

The five variables that intervene in Business Administration: Part of success and competitiveness

Las cinco variables que intervienen en la Administración de Empresas: Parte del éxito y competitividad

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Abstract

Companies go through various situations that make them succeed or that ultimately fail, and what is to be done so that the worst scenario is not reached, its disappearance, some of the problems faced by companies, mainly Small and Medium Enterprises (SMEs) are the lack of financing, poor administration, lack of equipment, product quality, among others, but for the purposes of this work will be taken into account the administration and its elements, mainly the variables involved as they are: the tasks, the people, the technology, the environment and the structure. Because the company manages the various resources that are: material, technical and human there is a great relationship between the five variables described above, since having efficient management of each resource can achieve the success and competitiveness expected by the businessmen. For the elaboration of this work begins with a study towards the existing bibliography of some concepts referring to the main topic, being this documentary research, going through a second plane that is the collection of the data through the field study, finally it is elaborated through the qualitative approach due to the interest in discovering the phenomenon of study

Administration, Competitiveness, SMEs.

Resumen

Las empresas pasan por diversas situaciones que hacen que obtengan el éxito o que finalmente fracasen, y que es lo que se debe de hacer para que no se llegue al peor escenario que es, su desaparición, algunos de los problemas que enfrentan las empresas, principalmente las Pequeñas y Medianas Empresas (SMEs) son la falta de financiamiento, la administración deficiente, falta de equipo, calidad del producto, entre otras, pero para efectos de este trabajo se tomará en cuenta la administración y sus elementos, principalmente las variable que intervienen como lo son: las tareas, las personas, la tecnología, el ambiente y la estructura. Debido a que la empresa maneja los diversos recursos que son: materiales, técnicos y humanos existe una gran relación entre las cinco variables descritas anteriormente, ya que al contar con el manejo eficiente de cada recurso se podrá lograr el éxito y la competitividad esperada por los empresarios. Para la elaboración de este trabajo se inicia con un estudio hacia la bibliografía existente de algunos conceptos referentes a la temática principal, siendo así investigación documental, pasando por un segundo plano que es la recolección de los datos mediante el estudio de campo, finalmente se elabora mediante el enfoque cualitativo debido al interés por descubrir el fenómeno de estudio.

Administración, Competitividad, PyMEs

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Introduction

For the elaboration of the present work, an analysis was made of the main concepts, which help the development of the research, firstly, the concept of Small and Medium Businesses, (SMEs) is analyzed. The role it plays in the economy, to excel in such a globalized environment since most of the owners of these companies come from previous salaried jobs and the economically inactive population.

So it is important to know how it is that Mexico has had a development and growth through the support of financing and each of those elements that are needed to be able to get ahead and achieve the expected success or in this case achieve competitiveness. The following section discusses the competitiveness of companies in Mexico, where the added value of products or services is always taken into account, as Medina (2013) states: "the generation and maintenance of competitive advantage constitutes the fundamental element for the success of organizations ... "(page 3). Finally, mention is made of those tasks or activities carried out in the company, of the people and their importance in the same, as well as of the technology, the environment and the structure, for the optimal development of each movement or action carried out by the company. organization to be really competitive.

Las SMEs en México

The role of business for the economy of the countries is undoubtedly the best weapon to excel in such a globalized environment, although the objectives cannot always be achieved, as previously mentioned, the SMEs have various problems and among these are find its administration, this can be due to multiple situations, as referred to Luna (2013)

Currently, most of the owners of micro, small and medium enterprises come from previous salaried jobs and the economically inactive population. Therefore, it is inferred that in most cases the founders of these companies created them for reasons of economic type, since for the low income perceived as salaried workers or simply for not finding work as employees, without having an intuition as an entrepreneur, which causes that these businesses are not managed properly (p.72).

Mexico has had a development and growth of small and medium enterprises (SMEs) in recent years has had a very large boom by the support created by the government and the creation of new policies for SMEs those that have a maximum of 250 employees and at least 15 in order to boost the growth of new companies and accelerate economic growth and reduce poverty in Mexico (Ávila, 2014).

The competitiveness of companies in Mexico

Competitiveness is achieved by companies when they meet certain quality standards, this makes the product or service have an added value that becomes a competitive advantage, there are strategies that achieve the goal is achieved and that the organizations are really competitive.

