

**Public polices for the strengthening, Mipyme, Puebla-Tlaxcala Region****Las políticas públicas para el fortalecimiento de la Mipyme en la región Puebla – Tlaxcala**

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**Abstract**

Mexico passes through one of the most complex problems as the unbalanced regional development between several regions that make up the political and economic geography of the country and the Puebla – Tlaxcala region. The phenomenon moves to the micro-regions or isolated regions of the Mega Regions, as it is the case of the seven economic regions of the State of Puebla. It is intended to articulate and integrate the productive sectors to strengthen the economic development of the zones. It is required of an accurate diagnosis of the regional development in Mexico, in specific Puebla and its metropolitan area, defined by municipalities of Tlaxcala and Puebla, among the most important are San Pablo del Monte, Puebla, Cholula. The goal is to define the public policies to implement, that strengthen the Mipyme and make them competitive in the face of the global changes. At present, there is a little interest from the Government to strengthen the Mipyme in the region and in the center of the country, it is of great disparity in terms of economic development, it can be reduced by taking advantage of its physical resources, generating greater wealth, stable and dignified jobs, as well as to raise the living standards of its inhabitants in a perspective of regional development.

**Public Polices for the strengthening, Mipyme, Puebla-Tlaxcala Region****Resumen**

México pasa por uno de los problemas más complejos como el desarrollo regional desequilibrado entre las diversas regiones que integran la geografía política y económica del país y la región Puebla- Tlaxcala. El fenómeno se traslada a las microrregiones o regiones aisladas de las mega regiones, como es el caso de las siete regiones económicas del Estado Puebla. Se pretende articular e integrar a los sectores productivos para fortalecer el desarrollo económico de las localidades. Se requiere de un diagnóstico certero de las dimensiones del desarrollo regional en México, en específico Puebla y su zona metropolitana, definida por municipios de Tlaxcala y Puebla; entre los mas importantes, se encuentran San Pablo del monte, Puebla, Cholula. El objetivo es definir las políticas públicas a instrumentar, que fortalezcan la Mipyme y hacerlas competitivas ante los cambios globales. En la actualidad, existe poco interés del Gobierno por fortalecer la Mipyme en la región y centro, es de gran disparidad en términos de desarrollo económico, se puede reducir mediante el aprovechamiento de sus recursos físicos, generando mayor riqueza, empleos estables y dignos, así como elevar los niveles de vida de sus habitantes en una perspectiva de desarrollo regional.

**Políticas públicas, Mipyme, Región y Puebla-Tlaxcala**

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## Introduction

Globalization is a trend that began in the 50's, but it is in recent years where its pace has increased so much that its consideration has become a priority for the survival of many capitalist companies. There are at least two forms of manifestation: a) The international commercialization of goods and services; b) Direct investment abroad that has maintained steady growth since the Second World War to the present.

Therefore, it is essential that local governments implement public policies aimed at strengthening MSMEs at the regional level and thus avoid constant bankruptcies due to the effects of recurrent crises, which are characteristic of the capitalist system in a market economy.

Thus, it has become necessary for companies to improve their production levels and increase their competitiveness in the market through a series of international accrediting mechanisms that make them important in the market. With the development of ISO 9001/2000 and subsequent standards, conditions were created for the development and implementation of reference standards for companies in the production processes; This allowed us to compare what our companies do in relation to internationally recognized best practices. Such has been the impact of these standards that today is a requirement to export products that must be certified by the different international standards (rating agencies).

These Rules at all times, were a variant of solution to the problems of MSMEs in terms of quality and competitiveness at the national, regional and local levels.

The standard grants a kind of fundamental business status to compete in the market; where the companies of higher hierarchy demand their suppliers to join this growing business fashion to be able to provide their services. In this way, productive chains or large-scale services are developed, where certification becomes the common denominator to achieve the competitiveness of MSMEs.

The purpose of this study is to conduct an analysis of how public policies can strengthen MSMEs in the State of Puebla - Tlaxcala; given that sometimes the certification of companies is not a guarantee of the existence of quality and competitiveness in the region, given that policies are subject to the pace of the current neoliberal market.

## Theoretical considerations and economic expansion of MSMEs in the region

When talking about public policies Gómez, (2017, page 147), he cites (Merino, 2013) that he defines them as "A deliberate intervention by the State to correct or modify a social or economic situation that has been recognized as a public problem". According to Cortina (2018) "the role of policies is considered relevant to address the imbalances of economies; The process of adjustment requires economic intervention, insofar as it is recommended that the main macroeconomic imbalances be addressed from appropriate levels of production, investment and defense of human freedoms, within the framework of the preservation of resources for human rights. future generations and sustainable development, as expressed by the Institute for Economic Freedom and Opportunity (Miller and Kim, 2016)."

