

## Diagnosis in the phases of Planning and Organization of the Administrative Process to a small family business in the industrial sector

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### Abstract

The present study is descriptive, non-experimental and qualitative, carried out at a small family business in the industrial sector in Sonora, Mexico, trying to answer the question: How to improve the organizational performance of a small family business in the region? To which an administrative diagnosis was made in the planning and organization phases, with the objective of to implement proposals for improvement through administrative diagnosis to improve the organizational performance of a small family business in the region. Based on the results obtained in the diagnosis, an improvement plan was proposed as well as its implementation process to start whit the plan. As conclusions, it is not enough to have empirical knowledge to create a company, it must have administrative knowledge that allows the formalization of activities and vital processes for the organization to function properly and can has optimum growth. In addition, it is considered extremely important to support small companies in the region to formalize activities and improve processes, leading to an improvement in their organizational performance, reflected in better products and / or services offered to customers, leading to greater permanence and market participation.

### Administrative Diagnosis, Administrative Process, Small Family Business

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## Introduction

Small and medium enterprises that have earned in the economy of the countries, but despite this, faces the diversity of problems that prevent them from remaining and / or subsisting in the market. Estrada, García & Sánchez (2009) state that due to the structural characteristics of small businesses, it is common that they present disadvantages both in terms of resources and capacities compared to large companies. In the same way, the authors assure that the factors related to the success or failure of a small company are innovation, technology and certification in quality, human resources and strategic planning. Arroyo, Espinosa and Erazo (2011) agree with what was stated by the previous authors, assuring that in Mexico there are structural problems that hinder the development of SMEs, the situation in which there are more countries in the world, they also state that it is important study and research small businesses, considering that it is an important factor for the growth and development of the country; and if to the above it is added that the small business is familiar, there are several authors who agree that it is a broad field of study, since it is research in this field.

For the parties, operations, operations, conditions, conditions, conditions and requirements in the future; In addition, provide services for people involved in the diagnosis and implementation of improvement proposals, acquire the knowledge to better face the change and the situation that may arise; hence the interest of conducting the present study.

## Justification

Without considering the first organizations with commercial and industrial activity it constitutes an extension of the family, there has been very little interest in its existence and economic importance throughout history, according to Soto (2013).

That is to say, the countries of South America are interested in knowing and revaluing the economic role of this type of companies that began their study in the mid-80s, and in Mexico, their study is even more conservative.

For its part, Lozano (2000) states that in Latin America has not yet investigated the origins and consequences of conflicts in family businesses and the problems facing these companies Try to collaborate with its extension, which, generate an effect positive in the economic dynamics.

According to data provided by the National Survey on Productivity and Competitiveness of Micro, Small and Medium Enterprises (ENAPROCE) (2015) conducted in Mexico, of the total number of companies considered, which were 26,997, 2% are small businesses, which have 13.5% of the employed personnel. 55.8% of the small companies allocated the time and resources for the solution and 30.8% of the prevention measures before the productive process and the productive process.

24.4% of the small companies considered that their business did not grow due to excess of governmental and high procedures, 9.2% of them affirm that it is due to the lack of credits, 11.7% due to the low demand of their products, 7.5% due to the problems of public insecurity, 14.9% affirm that it is due to the competition of informal companies, 15.5% assure that it is due to other problems, where the low quality of raw materials, labor and infrastructure is mentioned, Difficulty in calculating taxes, energy costs and telecommunications and problems in locating the right personnel, only 16.8% of small businesses that have no problem growing (ENAPROCE, 2015).

Based on the above information, the interest in carrying out this study, which is aimed at SMEs in the region who are interested in improving their performance through the detection of areas of opportunity in the administrative functions of Planning and Organization, is increased. , with the purpose that based on the results obtained, the elements in these functions have been enabled, thus elevating the quality of the products and services offered to its customers, which will result in greater participation and permanence in the market.

### Problem

There are several studies to identify the problems of SMEs, which have used two types of approaches to characterize them, and which Palomo (2005) calls "internal and external approach". The first refers to the problems that arise from the management of the business and the economic sector to which it belongs and which must be solved and improved as a responsibility of the SME. The second approach is the macroeconomic problems and over which, the SME has no influence for its solution.

As a result of Palomo's (2005) analysis of these studies, the main problems faced by SMEs in Mexico are: lack of organization, which includes the lack of a formal structure, lack of written policies, lack of supervision, performance standards and a planning system, lack of staff training, high turnover and lack of safety and hygiene; technological delay, lack of accounting records, lack of financial resources, lack of access to credit, lack of links with the academic sector, lack of culture of process innovation and technological development, among others.

Likewise, Palomo (2005) mentions that the publications available on the areas of opportunity of SMEs are the same as those studied for large companies, so the proposed solutions do not concede the particularities of these.

In turn, Gon (2003) mentions in his study that most of the companies he interviewed present problems in matters of family strategic planning, communication, human resource management techniques and in the succession of business administration, what causes that the company loses efficiency and competitiveness in comparison with other companies that do not present these disadvantages.

On the other hand, in the research conducted by Beltrán (2006) in small and medium-sized Colombian companies, in order to identify the main problems that directly affect their competitive level, the twenty common problems that occur to a greater or lesser degree are indicated in them, such as the lack of a strategic plan; the use of inadequate methodologies for costing products or services offered, lack of use of policies and instruments to promote exports of programs created by the government; ignorance of international trade agreements; affected management due to non-compliance of suppliers, use of low quality raw materials, lack of technically skilled labor, unfavorable labor legislation; lack of knowledge of local and international potential markets, entry barriers to these markets; accounting seen as an instrument to fulfill a fiscal obligation, is not used to make decisions; lack of medium and long-term financial projections due to ignorance of the tools to carry them out; high level of short-term debt, little contribution of capital by the partners, difficult access to credit; ignorance of local and international competition; poor selection of distribution channels used; low level of technological development in production and in the administrative team.

In addition, Beltrán (2006) points out that together with the previous problems, due to the fact that most of the companies studied are family SMEs, there are also situations that cause conflict, such as the distribution of profits between members of the family, the family who work as those who do not work in the company; there is informality in the mechanisms for decision making, and operational aspects such as schedules, discipline, remuneration of family members who work in the company, among others; generational shock in the face of technological, commercial and financial difficulties; claim of labor participation quotas by political relatives; succession in the command, among others.

Most of the problems mentioned by this author, despite having been detected in Colombian companies, can be considered in the same way for Mexican organizations, as mentioned by Gon (2003) and considering what was presented by Palomo (2005).

In spite of the above, Soto (2013) affirms that the research on the family business in Mexico is in the process of being developed, so there are still many lines of research that are unexplored.

Starting from the above, on which there is little research involving small family businesses, in addition to considering the problems that arise in this type of business, the question arises in this study: How to improve the organizational performance of a company? small family business in the region?

### Objective

Implement improvement proposals through administrative diagnosis in order to improve the organizational performance of a small family business in the region.

### Theoretical framework

Part of this investigation consisted in the analysis of the following concepts:

**Administrative diagnosis.** For Gallego and Triana (2015), the administrative diagnosis has as main objective to analyze the company and design improvement plans in its different areas, allowing the administration to design new strategies based on the results obtained, so that the organization can be more competitive and That way you can survive and grow in the long term.

Campos, L., Ribeiro, M., Santos, K., Azevedo, K. and Sant'Ana, T. (2008), cite Santos (2002), who states that administrative diagnosis is a method of quantitative analysis performed through data, at a given moment, of the causes of low productivity of performance, identifying deficiencies and imbalances, in order to develop a program of reorganization and facilitation of decision making.

For its part, Carballo (2013), says it is a study that seeks to determine how the organization is, its organizational structure, its plans and programs, the coordination that exists in each of its areas as well as the decisions taken by the directors. Similarly, the author cites Martínez (1998) who states that when putting into practice an administrative diagnosis, there are two main purposes: a) to serve as a basis for concrete actions and, b) to base the strategies that will be implemented with based on the needs of the interested parties.

Therefore, considering the conceptualization provided by the aforementioned authors, it can be affirmed that the administrative diagnosis is a study through which the organization and each one of the areas that compose it is thoroughly known, and is carried out with the purpose to detect areas of opportunity in which concrete strategies are implemented so that the company is more competitive and can have greater permanence in the market.

**Administrative process.** According to Luna (2014) it is the base of the administration, formed by a set of continuous and interrelated stages through which the administration is applied. Likewise, he mentions that the administrative process is divided into two phases: a) mechanics, which is the theoretical part of the administration where what is to be done is defined; and b) the dynamics, where it is established how to lead the organization.

Blandez and Editorial Digital UNID (2016), conceptualize the administrative process as the functions performed by administrators within organizations and receives that name because within the companies are systematized important activities for the achievement of objectives, which are: establishment of these objectives, allocation of the necessary resources, coordination of activities and verification of compliance with the objectives.

