea of evidence-based management is that good-quality decisions should be based on a combination of critical thinking and the best available evidence. Evidence-based decision-making is now being applied in several disciplines (i.e., management, medicine, psychology, education, policymaking), with the intent of improving effectiveness of practice. In this course, students will learn how to critically evaluate the validity and generalizability of evidence and how to find the best available evidence to aid in the decision-making process. Throughout the course, they will learn how to 1) formulate a focused question; 2) search for the best available evidence; 3) critically appraise the evidence; 4) integrate the evidence with their professional expertise; and 5) monitor the outcome.

DEPARTMENT: Decision Sciences and Innovation Department

TEXTBOOK:

Barends, E., & Rousseau, D. M. (2018). Evidence-based management: How to use evidence to make better organizational decisions. Kogan Page Publishers.
Barends, E., Rousseau, D. M., & Briner, R. B. (Eds.). (2017). CEBMa Guideline for Critically Appraised Topics in Management and Organizations.
https://cebma.org/wp-content/uploads/CEBMa-CATGuidelines.pdf.
Barends, E., Rousseau, D. M., & Briner, R. B. (Eds.). (2017). CEBMa Guideline for Rapid Evidence Assessments in Management and Organizations.
https://cebma.org/wp-content/uploads/CEBMaREA-Guideline.pdf.Page 8 of 12
Center for Evidence-Based Management. Acquire: Evidence from the scientific literature.
https://cebma.org/wp-content/uploads/CEBMa-Acquiring-Evidene-From-The-ScientificLiterature.pdf.
Evidence-Based Management - Open & Free. (2019, May 7).
https://oli.cmu.edu/courses/evidence-basedmanagement-o-f/.
Jacobs, K. (2015, January). Evidence-based HR: Under the microscope. HR Magazine

READING LIST:

Barends, E. (2012). Learning from Other Evidence-based Practices. In Rousseau, D. M. (Ed.). The Oxford handbook of evidence-based management. Oxford University Press.
Highhouse, S. (2008) Stubborn reliance on intuition and subjectivity in employee selection. Industrial and Organizational Psychology, 1, 333–342.
Iles, P., Preece, D. & Chuai, X. (2010): Talent management as a management fashion in HRD: towards a research agenda, Human Resource Development International, 13, 125-145
Pfeffer, J. & Sutton, R.I. (2006). Management half-truths and nonsense: How to practice evidence-based management. California Management Review, 48, 77–100.
Rousseau, D., & Barends, E. (2011). Becoming an evidence-based HR practitioner. Human Resource

Management Journal, 21, 221–235.

Rousseau, D. M. (2012). Envisioning evidence-based management. In Rousseau, D. M. (Ed.) The Oxford handbook of evidence-based management. Oxford University Press.

Rynes, S. L., Brown, K. G., Colbert, A. E. (2002). Seven common misconceptions about human resource practices: Research findings versus practitioner beliefs. Academy of Management Executive, 18(3): 92–103.

Staw, B. M., & Epstein, L. D. (2000). What bandwagons bring: Effects of popular management techniques on corporate performance, reputation, and CEO pay. Administrative Science Quarterly, 45(3), 523- 556.

Sturdy, A. (2004). The adoption of management ideas and practices, Management Learning, 35, 2, 155-179.

Sturdy, A. (2011). Consultancy's Consequences? A Critical Assessment of Management Consultancy's Impact on Management. British Journal of Management, 22, 517–530

REQUISITE EQUIPMENT/MATERIALS FOR THE COURSE: