

**MBA: Concentration on Human Resources**

Staff Integration

Training and Development

Productivity and Work Quality

Labor Relations

Organizational Development

Salaries and Compensations

Entrepreneurial Communication

Labor Competencies

Ergonomics and Occupational Health

Organizational Psychology

Cross-cultural Management

Mexican Psychology

<b>Name of Course:</b> Staff Integration	<b>Course ID:</b>
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<b>Placement in Curricular Map:</b> Concentration on Human Resources
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<b>Course Characteristics:</b> Students will apply and integrate their knowledge on human resources general management, recruitment and selection of personnel, interview techniques, modern tools in human resources management, staff induction, job position analysis, specification, description and evaluation.
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<b>General Learning Objectives:</b> To master the fundamental concepts and tools which allow students to effectively handle the process of personnel recruiting, selection, induction, integration and evaluation in the company.
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### Contents

<b>Topics and subtopics of unit:</b>	<b>Hours</b>
<b>1. Introduction.</b>	<b>2</b>
<b>2. Recruiting and hiring.</b>	<b>22</b>
Job position analysis. Job position analysis and the law Collecting job position information. Catalogue and job positions analysis. Approaches of job positions analysis. Job position description. Job position design. Behavioral interests. Industrial engineering aspects. Ergonomic considerations. Work programs. Planning and Recruiting. Human resources planning. Elements of an effective planning. Recruiting inside the company. Recruiting outside the company. Selection. Correspondence among people and job positions. Information sources on candidates. Types of tests for employment. Work samples and simulations. Selection interview. Interview methods. Decision strategy.	
<b>3. Performance evaluation.</b>	<b>12</b>
Evaluation process. Performance evaluation programs. Development of an efficient performance evaluation program.	



<b>Name of course:</b> Training and development	<b>Course ID:</b>
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<b>Placement in curricular map:</b> Concentration on Human Resources
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<b>Course Characteristics:</b> This course covers the different topics related to human resources appropriate training and development parting from the detection of needs, the design, implementation and evaluation of programs with the aim of a professional effective development in the training legal framework in Mexico.
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<b>General learning objectives:</b> Students will be able to design, orchestrate, implement and evaluate an integral training and human resources development system, according to the characteristics and needs of their organization based on the requirements of the current socio-economical environment.
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## Contents

<b>Topics and subtopics of the unit:</b>	<b>Hours</b>
<b>1. Introduction.</b> Legal framework of training in Mexico.	<b>2</b>
<b>2. Training scope.</b> Investments in training. Systematic approach in training.	<b>2</b>
<b>3. Detecting training needs.</b> Organization analysis. Tasks analysis. Trainees' analysis. Legal aspects.	<b>4</b>
<b>4. Training program design.</b> Training Objectives. Staff willingness and motivation. Learning principles. Instructors' characteristics. Instructors' development.	<b>8</b>
<b>5. Implementing the training program.</b> Training methods for employees in non-executive posts. Training methods for executives' development.	<b>6</b>
<b>6. Training program evaluations.</b> Reaction. Learning. Behavior. Results.	<b>6</b>
<b>7. Professional development</b>	<b>4</b>



<b>Course Name:</b> Productivity and Work Quality	<b>Course ID:</b>
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<b>Placement in Curricular Map:</b> Concentration on Human Resources
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<b>Course characteristics:</b> This course analyzes the concepts of quality and productivity and their relation with human resources, the importance of managerial leadership in quality-productivity and it develops quality-productivity models and culture.
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<b>General learning objectives:</b> Students will understand the relevance of human resources management in the company's quality and productivity and they will acquire the necessary tools to contribute to a quality culture in their organization.
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## Contents

<b>Topics and subtopics of the unit:</b>	<b>Hours</b>
<b>1. Basic concepts.</b> 1.1 Quality antecedents and definition. 1.2 Factors that influence in quality. 1.3 Quality dimensions. 1.4 Quality costs.	<b>6</b>
<b>2. Entrepreneurial competitiveness factors.</b> 2.1 Administrative organization. 2.2 Development satisfaction levels. 2.3 Analysis of a production system. 2.4 Analysis of a services system.	<b>6</b>
<b>3. Mechanism for productivity control.</b> 3.1 Definition of productivity. 3.2 Productivity measurement. 3.3 Acceptable quality level.	<b>6</b>
<b>4. Basic tools in quality control.</b> 4.1 Concept of defect and defective. 4.2 Analysis of quality tools. 4.3 Inspection needs.	<b>6</b>
<b>5. Introduction to the continuous improvement program.</b> 5.1 Antecedents. 5.2 Program implementation. 5.3 Quality circles.	<b>6</b>
<b>6. Managerial leadership in Quality-Productivity.</b> 6.1 Quality-Productivity models. 6.2 Quality culture.	<b>6</b>



<b>Course Name:</b> Labor Relations	<b>Course ID:</b>
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<b>Placement in curricular map:</b> Concentration on Human Resources
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<b>Course characteristics:</b> This course covers the general analysis of individual and collective labor relations based on the current legal framework; as well as the different aspects of working conditions, the union, collective bargaining agreement, strikes and the study of Social Security in Mexico.
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<b>General learning objectives:</b> Students will acquire the necessary knowledge on the legal framework that rules the employee-employer relations individually or collectively as well as the diverse practical tools to administrate and solve problems in labor relations.
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### Contents

<b>Topics and subtopics of the unit:</b>	<b>Hours</b>
1. Federal Work Law. (Origin, structure, practical principles, relation and employment contract)	4
2. Individual Employment Contract.	3
3. Collective bargaining agreement.	3
4. Indefinite time contract.	1
5. Determined time and work contracts.	1
6. Salary integration for work purposes.	2
7. Workday.	1
8. Free days and vacations.	1
9. Participation in utilities.	2
10. Productivity bonuses or incentives.	2
11. Professional and non-professional death. (Benefits)	1
12. Liquidations calculation.	1
13. Comparative integrated salary IMSS-INFONAVIT.	2
14. Security and Hygiene commissions.	1
15. Internal work rules.	1
16. Social security in Mexico	2

<b>17. Unions.</b>	<b>2</b>
<b>18. Strike.</b>	<b>1</b>
<b>19. Comparative analysis among the labor legislations in the USA, Canada and Mexico.</b>	<b>3</b>
<b>20. Reflections on work reform.</b>	<b>2</b>

<b>Learning activities:</b>	
<ul style="list-style-type: none"> <li>• <b>Classroom activities:</b> <ul style="list-style-type: none"> <li>- Presentation of topic by instructor.</li> <li>- Case discussions.</li> <li>- Invited Lecturers.</li> <li>- Presentation of final project by students.</li> </ul> </li> </ul>	<b>36</b>
<ul style="list-style-type: none"> <li>• <b>Independent activities by students:</b> <ul style="list-style-type: none"> <li>- Previous readings.</li> <li>- Assignments.</li> <li>- Exercises and practice.</li> <li>- Research projects</li> </ul> </li> </ul>	<b>60</b>

<b>Assessment criteria and procedures:</b>
<ul style="list-style-type: none"> <li>• Final Exam</li> <li>• Homework and assignments</li> <li>• Final Project</li> <li>• Participation</li> </ul>

### Bibliography

	<b>Type</b>	<b>Title</b>	<b>Author</b>	<b>Publisher</b>	<b>Year</b>
<b>1</b>	Reference	Labor Relations	Norahemid Amescua Ornelas	SICAC	1997
<b>2</b>	Reference	Practical Manual of Labor Relations.	Jorge del Rivero Medina	Taxx	2002
<b>3</b>	Reference	Work Individual Rights	Alena Garrido Ramón	Oxford	1999
<b>4</b>	Reference	Manual of my Benefits and Work Rights	Manuel Solana Rivero	ECAFSA	1998
<b>5</b>	Reference	Comparative Study among the Work Legislation of USA, Canada and Mexico.	Baltasar Cavazos Flores Baltasar Cavazos Chena Guillermo Cavazos Chena	Trillas	2ª Ed. 1994
<b>6</b>	Reference	The Job of the Future: Labor Flexibility and Labor Deregulation	Esthela Gutiérrez Garza (coordinadora)	Nueva Sociedad	1990
<b>7</b>	Reference	Labor relations	Arthur A. Sloane, Fred Witney	Prentice Hall	5ª Ed. 1985

<b>Course name:</b> Labor relations	<b>Course ID:</b>
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<b>Placement in curricular map:</b> Concentration on Human Resources
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<b>Course characteristics:</b> This course covers the general analysis of individual and collective labor relations based on the current legal framework; as well as the different aspects of working conditions, the union, collective bargaining agreement, strikes and the study of Social Security in Mexico.
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<b>General learning objectives:</b> Students will acquire the necessary knowledge on the legal frame that rules the employee-employer relations individually or collectively as well as the diverse practical tools to administrate and solve problems in work relations.
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### Contents

Topics and subtopics of the unit:	Hours
21. Federal Work Law. (Origin, structure, practical principles, relation and employment contract)	4
22. Individual Employment Contract.	3
23. Collective bargaining agreement.	3
24. Indefinite time contract.	1
25. Determined time and work contracts.	1
26. Salary integration for work purposes.	2
27. Workday.	1
28. Free days and vacations.	1
29. Participation in utilities.	2
30. Productivity bonuses or incentives.	2
31. Professional and non-professional death. (Benefits)	1
32. Liquidations calculation.	1
33. Comparative integrated salary IMSS-INFONAVIT.	2
34. Security and Hygiene commissions.	1
35. Internal work rules.	1

<b>36. Social security in Mexico</b>	<b>2</b>
<b>37. Unions.</b>	<b>2</b>
<b>38. Strike.</b>	<b>1</b>
<b>39. Comparative analysis among the labor legislations in the USA, Canada and Mexico.</b>	<b>3</b>
<b>40. Reflections on work reform</b>	<b>2</b>

<b>Learning activities:</b>	
<ul style="list-style-type: none"> <li>• <b>Classroom activities:</b> <ul style="list-style-type: none"> <li>- Presentation of topic by instructor.</li> <li>- Case discussions.</li> <li>- Invited Lecturers.</li> <li>- Presentation of final project by students.</li> </ul> </li> </ul>	<b>36</b>
<ul style="list-style-type: none"> <li>• <b>Independent activities by students:</b> <ul style="list-style-type: none"> <li>- Previous readings.</li> <li>- Assignments.</li> <li>- Exercises and practice.</li> <li>- Research projects</li> </ul> </li> </ul>	<b>60</b>

<b>Assessment criteria and procedures:</b>
<ul style="list-style-type: none"> <li>• Final Exam</li> <li>• Homework and assignments</li> <li>• Final Project</li> <li>• Participation</li> </ul>

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<b>1</b>	Reference	Labor Relations	Norahemid Amescua Ornelas	SICAC	1997
<b>2</b>	Reference	Practical Manual of Labor Relations.	Jorge del Rivero Medina	Taxx	2002
<b>3</b>	Reference	Work Individual Rights	Alena Garrido Ramón	Oxford	1999
<b>4</b>	Reference	Manual of my Benefits and Work Rights	Manuel Solana Rivero	ECAFSA	1998
<b>5</b>	Reference	Comparative Study among the Work Legislation of USA, Canada and Mexico.	Baltasar Cavazos Flores Baltasar Cavazos Chena Guillermo Cavazos Chena	Trillas	2ª Ed. 1994
<b>6</b>	Reference	The Job of the Future: Labor Flexibility and Labor Deregulation	Esthela Gutiérrez Garza (coordinadora)	Nueva Sociedad	1990
<b>7</b>	Reference	Labor relations	Arthur A. Sloane, Fred Witney	Prentice Hall	5ª Ed. 1985

<b>Course name:</b> Organizational Development	<b>Course ID:</b>
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<b>Placement in curricular map:</b> Concentration on Human Resources
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<b>Course characteristics:</b> This course focuses on the analysis of the fundamental concepts of Organizational Development through the study of the reasons why organizations change, adapt or fail, as well as the empirical tools and practical cases that allow the diagnosis and successful intervention in the organizational change and innovation processes.
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<b>General learning objectives:</b> Students will acquire the skills to support and promote the development needs and change efforts in their organizations to increase results and reach higher fulfillment levels.
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## Contents

<b>Topics and subtopics of the unit:</b>	<b>Hours</b>
<p><b>1. Introduction to Organizational Development.</b> Introduction to Organizational Development (O. D.) Organizational change and O. D. Basic concepts.</p> <p>1.2 O. D. conceptual basis</p> <p>1.2.1 Planned change.</p> <p>1.2.2 General Theory of Systems</p> <p>1.2.3 Organizational Culture.</p> <p>1.2.4 O. D. Sciences, Values, Processes and Technology.</p> <p>1.3 O. D. Practicum</p> <p>1.3.1 Consulting process.</p> <p>1.3.2 Professional profile in O. D.</p>	<b>10</b>
<p><b>2. Organizational diagnosis and systemic thinking.</b></p> <p>2.1 Organizational diagnosis.</p> <p>2.1.1 Organizational diagnosis models.</p> <p>2.1.2 Information collection.</p> <p>2.1.3 Analysis and structure of obtained information.</p> <p>2.2 O. D. intervention</p> <p>2.2.1 Interventions classification.</p> <p>2.2.2 Interventions nature.</p> <p>2.2.3 Typification according to its depth.</p> <p>2.3. Systemic thinking.</p> <p>2.3.1 Characteristics of systemic thinking.</p> <p>2.3.2 Organizational change and systemic thinking.</p> <p>2.3.3 Learning levels.</p> <p>2.3.4 Reinforcement cycles and balance cycles.</p>	<b>10</b>
<p><b>3. Organizational development interventions.</b></p> <p>3.1. Organizational development interventions.</p> <p>3.1.1 Teambuilding.</p> <p>3.1.2 Promoting and keeping team dynamics</p>	<b>12</b>

3.1.2 Blocking questionnaire. 3.1.3 Team effectiveness. 3.1.4 Team self-diagnosis. 3.1.5 T Group. 3.1.6 Encounter team. 3.2 Total system interventions. 3.2.1 Process design. 3.2.2 Added value. 3.2.3 Total quality. 3.2.4 Customer orientation and service quality. 3.2.5 Merging and alliances. 3.3 Organizational development administration. 3.3.1 Change administration. 3.3.2 Total quality administration programs. 3.3.3 Process re-engineering.	<b>4</b>
<b>4. Consulting skills.</b>	<b>4</b>

<b>Learning activities:</b>	<b>36</b>
<ul style="list-style-type: none"> <li>• <b>Classroom activities:</b> <ul style="list-style-type: none"> <li>- Presentation of topic by instructor.</li> <li>- Case discussions.</li> <li>- Invited Lecturers.</li> <li>- Presentation of final project by students.</li> </ul> </li> </ul>	<b>60</b>
<ul style="list-style-type: none"> <li>• <b>Independent activities by students:</b> <ul style="list-style-type: none"> <li>- Previous readings.</li> <li>- Assignments.</li> <li>- Exercises and practice.</li> <li>- Research projects</li> </ul> </li> </ul>	

