



MASTER IN BUSINESS ADMINISTRATION

C O U R S E S Y L L A B U S

Human Behavior in Organization (HBO)

Prof. Ma. Elena B. Herrera

Session 1

Case : Kyocera Corporation: The Amoeba Management System
Readings : Competitive Advantage and HRM

Session 2

Topic : **Job Analysis**
Readings : 1. Gaining Competitive Advantage at Armco, Inc.
2. Experiential Exercise: Conducting a Job Analysis for the Job of U.S. President
Case: Was This Job Analysis Properly Conducted

Topic : **Selection**
Case : S.G. Cowen: New Recruits
Readings : 1. HRM Issues and Practices: Technical Standards for Selection Practices
2. Reference Checks
3. Planning How to Assess Worker Qualifications
4. Is this Hiring Process Sound?

Session 3

Topic : **Training and Development**
Case : Higashimaru Shoyu (A and B)
Readings : 1. Job Sculpting: The Art of Retaining Your Best People
2. What is Training Needs Analysis?
3. Gaining Competitive Advantage at Xerox
4. Steps and Barriers in the Instructional Process
5. Delivering Bread at the Helton Baking Company

Session 4

Topic : **Performance Management**
Case : 1. Building Competencies in Turbulent Times at Health Services Medical Corporation
2. The Challenge of Integration Aligning Sales Strategy with Multiple Businesses at Ticona, LLC
Readings : 1. HRM Issues and Practices: Standards for Effective Performance Appraisal Systems
Case: Is a "Satisfactory" Rating Satisfactory?

Session 5

- Topic** : **Managing Pay**
- Case : Establishing the Value of a Job at Copley Pharmaceutical, Inc.
- Readings :
1. HRM Issues and Practices: Influence of Compensation on Attitudes and Behavior
2. Resolving a Pay Inequity Dilemma
3. Evaluating the Job of Instructor