As Medina (2013) states, "the generation and maintenance of competitive advantage is the fundamental element for the success of organizations, especially under the phenomenon of globalization, where markets have become highly demanding" (p.1).

The competitive advantage of Porter (1995) cited by Luna (2013), mentions the basic types:

Leadership for costs

- Achieving Leadership by cost means that a firm is established as the lowest cost producer in its industry.
- A cost leader must achieve parity, or at least proximity, on a basis of differentiation, even if he relies on cost leadership to consolidate his competitive advantage.
- If more than one company tries to reach the Leadership for costs at the same time, this is usually disastrous.

Differentiation:

- Achieving differentiation means that a firm tries to be unique in its industry in some dimensions that are widely appreciated by buyers.
- The areas of differentiation can be: product, distribution, sales, marketing, service, image, etc.

As you can see the competitive advantage is what makes the company different so that it manages to enter the mind of the consumer, there are some large companies such as Nike that does not sell only the product, but perhaps the comfort that in this case would turn as the competitive advantage. As Cervantes, Ballesteros and Hernández (2012) point out, "in a globalized world, the ability to compete means everything for companies, since that capacity is derived from economic growth and consequently jobs and the improvement of the population's standard of living" (p.2).

De la Cruz (2013) mentions that:

Business competitiveness is an important part for companies because it has seen growth in the economic and social environment because companies are committed to their customers to provide the best service or products and improving it every time so that this can also be done It is necessary that within the company there is a department of human resources, although at present it is believed that it is a department that does almost nothing but is a fundamental part so that the company has a good address and has control of every situation that happens in inside or outside of the company. (p.67).

The tasks or activities, the people, the technology, the environment and the structure

However, for companies to be truly competitive, it is necessary to focus their attention on some factors, such as: the tasks, the people who perform these tasks, the necessary technological materials, in the appropriate environment and with an appropriate structure.

The first factor of competitiveness are the tasks or activities referred to by Ávila and Utra (2017) "based on the fact that the activities are measured by cost drivers, it can be said that these are the factors that directly affect the cost level of an activity "(page 3).

As Legs says (2018):

Economic activity consists of the faculty that man has to act on the things of nature to apply them to the satisfaction of their needs, and is manifested by all the order of efforts and work dedicated to achieving that object (p.1).

As you can see, these authors mention the importance of each of the company's activities, which have to do with people, since they are responsible for carrying them out, any company that wants to achieve competitiveness should focus on the activities to be carried out.

Another important factor for the good development of companies are the people, since they are responsible for carrying out each activity of the company, without this resource it will not be possible to achieve competitiveness as stated by Fiallo, Alvarado and Soto (2015):

Nowadays, companies are worrying about the different factors that prevent the company from being more efficient, one of them is the Organizational Climate, which is very important, because it has an influence on the behavior of workers, which allows have an excellent work performance in different areas of the company (p.3).

When designing the structure of an organization, the aptitudes of the people who make it up or who will integrate it in the future must be taken into account. It is not good to outline the organization chart first and then later determine who will occupy each position of the same. In this way, it would be falling into formal and rigid organizations, constituted by rectangular beings (Román and Pablos, 2009).

As can be seen, the staff is the basis for the achievement of the company's objectives, first, by the development of activities, on the other hand, and thanks to the relationship between workers, the organizational climate or climate is given work, where employees should be kept at ease in their place of work, and an important part of this activity is to provide the right tools, such as technology.

As Gonzalez says (2010)

Many companies do not give the importance that should be due to the use of technology so it is of utmost importance for the development of the same since companies that compete in the electronic market and that have adequate information systems are required today. your needs (p.1).

According to Del Pozo (2015) "The use of different software, applications or hardware affects the development and growth of the organization" (p.1). Every company with a view to competitiveness is necessary to have each of the elements mentioned above and technology is an essential tool for people to carry out their activities efficiently.

Now, another indispensable factor is the environment, the place where the worker develops, must feel comfortable and confident in the workplace, creating relationships that can lead to success for the company, according to Camacaro (2010):

The study of the working environment mainly involves problems related to bodily injuries or harmful physical or chemical factors. For example, the temperature of many workplaces is not comfortable or adequate, sometimes it is not humidity or lighting, in other places it is considered that there is too much noise, or dust in the environment, or workers are exposed to substances toxic (p 43).