<b>Assessment criteria and procedures:</b>
<ul style="list-style-type: none"> <li>• Final Exam</li> <li>• Homework and assignments</li> <li>• Final Project</li> <li>• Participation</li> </ul>

### Bibliography

	Type	Title	Author	Publisher	Year
1	Reference	Organizational Development	Wendell French Cecil Bell	Prentice Hall	6ª Ed. 1999
2	Reference	Organizational culture and leadership	Edgar Schein	Jossey-Bass	2ª Ed.
3	Reference	Organizations Sociology. An Introduction to Organizational Behavior	Mario Krieger	Prentice Hall	1ª Ed. 2001
4	Reference	Human Behavior at Work	Kauth Davis John Newstrom	McGraw-Hill	10ª Ed. 1999
5	Reference	Organizational Development and Change	Huse & Cummings	West Publishing	
6	Reference	Organizational Behavior	Don Hellriegel, John W. Slocum, Jr, Ricard W. Woodman	Thomson	8ª Ed. 1999
7	Reference	Personnel Management	Gary Dessler	Pearson Educación	8ª Ed. 2001

<b>8</b>	Reference	Organizational Development: Integral Approach	Achilles de Faria Melo	Limusa	
<b>9</b>	Reference	Organizational Development. Nature, Origins and Perspectives	Bennis Warren	Fondo Educativo Interamericano	
<b>10</b>	Reference	Life and Career Planning	Casares & Siliceo	Limusa	

<b>Course Name:</b> Salaries and Compensations	<b>Course ID:</b>
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<b>Placement in curricular map:</b> Concentration on Human Resources
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<b>Course characteristics:</b> This course covers the planning and strategic management of salaries and compensations analyzing the post valuation systems, compensations structure design, payment of incentives and benefits as well as the regulations and Salaries Administration System.
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<b>General learning objectives:</b> Students will apply and analyze policies on personnel economical compensation through the most modern and efficient techniques in salaries and wages administration.
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### Contents

Topics and subtopics of the unit:	Hours
<b>1. Compensation strategic planning.</b> Compensation and organizational objectives Compensation basis.	2
<b>2. Salaries and compensations components.</b> Internal factors. External factors.	2
<b>3. Post valuation systems.</b> Post Hierarchy System. Post classification system. Points system. Factor comparison system. Executive post valuation.	6
<b>4. Compensation structure.</b> Salaries and wages surveys. Salary surveys and virtual employment. Compensations curve. Retribution levels. Remuneration tabulators. Alternatives to traditional remuneration.	6
<b>5. Compensations regulation.</b> Legislation in Mexico. Employees' compensation in receptor country. Manager's compensation in receptor country. Expatriate managers' compensation.	6
<b>6. Incentives.</b> Reasons and requirements of incentives plan. Incentive plans management.	6



<b>Course Name:</b> Entrepreneurial communication	<b>Course ID:</b>
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<b>Placement in curricular map:</b> Concentration on Human Resources
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<b>Course characteristics:</b> This course develops the elements of an intelligent communication strategy directed to the different audiences of the organizations making use of diverse communication techniques and tools as well as the application of advanced information technologies.
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<b>General learning objectives:</b> Students will acquire the knowledge, tools and skills to define, execute and evaluate an integral entrepreneurial communication program that facilitates the relation with internal and external audiences.
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## Contents

<b>Topics and subtopics of the unit:</b>	<b>Hours</b>
<b>1. Introduction.</b> Theoretical foundations of communication. Communication planning in organizational systems. Information, communication and innovation.	<b>4</b>
<b>2. Strategic entrepreneurial communication.</b> Corporate image. Corporate philosophy. Actors and scenarios of strategic communication. Fundamental activities in strategic entrepreneurial communication management.	<b>6</b>
<b>3. Public image.</b> Importance. Image / perception. Conditions to create an image. Methodology for the image production and definition. Types of images. Personal and institutional image.	<b>6</b>
<b>4. Public relations.</b> Company's need. Internal area and outsourcing to develop the function of public relations. Interaction with key audiences.	<b>6</b>
<b>5. Communication in critical scenarios and situations.</b> Vulnerabilities recognition and diagnosis. Typology of possible crisis. Creating expert teams. Spokesman selection and training. Intervention in superior job positions. Follow-up.	<b>6</b>