Another important aspect is globalization, which is considered a complex phenomenon that particularly affects small and medium-sized companies that lack strategy, technological and administrative strength to face the challenges of competitiveness.

It subjects them to a high level of rivalry and pushes them to internationalization where they finally cannot withstand the costs, quality and organization; but also, it acts on the governments, since the greater interdependence of the national economies imposes restrictions on the neoliberal economic policies and leaves out of control many macroeconomic variables that in the past controlled the State.

It also has repercussions on the population as members of the labor market and, as such, they suffer the vagaries of the decisions of the capacity of employment, as well as consumers of a greater offer or that varies according to the conditions of the market of goods and services.

Therefore, it is dedicated to the elimination of all barriers to competitive economic exchange.

Due to the primacy of the profit motive, all social, cultural, environmental, ethical-legal, financial, and political limits become secondary, in view of the expansion of multinational corporate power of business organizations. All products, services, resources, artifacts and national ideas are increasingly forced to compete in the world market based on their social costs of production and the efficiency of their economic, political and social systems, which include the reduction of social support, to maximize production. Human rights, wages for living, safe working conditions and environmental protection are seen as added costs that reduce competitiveness.

The primary values that emerge from these processes are those that support international competition, a race for the bottom, and the economic superiority of some over others, all of which can be translated into an impulse for efficiency, reduction of wages and environmental costs, and profitability. Human values, social needs, economic sustainability, natural ecology, craftsmanship and cultural survival become secondary to the maximization of economic exchange and the ability to generate profits.

This reflection exposed in the work "The end of Management" (Kenneth, 1997). It shows the irrational, chaotic and dehumanized that shows the neoliberal conception of capitalist development where everything is bet for those with higher income in detriment of lower income as the working class. For this reason, there is a crucial need at the global level to create new forms of economic organization that, at the same time, are based on values, are productively efficient, and capable of producing competitive products of high quality without destroying the planet, degrading the human life, or disfigure indigenous cultures.

These forms reflect the same essential values: the satisfaction of human needs without undermining other forms of human satisfaction. To create sustainable forms of economic development, we need to determine when and where economic development will refrain from invading human values. There will never be enough.

The process of globalization is irreversible in the Mexican economy and, according to the Russian economist Kondratieff, this process is characterized by the slowdown in the growth of production and possibly the decline in global per capita production as seen in the economic and financial crisis, which it marks the rise in the unemployment rate of active salaried workers, displacement of relative points of benefits, indebtedness of the State, increase in military expenditures, expansion of the informal economy, decline in the production of low-cost food, increasing illegalization of the internal migration. As can be seen, it is a complex crossroads that must be faced in the national strategic projection.

The ideologues of globalization such as Alvin Toffler have presaged what will come after "industrialism". They say that the industry is going to disappear and with it the industrial worker, you can ask the following questions to these "inquisitors of the future": Did humanity cease to use fire? Iron and bronze every time you diversified your production and added new materials and knowledge? He did not do it, since his development was always carried out on the development of previous conquests; he adapted them, modified them, and created others that were even more important. He always built from his cultural heritage. And consequently, it modified the social organization and the forms of production.

Throughout this process, the quality of the processes, of the articles, of the materials used, of human knowledge and with it of life itself has been modified qualitatively and in the context of the capitalist market in which we have been developing for more than of 180 years the competition has been influencing significantly in the own evolution that the capitalism has presented / displayed in its diverse phases, until this moment of high level of globalization and competitiveness that the companies have arrived.

Thus, MSMEs have the challenge of competing and developing their activities evolving from a domestic micro-focused economy, to consider an integrating vision on a world scale as part of a public policy. In this sense we are talking about four phases in moving towards globalization. (Canals, 1994: 107)

In the last thirty years, it has been raised how to achieve a certain level of business competitiveness. This topic has been at the root of economic thought from classics such as Adam Smith and David Ricardo, through Keynes to the arrival of the neoliberal model inspired by the approaches of neoclassical theory.

For Smith, the absolute comparative advantage between producer nations resides in the producers of that country that have the lowest possible cost. In contrast, for David Ricardo, market forces allocate the resources of a nation to those sectors where the advantage is relatively more productive. In the twentieth century these theses continued in force in the study of the problems of competitiveness. In this period, the study of competitive advantage, a different approach in the search for competitiveness in emerging economies with neoliberal economic models takes force. For his part, the contributions of Professor Michael Porter, from Harvard University, have constituted a substantial leap in the development of the concept of competitive advantage which, in his opinion, "lies in the many discrete activities that a company performs in the design, production, marketing, delivery and support of your products. Each of these activities can contribute to the relative cost position of the company and create a basis for differentiation. "Thus, Loredó (2006), identifies it as the capacity of a public or private organization, lucrative or not, to systematically maintain comparative advantages that allow it to reach, sustain and improve a certain position in the socioeconomic environment.