Paredes (2012) indicates that "environment are those factors that can and should influence the decisions that are made within the organization and that are related to everything that surrounds us (p.2). It is necessary that in every company an optimal environment be given to motivate employees to carry out their activities in the best way possible..

Now, finally, there is the structure of the company, which must be optimal for the development of activities.

As indicated by Román and Pablos (2009) "the structure must be designed according to the organization in question, according to its specific characteristics" (p.4). In the opinion of Guaraca, Ortiz and Rosario (2017)

Nowadays, companies want to grow, stay in the market and obtain more investment, hence the importance of an organizational structure since the goals, objectives and responsibilities can be established, which will be the basis and starting point (p. two).

It is clear to mention that each of the elements mentioned as a basis in this research is essential for the company to improve each process that it requires in order to be a successful organization that achieves competitiveness.

This makes it essential to have the five factors such as tasks, personnel, technology, environment and structure, all to achieve competitiveness.

Tasks or activities

Having a small company, can have its advantages, including making each of the activities or tasks easier, apart from having the freedom or flexibility that is not offered when you are the employee, despite all this, it is seen that the owner has many more responsibilities with different tasks. Another factor is that you have limited resources for when you launch it, this has to do with the type of business.

| Tasks | Characteristics |
|------------------------------|---|
| Planning and strategy | En primer lugar, el propietario de una pequeña empresa debe ser la principal estrategia y planificador. Entender el nuevo negocio, así como los recursos y las estrategias necesarias, tiene sentido comenzar con un plan de negocio y un plan de publicidad. Tendremos que investigar, planificar y desarrollar un plan, esperar y cambiarlo si es necesario.. |

Table 1 Planning and strategy task
Source: self made based on data of (Pérez, 2015).

Before anything else, small entrepreneurs need to have very well-established plans, with which they achieve the objectives set, now, a strategic plan helps achieve competitiveness.

| Tasks | Characteristics |
|-------------------------------|---|
| Finance and accounting | Most small businesses need start-up capital to establish themselves and generate their products and services. Depending on the company, some owners can start and start with a lower budget |

Table 2 Finance and accounting task
Source: self made based on data of (Pérez, 2015).

Like any business, money is a difficult factor to manage, so there is a great interest in having financing and adequate staff for the accounting process.

| Tasks | Characteristics |
|--------------|--|
| Legal | Small business owners must comply with federal and state business licensing laws. From the formation of a limited liability company to the creation of legal contracts, they must know the basics of the law and have access to a lawyer in case of legal problems with their clients or employees.. |

Table 3 Legal Tasks

Source: self made based on data of (Pérez, 2015).

Something very important and not all companies do, is to be registered so that they can be credited to all that support that could be generated for the expansion and growth of the company, and Small businesses are not characterized by complying with this requirement.

| Tasks | Characteristics |
|------------------------------------|---|
| Advertising and sales Tasks | No matter how good your product or service is, you will need advertising and sales to drive the business. |

Table 4 Advertising and sales Tasks

Source: self made based on data of (Pérez, 2015)

Now, the product or service needs to be presented efficiently to the customer, sometimes it is believed that investing in advertising generates an unnecessary expense, but it is really the opposite.

| Tasks | Characteristics |
|-------------------------|---|
| Customer service | At the beginning, many small business owners are responsible for providing all or most of the customer service functions. This includes phone calls, emails and follow-ups on product delivery and quality issues |

Table 5 Tasks de servicio al cliente

Source: self made based on data of (Pérez, 2015).

The customer service provides the undeniable success of the company, because the consumer is the one that leads the product or service to success and therefore the competitiveness is achieved.

| Tasks | Characteristics |
|---|---|
| Customer service human resources | As small businesses grow, so do their hiring needs to accommodate more orders and faster growth |

Table 6. Human resources tasks

Source: self made based on data of (Pérez, 2015)

Finally, the task of human resources, which makes the company achieve the objectives, by having highly qualified personnel to carry out activities.

As you can see the small entrepreneurs have a lot of work to do, from planning and strategies, finance and accounting, legal, advertising and sales, customer service and human resources, among many others to ensure that success.

People

One of the most important factors for the development of companies, is the human factor, which makes the company work properly.

As referred by Torres (2015) "the concept of the value of man has always been one of the great metaphysical ideas being the consideration of it, the focal point of any economic, political and social system, it is important and necessary to study the monetary value of the man "(p.2).