<p>Critical audiences. Communicative action related to crisis management. Evaluation.</p> <p><b>6. Lobbying.</b> What is lobbying? Importance of lobbying with governmental authorities. Methodology, persuasion and negotiation techniques.</p> <p><b>7. Integral Program of Entrepreneurial Communication.</b> Use of information technologies.</p>	<p><b>4</b></p> <p><b>4</b></p>
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<p><b>Learning activities:</b></p> <ul style="list-style-type: none"> <li>• <b>Classroom activities:</b> <ul style="list-style-type: none"> <li>- Presentation of topic by instructor.</li> <li>- Case discussions.</li> <li>- Invited Lecturers.</li> <li>- Presentation of final project by students.</li> </ul> </li> <li>• <b>Independent activities by students:</b> <ul style="list-style-type: none"> <li>- Previous readings.</li> <li>- Assignments.</li> <li>- Exercises and practice</li> <li>- Research projects</li> </ul> </li> </ul>	<p><b>36</b></p> <p><b>60</b></p>
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<p><b>Assessment criteria and procedures:</b></p> <ul style="list-style-type: none"> <li>• Final Exam</li> <li>• Homework and assignments</li> <li>• Final Project</li> <li>• Participation</li> </ul>
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### Bibliography

	Type	Title	Author	Publisher	Year
1	Reference	Beyond Internal Communication	Joan Elías José Mascaray	Gestión 2000	2000
2	Reference	Public Relations, companies and institutions competitiveness factor	Carlos Bonilla	CECSA	2000
3	Reference	Concepts of organizational communication	Luis Arrieta Erdozain	Diana	1998
4	Reference	Effective communications in business	Shirley Kuiper Morris Philip Wolf	South-Western	10ª Ed. 1994
5	Reference	Human Communication in the Contemporary World	Carlos Fernández Collado	McGraw-Hill	2001
6	Reference	Secrets of Communication: How to Be Heard and Obtain Benefits.	Peter Thomson	Granica	1999
7	Reference	Communication for Transparency: Manual of Entrepreneurial Management	Loreau Steinberg	Granica	1999
8	Reference	Executive Communication Techniques	Demóstenes Rojas R.	McGraw-Hill	1994

<b>Course name:</b> Labor Competencies	<b>Course ID:</b>
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<b>Placement in curricular map:</b> Concentration on Human Resources
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<b>Course characteristics:</b> This course covers one of the demands of quality models which are competencies development of the company's employees. For this reason the elements and tools for Labor Competency Policies determination and evaluation are presented.
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<b>General learning objectives:</b> Students will identify and define the competencies that people must have during the daily performance of the proper functions of job positions or productive processes.
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### Contents

<b>Topics and subtopics of the unit:</b>	<b>Hours</b>
<b>40. Competencies and Quality Models.</b>	<b>4</b>
<b>41. What is a competency?</b> Definition. Classification. Technical competencies. Management competencies. Competencies and quality systems. What does a Labor Competency Policy show?	<b>6</b>
<b>42. Determining management and technical competencies.</b> Functional analysis. Labor analysis. Functional map. Performance criteria. Sources of information to define functions and competencies. Detailed index of competencies.	<b>10</b>
<b>43. Competencies evaluation.</b> Evaluation instruments. Validity and trustfulness. Evaluation processes.	<b>8</b>
<b>44. Managing by competencies.</b> How to integrate competencies models. ISO 9000 norm and labor competencies. Competencies based organizations. Labor competencies certification process in Mexico. Study case.	<b>8</b>

<b>Learning activities:</b>	
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<ul style="list-style-type: none"> <li>• <b>Classroom activities:</b> <ul style="list-style-type: none"> <li>- Presentation of topic by instructor.</li> <li>- Case discussions.</li> <li>- Invited Lecturers.</li> <li>- Presentation of final project by students.</li> </ul> </li> </ul>	<b>36</b>
<ul style="list-style-type: none"> <li>• <b>Independent activities by students:</b> <ul style="list-style-type: none"> <li>- Previous readings.</li> <li>- Assignments.</li> <li>- Exercises and practice.</li> <li>- Research projects</li> </ul> </li> </ul>	<b>60</b>

**Assessment criteria and procedures:**

- Final Exam
- Homework and assignments
- Final Project
- Participation

**Bibliography**

	<b>Typo</b>	<b>Title</b>	<b>Author</b>	<b>Publisher</b>	<b>Year</b>
<b>1</b>	Reference	Human Resources Strategic Management. Management by Competencies	Martha Alicia Alles	Granica	4ª Ed. 2003
<b>2</b>	Reference	Competitiveness, productive nets and labor competencies.	Marta Novick María A. Gallart (Coords)	OIT- CINTERFOR	1997
<b>3</b>	Document	Labor Competencies Certification Process	CONOCER	CONOCER	1997
<b>4</b>	Reference	Labor Competencies and Education Based on Competencies Norms	Antonio Argüelles	Limusa	1996
<b>5</b>	Website	<a href="http://www.conocer.org.mx">www.conocer.org.mx</a> <a href="http://www.oit.org">www.oit.org</a>			

<b>Course Name:</b> Ergonomics and Occupational Health	<b>Course ID:</b>
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<b>Placement in curricular map:</b> Concentration on Human Resources
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<b>Course characteristics:</b> Ergonomics study belongs in the applied research categories that assure the integration of production science and that offer measures geared towards work relief and increase its efficiency and quality. Throughout the course not only a better performance and quality are emphasized but also a safer work, rich in content and creativity.
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<b>General learning objectives:</b> Students will understand the man-machine-human environment, so they can be able to analyze and make suggestions on the labor environment, the techniques and equipments that influence the occupational health and productivity in the company.
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## Contents