For his part, Garay sees competitiveness as "the degree to which it can be produced under free market conditions, goods and services that satisfy the test of international markets, and simultaneously increase the real income of its citizens. National competitiveness is based on superior productivity performance ". In Lesca's opinion, "a company is competitive when it is capable of remaining durable and voluntarist, in a competitive and evolving market, obtaining a margin of sufficient self-financing to ensure its financial independence and the means of its adaptation". In this sense, Peter Drucker argues that competitiveness, "is a strategy that results from combining entrepreneurship with the ability to learn continuously".

All these considerations on competitiveness, when taken to MSMEs present deformations derived largely from a simple reproduction orientation (to cover their expenses with their income and the basic expenses of family support only) without great possibilities of investing in extensions of the referred company as part of a public policy. For Bertagnini "sustainable competitiveness is one that reaches four fronts (economic, commercial, organizational and social) and is achieved through interrelated results in terms of operational effectiveness, strategic innovation and creation of entrepreneurial value".

Likewise, Avocena states that it is "the capacity of the company to produce goods and services, obtaining benefits and satisfying upward demand in a way that guarantees sustained economic growth. Competitiveness is directly linked to productivity levels, understood as the relationship between what is produced and what is invested to produce it, in terms of type of work, financial resources and material inputs ". Some authors refer to competitiveness by identifying the requirements and conditions to achieve competitiveness. Flaubert and Fourou consider that "companies that succeed are those that have known how to adapt, transform quickly under the rigor of the times, which have managed to find in the skein of possible solutions, the thread of survival, that of life". In this sense, Drucker believes that "no institution [...] can hope to survive, much less prosper, unless it is up to the standards set by the leaders of its field anywhere in the world".

Also, and according to Messner, "companies become competitive when two fundamental requirements are met:

First, to be subject to competitive pressure that forces them to deploy sustained efforts to improve their products and their productive efficiency. Second, be inserted into articulated networks within which the efforts of each company are supported by a whole series of externalities, services and institutions. Both requirements are conditioned in turn by factors located at the macro and microeconomic levels.

The explorations carried out in the framework of MSMEs in Mexico highlight a multiplicity of factors that intervene in the diverse problems that arise in these organizations.

Despite the differences in criteria, a triad can be identified where the fundamental contradictions that limit the competitiveness levels of MSMEs in Mexico are present: The non-use of technological knowledge that increases productivity; the absence of public policies that protect and strengthen the national producer; the presence of a productive economic structure based on individual production isolated in territories to increase competition.

However, it is possible to significantly increase the levels of competitiveness even in small-scale production companies when its basis lies in the quality and cohesion of the work team in terms of doing everything well. In general, all these concepts and ideas present a priority focus on competitiveness as an end and not as a means of development, very oriented towards the conquest of the market.

The survival, success and competitiveness of MSMEs in Mexico is not currently determined by their size but by the dynamism of this and the government support policy, that is, their ability to adapt, learn and change, respectively. Given this dynamism, the generation and application of contemporary administrative theory is inevitable. A competitiveness model associated with the requirements that today's globalized society demands can be seen as normal for contemporary administration.

An element that has been developed in different universities is the one referred to the processes of Incubation of companies, where the creation of a small company is done assisted by an institution with the necessary capacity to be able to guide in the first moments (crucial and decisive for the life of a company that is born) the steps to follow in order to form possible productive chains that from their genesis allow a certain market.

Also in this sense, training processes are developed that are very focused on the specific aspects of the creation of a correct and well-structured business portfolio with a cost and benefit analysis, as well as the determination of equilibrium points that identify levels of realization that justify their existence. To all this, the possibility of receiving certain financial aid by the agencies and the Government involved in these policies is added.

Thus, maintain comparative advantages; increase productivity; stay in a dynamic and evolutionary market; Developing entrepreneurship and the ability to learn continuously are not the features that characterize family micro-enterprises as regularity in Mexico.

### **The development of MSMEs or Certification for development in Mexico**

This section begins with a question that is resolved throughout the text. Really the established norms do a good time, must be the ones that trace the guidelines in the development and operation of the MSMEs in Mexico and in any other country. The problem lies in the fact that, due to their status as standard standards, they cannot be differentiated since their presence guarantees universal compliance with own procedures in the different management processes that are carried out in organizations. For example, it can be pointed out that, *<inventory control of a warehouse obeys the same principles in the context of associated processes in a hospital as in a university or a marketing company>*.