On the other hand, Benavides (2014) ensures that the administrative process is to plan, organize, integrate, direct and control the activities of the organization, using the resources with which it has the purpose of reaching previously established goals, adding that the functions of the administrative process are constant and interminable, as well as dynamic and interrelated.

It broadens its conceptualization by pointing out that the *raison d'être* of every company is the needs generated in the market, which become the main input for it based on which its purpose is established, and it is here, the author mentions, "where the art of administration is shown"; affirming that the tasks of the administration are not a continuous series of steps, but are performed simultaneously, that is, the administrators can be directing activities and at the same time planning and controlling, and then repeat the planning and so on depending of the requirements of the organization.

Therefore, analyzing what has been said by these authors, it can be said that the administrative process is the set of interrelated functions that each administrator performs in order to achieve the objectives established in the organization.

**Small family business.** For Miller and Le-Breton (2005), quoted by Romero (2006) family business is "that organization owned by a family, which is controlled and managed maintaining the expectation that the company continues from one generation to another." The same author assures that there are great difficulties in investigating this type of companies, because they seek to protect their confidentiality; his field of study is very recent, the most important publication on this subject is made in March 1988: the Family Business Review.

Another conceptualization, provided by Bastar (2013) is: "entity for the purpose of generating profits that is owned by a family, and whose management / operation is in the hands of members of said family" The same author assures that in Latin America, the majority of micro and small companies are family owned, and are those that generate the highest percentage of employment.

On the other hand, Claver, Rienda and Pertusa, E. (2004) affirm that there is no clear and unique definition of this type of companies, but there are three features that distinguish them and must be present when it refers to them: a) transfer of the business through the different generations, b) ownership and management mostly in the hands of a family, and c) the involvement of said family in everything concerning the firm. Based on this, the authors conceptualize it as "any organization whose ownership and direction is mostly in the hands of a family and there is a desire for continuity towards the following generations, inculcating its members with a sense of identity through family culture".

On the other hand, Tàpies (2011) mentions that the European Group of Owner Managed and Family Enterprises (GEEF), a European association founded in 1997 by associations of family businesses from different countries, proposed a definition in 2009 that seems to be accepted in a majority, ensuring that any company, regardless of its size, is considered a family business if: a) the majority of the shares with voting rights belong to the individual who founded the company, the person or individuals who have acquired the company, or their spouses, parents, children or descendants thereof; b) the possession of the majority of the shares with the right to vote may be directly or indirectly; c) at least one representative of the family is involved in the governance and administration of the company; d) listed companies are considered to be family members if the person who founded or acquired the company or their families or descendants owns at least 25% of the voting rights conferred by their percentage of share capital.

On the other hand, Geneva (2005) provides as characteristics of the family business the following variables: a) relationships of affection, meaning that the ties that unite them are the same that will procure reciprocal welfare; b) enormous comprehension, they know each other very well, so the formal communication is very little; c) acceptance of the authority, whether of the father, mother or older siblings; and d) common purpose, to be a family there is unity of its members, which makes them have an end in common. Likewise, Rojo, Diéguez and López (2011), cite Comblé et Colot (2006) who argues that there are three elements that must be present to classify a company as a family: 1) the control of capital by the family, 2) the active participation of the family in the management of the company, and 3) the transmission or willingness to transmit the company to the next generation.

In addition to the above, there are several criteria to classify the size of the company, the one suggested by Luna (2014) is shown in Table 1, which is based on the number of employees, according to Small Business Administration, Financial Executives in Mexico and Nacional Financiera, who also presents the classification by economic sector:

	National Financial Sector			Small Business Administration (USA)	Financ e Executives (Mexico)
	Industrial	Commercial	Services		
Magnitude					
Micro	1- 30	1-5	1-20	--	--
Little	31-100	6-20	21-50	1-250	1-25
Median	101-500	21-100	51-100	251-500	26-250
Big	+500	+100	+100	+500	+251

Source: Own elaboration with information from Luna (2014)

**Table 1** Classification of the company

Taking into consideration the aforementioned, it can be added that the small family business is any economic entity that, according to the sector to which it belongs, complies with the number of employees required and the administration of the same is in the hands of a member of the family who is considered the owner of that company.

### Research Methodology

The present investigation is descriptive, not experimental and qualitative. Because it describes the characteristics and current situation of the small family business under study, in addition to identifying areas of opportunity, collecting data and obtaining information without manipulation of variables.