<b>Topics and subtopics of the unit:</b>	<b>Hours</b>
<b>1. Ergonomics concepts and reach.</b> Concepts and types. Human activity design. Location of the functions between man and machine.	<b>2</b>
<b>2. Research and ergonomic methods.</b> Reference framework. Simulation models. Labor activity analysis. Analysis of work as an activity. Decision taking of the operator in the man-machine system.	<b>4</b>
<b>3. Ergonomic study of human factor.</b> Sensorial system. Visual system. Hearing system. Kinesthetic system. Anthropometry. Bone system. Biomechanics. Exhaustion.	<b>6</b>
<b>4. Ergonomics team and productivity.</b> Man-machine-environment. System ergonomic study. Analysis methods.	<b>6</b>
<b>5. Ergonomics, security, maintenance and supervision.</b> Ergonomics and supervision. Ergonomics and maintenance. Ergonomics and supervision.	<b>4</b>

<p><b>6. Ergonomics, productivity and work.</b>  Work force analysis.  Work analysis.  Mechanization.  Rationalization.  Work space design.  Work place design.  Human Engineering.</p> <p><b>7. Ergonomics and the information system at work.</b>  Communication in the man-machine system.  Information and control organs.</p> <p><b>8. Ergonomics and work environment.</b>  Work environment.  Acoustics.  Vibration.  Temperature.  Microenvironment.  Illumination.</p> <p><b>9. Study case.</b></p>	<p><b>6</b></p> <p><b>2</b></p> <p><b>4</b></p> <p><b>2</b></p>
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<p><b>Learning activities:</b></p> <ul style="list-style-type: none"> <li>• <b>Classroom activities:</b> <ul style="list-style-type: none"> <li>- Presentation of topic by instructor.</li> <li>- Case discussions.</li> <li>- Invited Lecturers.</li> <li>- Presentation of final project by students.</li> </ul> </li> <li>• <b>Independent activities by students:</b> <ul style="list-style-type: none"> <li>- Previous readings.</li> <li>- Assignments.</li> <li>- Exercises and practice.</li> <li>- Research projects</li> </ul> </li> </ul>	<p><b>36</b></p> <p><b>60</b></p>
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<p><b>Assessment criteria and procedures:</b></p> <ul style="list-style-type: none"> <li>• Final Exam</li> <li>• Homework and assignments</li> <li>• Final Project</li> <li>• Participation</li> </ul>
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**Bibliography**

	<b>Typo</b>	<b>Title</b>	<b>Author</b>	<b>Publisher</b>	<b>Year</b>
<b>1</b>	Reference	Ergonomic in Action. Man adaptation to Work Environment	David J. Osborne	Trillas	2ª Ed. 2000
<b>2</b>	Reference	Industrial Ergonomics. Case studies	Babur Mustafa Pulat David C. Alexander	Industrial Engineering and Management	1991

				Press	
<b>3</b>	Reference	Ergonomics 1. Fundamentals	Pedro R. Mondelo, Enrique Gregori Torada, Pedro Barrau Bombardo	Alfaomega	3ª Ed. 2000
<b>4</b>	Reference	Ergonomics 1 Productivity	César Ramírez Cauassa	Limusa	1ª Ed. 1997
<b>5</b>	Reference	Visual ergonomics in the workplace	Jeffrey Anshel	Taylor & Francis Inc.	1988

<b>Course name:</b> Organizational Psychology	<b>Course ID:</b>
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<b>Placement in curricular map:</b> Concentration on Human Resources
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<b>Course characteristics:</b> This course analyses the company's psychology through the understanding of organizational behavior and development, functioning as a reference for knowledge integration on general management of human resources.
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<b>General learning objectives:</b> Students will acquire the knowledge and skills to analyze, understand and apply the different tools of psychological disciplines on individuals, groups and systems.
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## Contents

<b>Topics and subtopics of the unit:</b>	<b>Hours</b>
<b>1. Organizational psychology.</b> Objective. Concepts. Organizational psychology in Mexico.	<b>2</b>
<b>2. Organizational change.</b> Change. Factors that foster it and factors that obstruct it.	<b>2</b>
<b>3. Organizational vision, mission and philosophy.</b> Importance. Organizational philosophy elements. Factors and obstacles in definition, diffusion and implementation.	<b>2</b>
<b>4. Teambuilding.</b> The meaning of teambuilding. Team development process. High-performance teams. Main psychological obstacles in teambuilding.	<b>3</b>
<b>5. Leadership and boss-collaborator relations</b> What is being a leader? Types of leaders. Leadership and teambuilding.	<b>3</b>
<b>6. Problem solving.</b> Systemic vision of problem solving. Problem explanation levels. Laws that facilitate problem comprehension and solution. Problem solving psychological vision.	<b>4</b>
<b>7. Creativity.</b> Creative process.	<b>4</b>