It is public knowledge that, in Mexico approximately every year more than four million micro businesses or small businesses arise with a foundation essentially of family insurance, rather than business or future business. It is also known that, according to INEGI statistics, more than 60% of these businesses fail in their six months of life, converting more families into poverty than those who manage to survive these conditions, this is due to little financing that exists on the part of the Government and by the banking institutions. Being people can receive some service of professional orientation on the levels of feasibility that the existence of the new MSMEs that propose to open presents. And the cost must be minimal because in that sense another dilemma is saved that currently persists in higher level institutions and is the practical activity of professionals in recent years in various careers that have coincided with the aforementioned feasibility study.

This confirms that everything is not lost, that there are variants that can significantly improve the current situation and perspective of these organizations that also give employment to an important part of the Mexican population.

Currently there is no corporate organizational culture in Mexico, rather it presents a family relationship between employees or business owners that hinders the fundamental aspects of business formation with a business perspective. Operational levels involve the routine of work and do not reveal coherent strategic thinking.

Entrepreneurial training is almost nil, which limits the growth of the staff as professionals or simple specialists in what they do, reducing the levels of competitiveness to the minimum knowledge of learning and being able to raise the level of competitiveness.

The conception does not exist in many cases that the initial income must be oriented to the accumulation of capital and not to the family consumption. For example, a newborn child requires expenses and investments to grow strong and healthy once that first year has passed. In this sense, in order to carry out this evaluation, the following should be available:

*Map of the processes:* Personnel with in-depth knowledge of the requirements of the ISO 9001: 2000 Standards, with knowledge of the audit techniques and procedures that are carried out in the organization.

*Current documentation identified:* But in particular the members of the MSMEs must be identified with the following aspects:

*Commitments to quality:* The concept of quality is related to the satisfaction of the client's needs in the shortest time and with the lowest possible expense, in order to achieve them, expectations and the level of customer satisfaction must be clear. Involves all the members of the organization. Commitments to quality are achieved by the company's top management with well-defined objectives that enrich the work climate.

*The integration:* It is achieved when there is the interaction of people to achieve a more complex objective, when they join efforts until reaching the final goal. When there is a work team where the individual capacities are given importance without making hierarchical distinctions, the lower levels have greater influence in the decisions.

*The leadership:* It is determined by individual characteristics that allow to manage effectively, mobilize people to meet a previously outlined goal. It is the authority in a certain social structure regardless of the position it occupies. The leader persuades the collective, motivates him in the search for initiatives to solve problems, facilitates unity, commitment to quality and leads to success.

*The interpersonal relationships:* They are defining in the success of the organization, they are based on the way in which the manager organizes the joint activity, where the exchange of information takes place, the mutual stimulation, the control, the correction of the actions. People relate through language, communication presupposes interaction, exchange, orientations.

*Professional competence:* Set of knowledge, skills and abilities to perform a task or perform a job effectively and ensure the quality of results.

*The communication factors, integrate the language and physical space.* Language, as the material envelope of thought and its dialectical interrelation with it, is of vital importance, since its essential function is communication and this, whether by verbal or non-verbal expression, is a reflection of feelings and emotions, closely related to values and acquired standards.

The ways of smiling, of looking, of greeting, gesturing, the tone of the voice and the silences mark or transmit culture.

Therefore, Schein (1980, 23) considered productivity as a cultural phenomenon par excellence and emphasized that a weak culture causes stagnation and decline of companies, causing phenomena such as demotivation, job dissatisfaction, fluctuations in personnel, and, unproductive companies.

The traditional concepts such as: cost competitiveness, product competitiveness, structural competitiveness, based on factors such as the nature of the product, producer reliability, brand image or sale price, financing and marketing conditions are losing their weight as they become more and more couples in the current design of the global environment.

In modern times, the conditions of the globalized environment facilitate access to markets, information technologies and specifically Tics (understood as the sum of know-how and having the tools with what to do) of advanced and information, so that the economic-social organizations have less and less the exclusive or privileged domain of an external agent to differentiate themselves from the others. On the other hand, the factors related to the human beings that shape them determine each day more their ability to maintain competitive advantages sustained over time.

The organization that is evaluated can be found in one of the three conditions stated: The organization can be evaluated by the ISO Standard of the 1994 version. The organization has a quality management system implemented, but not yet certified. It has not yet implemented a quality management system. The result of this evaluation must show the deficiencies or deviations identified in relation to what is established by the ISO 9001: 2000 norms and what must be done to overcome it. It will be necessary to define in advance the documents that will be worked on and prepare the people who will participate in this process, which will ensure uniformity in the precise interpretation and save time and failures.