As Merlano (2012) says "organizations require that internal communication strategies can be developed for all staff, as this allows for better confidence, empathy and above all to know the emotional and mental aspects experienced by their co-workers in their areas of work. "(P.2).

The technology

Another important factor for the success or competitiveness of small businesses is the use of technology, which in many cases is not taken into account for the achievement of its permanence and competitiveness.

As Del Pozo (2015) says "Nowadays in a world where technology is present in each business activity, we observe the need to take into account the application of it by managers both high and medium at the organizational level (p.1). In the opinion of Meneses, Martínez, López and López (2017) "MSMEs implement technologies because they believe they can be more efficient and the company can have an added value" (p.468). So it is a tool that must be implemented, although not all micro and small companies do not implement it as a competitiveness strategy.

The environment

On the other hand, there is the environment, a factor of great importance that has to do with the relationship that people have so that the climate is pleasant and with this the competitiveness is achieved. García, Escalante and Quiroga (2012) states that "the work environment consists of a set of characteristics that surround employees in the organizational environment and that marks a significant difference from one company to another to become a reflection of the behavior of the company. same organization "(page 2).

| |
|--|
| Structure |
| It refers to the way in which the activities of the organizations are divided, grouped and coordinated |
| Responsibility |
| This aspect is necessarily linked to the autonomy in the execution of the entrusted activity and in turn has a close relationship with the type of supervision exercised over the missions given to the workers. |
| Reward |
| What is received in exchange for the effort and dedication and above all the good results obtained in carrying out the work? |
| Challenge |
| To the extent that the organization promotes the acceptance of calculated risks in order to achieve the proposed objectives, the challenges will help maintain a healthy competitive climate, necessary in any organization |
| Relations |
| These will be based on interpersonal respect at all levels, good treatment and cooperation, with sustenance and based on effectiveness, productivity, usefulness, and obedience, all in precise limits, without becoming excessive |
| Cooperation |
| It is related to the timely support, with the birth and maintenance of a team spirit in the process of achieving common objectives related, in turn, to the objectives of the company. |

Table 7 Factors that influence the organizational climate
Source: self made based on data of (Fiallo, Alvarado y Soto)

There are several activities that can be done so that the employee feels committed and willing to participate in the efficient development of the company, firstly, knowing the structure of the business, creating responsibility in each one, perhaps through the rewards, the challenge, relationships and cooperation.

The structure

Finally, so that any business can be given, it is necessary to have the right place for development, as Guaracas and Ortiz mention. And Alvarado (2017) "today companies want to grow, stay in the market and get more investment, hence the importance of an organizational structure since you can set goals, objectives and responsibilities which will be your base and your starting point "(page 3).

It is important to realize that the way of acting of education has changed to know that not only follows a model to act, for the preparation of this research, it starts with a documentary type of research, where some concepts are analyzed that provide the different bibliographies found in, books, magazines or web pages.

Afterwards, a field study is carried out where a Likert questionnaire is elaborated and applied to some higher level institutions, located in the Valle de Chalco Solidaridad area, in order to understand the phenomenon of study in its natural context.

The first concepts or information are related to education in Mexico, how and when it starts and where it develops, analyzing the role of education today and the responsibility it has in the training of competent professionals.

A tour is made of the administrative process and each of the stages that comprise it, such as planning, organization, management and control, so that companies can efficiently and effectively reach the goal that makes them achieve really competitive.

Finally some models that can be used to improve the activities of the company are shown, carrying out the E-A process, mentioning the models: classical and scientific, human relations, management and bodybuilding. All in order to provide bases for educational institutions to focus their attention on any of the models and improve their efficiency.

Results

Analyzing the results obtained by the survey made to the employees of the companies under study, you can notice the following:

Tasks or activities

The first point to observe is in terms of the activities or tasks to be performed, where it can be noted that most of the employees actually report that the activities carried out are consistent with the experience shown, an acceptable percentage states that the training is actually given when they join the vacancy.

On the other hand, in terms of the efficient performance of tasks and bonuses are considered to be mostly in disagreement that this happens.

Persons

Regarding the staff that works in the company, it can be seen that most of them disagree that the general experience in the company is rewarding, maybe it is due to the salary, the treatment or the work environment.

It refers that sometimes or in the majority the employees receive some gratification or recognition by the high commanders in question of the activities they carry out.