**Object of study.** Small family business in the industrial sector, which manufactures and repairs hot-dog cars.

It was founded in 2010 when the owner of the company buys the first hot-dog trolleys that make up the group of this business, which, in the beginning, were rented. Because the business was growing rapidly, by 2012 it is necessary to buy more cars not only to rent them, but also to sell them, getting involved for this date in the family business the owner's son. Currently there are five family members involved in the business.

In 2016 the founder of the company dies, so his son takes charge, who expands the business, besides renting and selling the hot-dog cars, he bought machinery necessary to start with the manufacture and repair thereof.

**Instruments.** To obtain the information required in the present investigation, two instruments were elaborated, with the purpose of evaluating the functions of planning and organization of the administrative process of the small family business under study, which were answered by the manager of the business.

The content of these instruments is described below:

a) for the planning phase, the questionnaire was composed of twenty items, focused on knowing if the organization has mission, vision, objectives, values, strategies, policies, procedures, programs and rules, as well as questioning who is involved in the preparation of plans and in the decision making of the organization. Some of the questions were open and others were dichotomous. The questions about the mission have as objective to know if this one is designed in attachment to the turn of the company, if it is clear and known by the employees; The questions about the objectives are intended to know if the company has them, if they are written and if they have been made known to employees. When asking about the strategies, it is with the purpose of knowing if they are related to the established goals and objectives. Questions about policies, regulations and procedures seek to identify if they have been established for the organization and transmitted to employees. The purpose of the questions about programs and decision making is to obtain information about who participates in its elaboration as well as the procedure that is followed to apply them.

b) to obtain information in the Organization phase, the instrument consists of twenty-two questions related to organizational charts, job descriptions, administrative manuals and authority, seeking information on the organizational structure and the appropriate use of administrative tools. The questions about the organization chart have the objective of knowing if the company has this, if it is updated and designed according to the current structure of the organization. The questions regarding the job description are intended to know first if you have them, if so, if they were developed considering all the activities carried out in each position that makes up the organizational structure.

The rest of the questions are focused on knowing if the organization has administrative manuals, and if these are known and used by employees.

Finally, the authority is questioned, if the employees know the lines of authority contained in the organization chart, if there is delegation of authority to said employees and if this authority is clearly defined for each of the positions.

**Procedure.** To carry out this investigation the following procedure was developed:

1. Contact with the company under study. First, a search was made of small family businesses that agreed to participate in the research project, resulting in the company that manufactures and repairs hot-dog cars.

2. Familiarization with the company under study. Through an interview with the owner of the company the research project was presented, explaining in detail the objective of the study, the procedure to be followed and the benefits that could be obtained by participating in the research.

3. Characterization of the small family business. Once the company was presented with the research project, a characterization of it was carried out, through a structured interview with the owner of the company, obtaining information about its background, turnover, number of employees, products and / or services offered to the market, types of customers, among others.

4. Design and validation of the instrument to obtain information. The instrument was designed to perform the administrative diagnosis of the planning and organization functions.

5. Application of the designed instrument. Once the designed instrument was validated, it was applied to the person in charge of the small family business, since it is the person indicated to answer the questions raised due to their experience and seniority within the organization.

6. Analysis of the information obtained. Based on the answers that were obtained when applying the designed instrument, the administrative diagnosis of the planning and organization functions was elaborated, which reflects the real situation presented by the small family business in these areas.

7. Preparation of improvement proposals. From the obtained diagnosis, the elaboration of proposals of improvement for the areas of opportunity detected in the small family business, denro of the phases of planning and organization was derived.

8. Development of improvement proposals for the small family business. Based on the improvement proposals elaborated, we proceeded to the design and development of the same, in order that the employer can implement them in the short term.

9. Preparation of the final report. A report of results was prepared to present the entrepreneur, which contains the diagnosis made, the proposed improvement proposals and the development of the same, in addition a process of implementation of said proposals is suggested.

## Results

The administrative diagnosis of the planning and organization functions prepared based on the information obtained by applying the designed instrument is as follows:

The company under study is a small family business where five members of the family are part of the staff.



This organization was formed based on the empirical knowledge of the hot-dog carts that its founder had, starting operations in 2010 when he bought the first trolleys which, at that time, were for rent only.