### **The documents that must be considered for the development of MSMEs:**

Documents that describe the policies, objectives and purposes of an organization.

Documents that provide information on the Quality Management System of the organization (quality manuals, process maps, etc.).

Documents describing information related to specific activities such as (processes, procedures, work instructions, plans, etc.).

Documents describing how the Quality Management system is applied to specific projects or contracts (quality plans, inspection point plans).

Documents that provide effective evidence of the activities carried out or results obtained (records, minutes, check lists).

Let's see the link between some requirements that demonstrate the compatibility between the ISO 9001: 2000 Standard and the organizational systems.

This analysis demonstrates a profound analogy between the requirements associated with ISO 9001: 2000 and public policies for the development of the region; some of the requirements associated with the University Model of Management of the Quality of Higher Education that has been taken as reference. Evaluators not only need methods to communicate feedback, but ways to support the recipient to change. Heinz von Foerster suggests that this leads to a powerful mutation in the normed managerial mandate: "You should", changing it in the declaration of self-direction, "I shall". When both parties open up for honest feedback, they become equal members of a team. When team members give each other honest feedback, they stop being irresponsible employees and become leaders of themselves or owners of their businesses. Thus, it could change the business culture in the XXI century for the case of Mexico and take off the endogenous economic development, which is very necessary for the Mexican economy to achieve constant economic growth rates different from those currently experienced at the regional level.

### **Conclusions**

Small and medium-sized enterprises as the engine of economic and social development in Mexico and the region have been affected by an accelerated global process of the world economy since the 1970s in Mexico.

The MSMEs, are one of the most important sources of labor occupation (generating jobs) and are an angular piece in the social mobility and income distribution of Mexican families and the region of Puebla-Tlaxcala. The macroeconomic turbulence of the eighties, the economic stabilization programs and the external opening process impacted SMEs in Mexico, which was expressed in the breakdown of companies such as: metalworking, textiles, clothing, leather goods, footwear, furniture, etc. The economic development policies implemented by the Government of Mexico since the 1950s have shown their interest in supporting SMEs to improve their status in the market and be part of public policies to strengthen MSMEs in the region.

After these decades of the seventies it was a stage where visions of the industrial economic development prevailed that led to the search and adoption of policies favorable to the development of specific industrial sectors and to the promotion of the MSMEs, in the 80s deprives a develop mentalist and industrializing vision with a distancing from the state as a producer but that drives industrial reconversion, but it promotes openness in a traditional way in the search for export promotion. For the decade of the 90's, public policy seeks the stability of the economy, rewarding speculators and financiers more than producers and entrepreneurs, accentuated the problem for SMEs based on competencies.

In Mexico, the MSMEs represent 99.8% of economic units or companies in the country's economy, contributing with a contribution of 71% of the country's jobs. As of 2003, a rebound is reflected in response to market stimuli and government programs aimed at supporting MSMEs with greater profitability. Therefore, a first conclusion is that the full certification of micro-enterprises is not a guarantee of being more competitive, it is really about selling more and better quantities of service or product image. What is required is a public policy to support MSMEs and to trigger economic development.

### Recommendations

With the understanding that public policies are a mechanism or instrument of Government for direct action with society and the environment that integrates it as the set of public and private companies in the country. Thus, the Government must be a manager of the economic resources to improve the development and strengthen the productive life of the MSMEs, which constantly seek competitiveness between them and with the rest of the companies that make up the business conglomerate in Mexico.

Therefore, it is necessary to establish some recommendations that are derived from the study presented:

First. The usefulness of the theoretical work carried out, as a source of analytical and prospective information for further investigations carried out in the subject and that become a line of research for other states of the country.

Second. The possibility of incorporating a methodological procedure proposal used to characterize and analyze public policies that strengthen the development of MSMEs in Mexico and the Puebla - Tlaxcala region has been supported, with the aim that, in the future, it can be determined the degree of competitiveness of the MSMEs with other regions of the country.

Third. Place in the hands of the political and business authorities the strengthening of the development of the MSMEs in order that they are competitively incorporated into the market and that they are taken into account in the design of public policies that privilege the labor market situation of Puebla- Tlaxcala, based on the analyzes carried out.

Fourth. Continue research on this subject, with the purpose of studying the possible changes and / or trends that may arise given the prolonged global economic crisis situation worldwide and its repercussion in Mexico and regionally and by federal entity with greater depth.

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