<p>Organizational and personal factors that foster creativity. Main psychological barriers that hinder creativity.</p> <p><b>8. Decision Taking.</b> Decision levels. Logic decision taking and emotional decision taking. Techniques to decide. Common styles in decision taking in organizations. Psychological repercussions.</p> <p><b>9. Motivation.</b> Common motivational theories Hygienic factors and motivational factors. Participative models and motivation. Participation and recognition.</p> <p><b>10. Conflict solution.</b> Conflict solution models Negotiation. Factors that improve or inhibit negotiating and conflict solving skills.</p> <p><b>11. Applied organizational psychology.</b> Attracting personnel to the company. Retaining personnel. Organization structural development. Organization functional development. Consumer awareness.</p>	<p>4</p> <p>4</p> <p>4</p> <p>4</p>
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<p><b>Learning activities:</b></p> <ul style="list-style-type: none"> <li>• <b>Classroom activities:</b> <ul style="list-style-type: none"> <li>- Presentation of topic by instructor.</li> <li>- Case discussions.</li> <li>- Invited Lecturers.</li> <li>- Presentation of final project by students.</li> </ul> </li> <li>• <b>Independent activities by students:</b> <ul style="list-style-type: none"> <li>- Previous readings.</li> <li>- Assignments.</li> <li>- Exercises and practice.</li> <li>- Research projects</li> </ul> </li> </ul>	<p>36</p> <p>60</p>
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<p><b>Assessment criteria and procedures:</b></p> <ul style="list-style-type: none"> <li>• Final Exam</li> <li>• Homework and assignments</li> <li>• Final Project</li> <li>• Participation</li> </ul>
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**Bibliography**

	Type	Title	Author	Publisher	Year
1	Textbook	Organizational Psychology	Fernando Zepeda Herrera	Addison Wesley Longman	1ª Ed. 1999

<b>2</b>	Reference	Applied Work Psychology	Paul M. Muchinsky	Thomson	6 <sup>a</sup> Ed. 2002
<b>3</b>	Reference	Human Behavior at Work	Keith Davis, John W. Newstrom	McGraw-Hill	10 <sup>a</sup> Ed. 1999
<b>4</b>	Reference	About Organizational Learning	Chris Argyris	Oxford	2 <sup>a</sup> Ed. 2001
<b>5</b>	Reference	Foundation of Organizational Behavior	Andrew J. DuBrin	Thomson	2 <sup>a</sup> Ed. 2003

<b>Course Name:</b> Cross-cultural Management	<b>Course ID:</b>
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<b>Placement in Curricular Map:</b> Concentration on Human Resources
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<b>Course characteristics:</b> This course covers the diverse topics of cross-cultural nature starting with culture's impact in organizational development, as well as the effects in human resources management and communication by making a comparative analysis for the regions of Asia, Europe, United States and Latin America.
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<b>General learning objectives:</b> Students will be presented to important topics in cross-cultural management parting from a basic knowledge on the organizational behavior, cultural impact and human resources management, to develop the necessary competencies and skills for the international environment of businesses.
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## Contents

<b>Topics and subtopics of the unit:</b>	<b>Hours</b>
<b>1. Introduction. People and business dynamics.</b> Fundamental concepts. Organizational behavior systems and models. Communication basis. Organizational culture. Motivation, evaluation and leadership. Problems among companies and individuals. Teamwork. Administration of Change.	<b>6</b>
<b>2. Culture and development.</b> Culture always makes the difference. Culture and values. Cultural dimensions at an individual level. Cultural dimensions at an organizational level. Skills. Attitudes. Knowledge. Culture and prosperity.	<b>6</b>
<b>3. Comparative analysis of the Asian, European, American and Latin American regions. Study cases.</b>	<b>10</b>
<b>Human resources administration in cross-cultural context.</b> Preparation for an expatriation position and/or incorporation of an expatriate in a work environment Adaptation process to live or interact in new cultural contexts. Fostering integration and a good performance in multicultural teams. Improving productivity and creativity through an efficient intercultural communication. Cross-cultural management and training.	<b>10</b>

<p>Normative responsibility in a cross-cultural context.  Culture's impact in quality perception.  Creating and sustaining a business corporate culture that values and accepts national and international cultural diversity</p> <p><b>4. Cross-cultural communication.</b>  Improving communication to break potential improvement barriers.  Face-to-face relations in international businesses.  Accepted and effective communication and negotiation methods.</p>	<b>4</b>
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<p><b>Learning activities:</b></p> <ul style="list-style-type: none"> <li>• <b>Classroom activities:</b> <ul style="list-style-type: none"> <li>- Presentation of topic by instructor.</li> <li>- Case discussions.</li> <li>- Invited Lecturers.</li> <li>- Presentation of final project by students.</li> </ul> </li> <li>• <b>Independent activities by students:</b> <ul style="list-style-type: none"> <li>- Previous readings.</li> <li>- Assignments.</li> <li>- Exercises and practice.</li> <li>- Research projects.</li> </ul> </li> </ul>	<b>36</b>
	<b>60</b>

<p><b>Assessment criteria and procedures:</b></p> <ul style="list-style-type: none"> <li>• Final Exam</li> <li>• Homework and assignments</li> <li>• Final Project</li> <li>• Participation</li> </ul>
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### Bibliography