For the year 2012, the business grows and the purchase of more carts is made but not only to rent, but also to sell them for what the owner decides to involve his son, and to whom he shares his knowledge about the business of the dogs. At the beginning of 2016, the founder of the small family business dies, leaving his son in charge of the business, who in turn begins to involve his son due to the increase in the clientele and the flow of the activities of the organization, who proposes to implement new strategies to the business, venturing on this occasion, in addition to the rent and sale, the design and assembly of cars for hot-dog, so it had to acquire the necessary machinery for the assembly of this product. With the acquisition of said machinery, it also began with the repair of the units that had been operating the longest, allowing the repair of units to individuals to be added to their list of services. Therefore, the type of customers to whom this business directs its products and services are all those people interested in starting a business selling hot dogs and who do not want or can not buy the car, so it is necessary to rent one; people who have the economic capacity to appropriate the hot-dog car to start or continue with this business, and people who already have a car, but need to provide maintenance and / or repair to continue with their work.

As part of the diagnosis, despite the fact that the family business grew rapidly, the people who have been directing it lack theoretical knowledge about administrative issues, which has led to a lack of formal planning, therefore, it does not. They have a vision, mission, objectives, values, regulations, or some other type of plan.

Currently, the only rules that apply are those related to hours of operation and the use of machinery, but these are not in writing and are made known to employees only by word of mouth. In the same way, the activities and procedures executed and that are vital for the functioning of the organization, are not formalized either.

An advantage that the organization under study presents is that the five members of the family who are working in it contribute directly to the decisions that are made, discussing the alternatives and solution options that can be taken; However, the measurement of the achievement of objectives is lacking, since when these are not found in writing, there is no basis on which the degree of compliance is measured.

Although employees say they are clear about their activities, there is evidence of duplication of functions, as well as a lack of clarity or knowledge about who they directly depend on and who they have to report to, since the small family business lacks a organization chart where each of the posts that make up the organizational structure and its hierarchical levels are captured and there is no document describing and detailing the activities that must be carried out in each of the positions that make up this organizational structure. Similarly, there is no procedure manual, currently only one document is used that is located on the wall of the area where the hot-dog trolleys are manufactured or repaired, in which the measurements of each one of them are specified. the parts of the cart, as well as the instructions to assemble it. This document is based on the employees of the production area both for the manufacture of new cars and to reassemble those to whom some type of repair or maintenance is performed. Both the procedure and the measures are the same as they have been since the company started operations.

The improvement proposals developed and developed for this organization, start from the deficiencies detected through the administrative diagnosis made and are the following:

1) Design the mission, vision, objective (s), values, regulations, procedures and any type of plan that is considered vital for the functioning of this organization.

2) Prepare the organization chart of the small family business that contains the positions that make up its organizational structure.

3) Design job descriptions for each of the positions that are part of the structure of the company, which details the activities to be performed in each of them, as well as the specifications of the same.

4) Formalize both administrative and production processes that are carried out in the small family business, through the detailed description of these.

5) Design and implementation of an organization manual.

6) Design and implementation of a procedures manual, describing the processes of production, repair, rent, and all those processes vital for the proper functioning of the organization.

7) Rearrangement of the facilities, which will allow more space for new machinery or simply have greater breadth and comfort for workers.

8) Formalize the rental process of the units through the design and implementation of a contract, which is used at the time of renting those units, thus avoiding losses, either by theft or mistreatment of these.

In addition to the administrative diagnosis, the design and development of improvement proposals, an implementation plan for these improvements was also presented to the organization, in order to ensure a greater proportion of the objective of the present investigation, leaving the Following way:

1) Present the mission, vision, objective (s), values and other types of plans designed to the employees in an informative meeting, also taking advantage of the presentation of the organization chart and other documents that are part of the company's formalization.

2) Review jointly the manuals of both organization and procedures, because with the design of the job description, the functions of each position must vary, thus avoiding duplication of functions that has been presented. The above is important because in this way the employer will ensure that each of its employees knows in detail all these documents and can perform their activities under this new scheme.

3) Place in a visible place within the organization at least the mission, vision, objective (s) and organization chart since it is important that all workers can be constantly consulting said documents.

4) Provide each employee with a copy of both the organization manual and the procedures manual, so that they are available to them whenever they need to consult them.

5) Safeguard in a safe place the originals of the documentation designed, to start from these, make the relevant updates at the time that is required.

## Conclusions

Based on the results obtained in the study made to this organization, it can be confirmed that the creation of a company can be done based solely on the empirical knowledge available to the owner or founder of it; but these are not enough, it is necessary to have administrative knowledge, which will allow the formalization of activities and vital processes for its proper functioning and optimal growth process.

With the proposals for improvement and the process of implementation of the same made to the small family business under study, it is concluded that it is of the utmost importance to support small businesses in the region to formalize their activities and improve their processes, which will give origin to an improvement in their organizational performance, reflected in better products and / or services to offer their customers, which in turn will lead to greater permanence and participation of the market.

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