On the other hand, as regards communication, the majority affirms that there is effective and friendly communication within the department to which it belongs.

However, as regards the problems that exist between employees, most of them consider that they are not resolved efficiently by company managers.

Finally, in terms of peer support when an activity is delayed or difficult, it is not what is really expected in terms of support.

Technology

On the other hand, analyzing the answers to the question about the technological tools necessary for the activities to be carried out, it is observed that they do not necessarily have what it takes to be able to achieve competitiveness, this is possibly due to the fact that the company does not invest in technology. In addition, as the use of technology for the improvement of activities or processes is not taken into account, no training is given when a new system or new technology machinery is implemented because these technologies are definitely used.

Now, indeed, the company does not consider technology as part of the development of it, so it does not worry about updating itself technologically.

Ambient

Regarding the work environment, it is noted that not everyone considers that there is indeed a pleasant climate because managers generally do not promote it.

Regarding the support or orientation of the majority of their colleagues, they are undecided in the face of this affirmation.

Although on the other hand they consider that the work climate in general is acceptable, perhaps because it is possible to maintain really with some needs met.

Regarding the level of communication in the company, it is considered acceptable, because most of them feel totally in agreement with the affirmation.

Structure

As for the knowledge in general of the structure of the company (as it is conformed), they really feel indecisive, maybe because they do not pay attention to this question, mostly they just do their job and already.

Regarding the knowledge of the organization chart of the company, more than 50% consider that they have no idea or feel hesitant in this situation.

Finally, more than 80% affirm or totally agree that each department is in agreement with the activities that must be carried out.

It can be said that there are indeed several elements that must be taken into account for the efficient development of the company, but mainly to achieve competitiveness, among these activities are those described above.

Annexes

Questionnaire

Your help is requested to answer the following questionnaire, with the following statements, which aims to know if indeed the five proposed variables are: tasks or activities, people, technology, environment and structure involved in the administration of companies as part of the success and competitiveness.

Scale Value

- 1 Strongly agree (A)
- 2 Agree (B)
- 3 Undecided (C)
- 4 Disagree (D)
- 5 Strongly disagree (E)

| Items | A | B | C | D | E |
|---|---|---|---|---|---|
| Tasks or activities | | | | | |
| The activities carried out are in accordance with the experience shown | | | | | |
| Training is always given when they join the vacancy | | | | | |
| The efficient performance of the tasks is gratified by the owners | | | | | |
| Persons | | | | | |
| The general experience in the company is rewarding | | | | | |
| The recognition of the boss is received for carrying out the work | | | | | |
| There is affective and friendly communication within the department to which it belongs | | | | | |
| The problems existing between employees are solved efficiently by company executives | | | | | |
| Has the support of peers when they fall behind or have difficulty | | | | | |
| Technology | | | | | |
| It has the necessary technological tools to carry out the activities | | | | | |
| Training is given when a new system or new technology machinery is implemented | | | | | |
| The company is concerned about being updated technologically | | | | | |
| Ambient | | | | | |
| The work environment is pleasant because the managers promote it | | | | | |
| He is kindly oriented by his companions | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| The work climate in general is acceptable | | | | | |
| There are some unmet needs | | | | | |
| The level of communication in the company is acceptable | | | | | |
| Structure | | | | | |
| You know the structure of the company (as it is formed) | | | | | |
| They give you to know the organization chart of the company | | | | | |
| Each department is according to the activities that must be carried out | | | | | |

Conclusions

The role of companies contributes considerably to achieve the efficient development of the country's economy, in this case for Mexico, since the SMEs are more than 90% the generators of wealth, so we must take principal interest in these, always analyzing each factor or strategy that can be generated for the best performance.

It is not only focused on a single element, but take into account the five activities as they are, the tasks or activities to be carried out, since these must be in accordance with what the employee can perform.

It is not only focused on a single element, but to take into account the five activities as they are, the tasks or activities to be carried out, since these must be in accordance with what the employee can perform.

On the other hand, when it comes to the use of technology, in general, small businesses do not worry about this element, although if they do not, they can become obsolete before the competition.

On the other hand, the environment in which employees operate should be appropriate and should always start with the example of the top managers, so that you can have an acceptable working environment and with this to keep the workers together the company and committed.

Finally, and to have more engaged to the employee, it is necessary to be involved in each of the parts or structure with which the company has to perform in the best way its activities.

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