	Type	Title	Author	Publisher	Year
1	Reference	Managing cultural differences	Harris, Phillip R. Moran Robert T.	Gula Pub. Co.	2000
2	Reference	Intercultural Communications	Perry, Gaye (Editor).	Coursewise Publishing, Inc	1999
3	Reference	Understanding Cultural Differences: Germans, French and Americans	Hall, E. & Hall. M	Yarmouth ntercultural Press	1990
4	Reference	Management in Two Cultures: Bridging the Gap Between the US and Mexican Managers	E. Kras	Yarmouth Intercultural Press	1989
5	Reference	Culture Matters. How values shape human progress	Lawrence E. Harrison, Samuel P. Huntington (Eds.)	Basic Books	2000
6	Reference	International Dimensions of Organizational Behavior	Adler, Nancy	USA Wadsworth Co.	2000
7	Reference	Intercultural Communication	Hielen McEntee	McGraw-Hill	1998
8	Reference	Transnational Management: Text, Cases and Readings in Cross-Border Management	Christopher Bartlett Sumantra Ghoshal	McGraw-Hill	3ª Ed. 2000
9	Reference	Human Behavior at Work	Keith Davis, John W. Newstrom	McGraw-Hill	10ª Ed. 1999

<b>10</b>	Website	International Journal of Cross Cultural Management			
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<b>Course name:</b> Mexican Psychology	<b>Course ID:</b>
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<b>Placement in Curricular Map:</b> Concentration on Human Resources
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<b>Course characteristics:</b> This course covers a discussion on cultural topics that have influenced the Mexican labor environment and the employee's psychology, widening the analysis of the configuration of the current Mexican society and the acquired values through our idiosyncrasy.
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<b>General learning objectives:</b> Students will know, reflect and deepen in the analysis of cultural, motivational and psychological patterns in work environments in Mexico, so they can propose alternatives for the development of positive labor attitudes and the improvement of human resources management.
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## Contents

<b>Topics and subtopics of the unit:</b>	<b>Hours</b>
<b>1. National psychology, productivity and training.</b> Mexican psychology. Mexicanity.	<b>2</b>
<b>2. Human being acculturation processes.</b>	<b>3</b>
<b>3. Mexican society; genesis and culture.</b> Indigenous component. Hispanic component. Culture shock.	<b>3</b>
<b>4. Our deep psychology.</b> Identity crisis. Religiousness, superstition and magic. Attitudes towards cosmos and life. The Mexican before Death.	<b>3</b>
<b>5. Ancestral dependency.</b> General frame. Paternalism. Manipulation.	<b>3</b>
<b>6. Mexican self-devaluation.</b> Symptoms. Corruption. Dissimulation.	<b>3</b>
<b>7. Mexican society</b> Family. Women. Youth. Social classes.	<b>5</b>

Individualism.	
<b>8. Mexican worker.</b> Attitudes. Labor motivations. Geographic differences. Women at work. Counterpart: managers.	<b>5</b>
<b>9. Other cultures, other labor behaviors.</b>	<b>3</b>
<b>10. The most positive aspects of our psychology.</b> Mexican's values in general. Positive aspects of Mexican workers. Values of the Mexican company.	<b>3</b>
<b>11. Positive labor attitudes development.</b> Self-esteem construction and re-construction. Education of the creative Mexican.	<b>3</b>

<b>Learning activities:</b>	
<ul style="list-style-type: none"> <li>• <b>Classroom activities:</b> <ul style="list-style-type: none"> <li>- Presentation of topic by instructor.</li> <li>- Case discussions.</li> <li>- Invited Lecturers.</li> <li>- Presentation of final project by students.</li> </ul> </li> </ul>	<b>36</b>
<ul style="list-style-type: none"> <li>• <b>Independent activities by students:</b> <ul style="list-style-type: none"> <li>- Previous readings.</li> <li>- Assignments.</li> <li>- Exercises and practice.</li> <li>- Research projects</li> </ul> </li> </ul>	<b>60</b>

<b>Assessment criteria and procedures:</b>
<ul style="list-style-type: none"> <li>• Final Exam</li> <li>• Homework and assignments</li> <li>• Final Project</li> <li>• Participation</li> </ul>

### Bibliography

	Typo	Title	Author	Publisher	Year
<b>1</b>	Reference	Mexican's Psychology at Work	Mauro Rodríguez Estrada Patricia Ramírez Buendía	McGraw-Hill	1992
<b>2</b>	Reference	Mexican's Psychology	Rogelio Díaz-Guerrero	Trillas	4ª Ed. 1985
<b>3</b>	Reference	The Mexican, Psychology of His Motivations	Santiago Ramírez	Grijalbo	1998
<b>4</b>	Reference	The Mexican, Psychology of His Destructiveness	Francisco González Pineda	Pax Mex	1985
<b>5</b>	Reference	Anatomy of the Mexican	Roger Bartra	Plaza Janés	1ª Ed. 2002
<b>6</b>	Reference	Psychology of Mexicans: Discovering Ethnic-Psychology	Jesús Galindo Jorge A. González	Trillas	1994

