

Alliance Manchester Business School

**Doctoral Programme
Course Unit Outline 2022/23**

Academic Year	1221
Unit code:	BMAN 88360
Title:	Evidence Based Practice Research (DBA/PhD)
Credit rating:	15
Semester:	Semester 1 & 2
Course Coordinator Contact details:	Professor Timothy Devinney Timothy.Devinney@manchester.ac.uk
Pre-requisites:	None
Co-requisites:	None
Maximum number of students	30

Aims

The aim of the unit is to introduce students to the value of evidence-based management research. The purpose is to set the stage for the remainder of the DBA programme and to generate an appreciation of the value of research in scholarship in management practice. The module is structured to provide formative feedback and a structure in which the student can integrate other aspects of the programme into their research programme.

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Objectives (Learning outcomes)

Category of outcome	<i>Students should/will (please delete as appropriate) be able to:</i>
Knowledge and understanding	<ul style="list-style-type: none"> Understand the nature of evidence-based research and practice;
Intellectual skills	<ul style="list-style-type: none"> Distinguish between theory-based and practice-based research;
Practical skills	<ul style="list-style-type: none"> Learn the value of evidential modelling and research development.

Methods of delivery

Lectures, In-class Discussions and Presentations	20 Hours 4 x 3-4 hours in Semester 1 1 x 4-6 hours in Semester 2
Seminar/Tutorial/Workshop/Lab Hours	As above
Private Study	130
Directed Reading	
Total Study Hours	150 hours

In class discussion will be interactive and directed via formative assessment when that assessment is indicated in the syllabus.

Attendance

Attendance is compulsory for DBA students.

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Syllabus and Teaching Schedule

DATE	TOPIC	READINGS
Mon 03/10/2022 09:30-12:30	The Basics of Evidence Based Practice Research	P&S, Part I; RMD; B&R Chapter 1
Fri 07/10/2022 09:30-12:30	The What: Understanding what is an important practice problem	First Formative Assessment
Fri 04/11/2022 09:00 – 12:00 (via Zoom)	The Why: Situating your research in practice Submit via Blackboard prior to session	Second Formative Assessment
Mon 05/12/2022 09:00 – 12:00 (via Zoom)	The How: Going from a practical problem to a practice-based research programme Submit via Blackboard prior to session	Third Formative Assessment
Fri 24/02/2023 09:30-12:30	The What, Why & How (Presentation) Submit via Blackboard prior to session	Fourth Formative Assessment
27/03/2023 (submission only)	Final Assessed Report on Research Topic and its evidence-based components – the What, Why & How	Final Assessment

Reading List

Pfeffer, J. & Sutton, R.I. (2006). *Hard Facts, Dangerous Half-truths, and Total Nonsense: Profiting from Evidence Based Management*. Boston, MA: Harvard Business School Press. Read Part I before lecture. You can review the remainder of the book at your own pace later.

Rousseau, D.M., Manning, J. & Denyer D. (2008) "Evidence in Management and Organizational Science: Assembling the Field's Full Weight of Scientific Knowledge Through Syntheses," *The Academy of Management Annals*, 2:1, 475-515. DOI: 10.1080/19416520802211651.

Van de Ven, A.H. (2018). "Academic-Practitioner Engaged Scholarship," *Information and Organization*, 28(1): 37-43 DOI: 10.1016/j.infoandorg.2018.02.002.

Barends, E. and Rousseau, D. (2018) *Evidence-Based Management: How to Use Evidence to Make Better Organizational Decisions*. London: Kogan Page. Read Chapter 1 before lecture. You can review the remainder of the book at your own pace later and use it as a reference.

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Assessment

All assignment submissions should be through Blackboard/Turnitin and not by other means. Assignment submission dates will be set in due course.

This module has only one formal assessment but requires all the ‘formative’ assessments to be completed. The idea behind the formative assessment is that these are the building blocks of the beginning of your written thesis work. Hence, it is critical that they be completed on time. They are ‘formative’ in the sense that we will be discussing these in class and hence you will get help from one another. They will also be shared with your supervisory team. Even if they are not ‘polished’ pieces of work, the idea is that they are to be ‘completed’ as part of the process.

Each component of this work has a focus – What, Why, How – that ultimately will look like the beginning of your thesis. Some examples will be given in class and the point is to get you writing and also to generate clarity.

The assignments are due on the morning of the class, by **10:00AM, UK time** (where the session will be in the afternoon). You are to upload your assignment on blackboard plus also email a copy to me (Timothy.Devinney@manchester.ac.uk). I will then distribute all of them at the beginning of the class for discussion and feedback. The length is a suggestion. You can write less to start but should not write more than specified.

Submission Date	Assessment	Length	Weighting Within Unit if Relevant
Fri 07/10/2022	<i>The What:</i> Understanding what is an important practice problem	750 Words (approx. 3 pages)	Feedback only
	What is it you are studying? Outline the phenomenon of importance and give examples of it in reality. Reality can entail (a) a quick case example, (b) some data, (c) some other written work, including consulting studies.		
Fri 04/11/2022	<i>The Why:</i> Situating your research in practice	750 Words (approx. 3 pages)	Feedback only
	The why you are studying what you are studying. The focus here is not just that it is interesting to you but that it is (a) interesting to others and (b) important in the sense that it matters materially to the audience you are targeting.		
Mon 05/12/2022	<i>The How:</i> Going from a practical problem to a practice-based research programme	1,000 Words (approx. 4 pages)	Feedback only
	How are you going to study what you are examining? This requires not just a statement of the analysis but the data and sample and why they are appropriate. You also need to have an ‘influence’ strategy in the sense that this is saying, “here is how I am going to prove to you that what I am doing is important and the evidence is appropriate”.		

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Fri 24/02/2023	<i>The What, Why & How</i> (Presentation)	15 Minutes with approximately 5 slides (excluding the title page)	Feedback only
	The presentation should reflect an updated version of the prior written work.		
Mon 27/03/2023	<i>Final Assessed Report</i> on Research Topic and its evidence-based components – the What, Why & How	2,000 Words (approx. 8 pages)	100%
	The final report should encompass the prior work in an integrated what that serves as an introduction to your thesis.		

Feedback

Assignment feedback will be provided through Turnitin 15 days after the submission date.

Methods of Feedback from PGRs/Course Unit Survey

PGRs can give feedback on the course unit via the course unit survey on Blackboard which will be made available at the end of the course.