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Presentation of Content

In the first article we present, *Research in the industry: Management model for production*, by ROMO-GONZÁLEZ, Ana Eugenia, LÓPEZ-HERNÁNDEZ, Luis Manuel, VILLALOBOS-ALONZO, María de los Ángeles and MÁRQUEZ-SÁNCHEZ, María de los Ángeles, with adscripcion at the Universidad Tecnológica de Jalisco, as following article we present, *Internal control and process logistics of manufacturing*, by RAMIREZ-PAREJA, Ana María, HERNANDEZ-SUÁREZ, Alejandro, JIMÉNEZ-CONTRERAS, Luz del Carmen and ROMERO-ROMERO, Araceli, with adscripcion at the Universidad Autónoma del Estado de México, as a following article we present, *Corporate social responsibility company applied in the state of wine Querétaro*, by PERÉZ-BRAVO, Julia, ARELLANO-ROCHA, Francisco Javier, CORTÉS-ÁLVAREZ, Yolanda and ESTRELLA-VELAZQUEZ, Rafael, with ascription in the Universidad Autónoma de Querétaro, as the last article we present, *Organizational culture and managerial decision making quality in the maquiladora industry in Ciudad Juarez, Chihuahua*, by MEJÍA-HERNÁNDEZ, Marisela, REYES-LÓPEZ, José Gerardo and ORTEGA-ESTRADA, Gabriela, with adscripcion at the Universidad Tecnológica de Ciudad Juárez.

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Research in the industry: Management model for production

Investigación en la industria: Modelo de gestión para la producción

ROMO-GONZÁLEZ, Ana Eugenia*†, LÓPEZ-HERNÁNDEZ, Luis Manuel, VILLALOBOS-ALONZO, María de los Ángeles and MÁRQUEZ-SÁNCHEZ, María de los Ángeles

Universidad Tecnológica de Jalisco, Luis J. Jiménez No. 577, 1ro de mayo, Guadalajara, Jalisco, México

ID 1st Author: Ana Eugenia, Romo-González

ID 1st Coauthor: Luis Manuel, López-Hernández

ID 2nd Coauthor: María de los Ángeles, Villalobos-Alonzo

ID 3rd Coauthor: María de los Ángeles, Márquez-Sánchez

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Abstract

This article called Research in the industry: management model for production shows the results on the application of a Knowledge Management Model focused on the development of scientific and technological research in companies through an adequate link Between the academy and the government .Within a taxonomy, the Knowledge Management Model used is classified in the "Technicians and Scientists" Because ITS design and is structured in eight phases, schematic results are presented for each one of them. The method used in the research was "applied research" from Which to qualitative-quantitative analysis of results emerges. Eight companies located in Jalisco state That Belong to high technology Sectors Considered as strategic in the areas of information and communication systems, electronics and aerospace Were selected.

Research, industry, application of a management model

Resumen

El presente artículo denominado Investigación en la industria: modelo de gestión para la producción tiene como objetivo mostrar los resultados sobre la aplicación de un Modelo de Gestión del Conocimiento enfocado al desarrollo de investigación científica y tecnológica en empresas mediante una adecuada vinculación entre la academia y el gobierno. Dentro de una taxonomía, el Modelo de Gestión del Conocimiento utilizado se clasifica en los “Técnicos y Científicos” y debido a que su diseño se encuentra estructurado en ocho fases se presentan resultados esquematizados para cada una de ellas. El método empleado en la investigación fue el de *investigación aplicada* del que se desprende un análisis de resultados cuali-cuantitativo. Se seleccionaron ocho empresas ubicadas en estado de Jalisco que pertenecen a sectores de alta tecnología considerados como estratégicos en las áreas de sistemas de información y comunicación, electrónica y aeroespacial. Los resultados obtenidos indican que es posible incrementar la producción científica y tecnológica e impactar en los indicadores internacionales, como el registro de patentes, mediante la aplicación de un modelo *ad hoc* para las empresas.

Investigación, industria, aplicación del modelo de gestión

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*Correspondence to Author (aromo@utj.edu.mx)

† Researcher contributing first author.

Introduction

This paper presents the results obtained from the implementation of a Knowledge Management Model (MGC) for the development of skills in the proposed Romo (2015) (Romo-Gonzalez Villalobos-Alonzo, 2016) research area are presented. The model was applied in six companies according to the Industry Classification System North America (NAICS / ISIC Rev. 4) of the National Institute of Statistics and Geography (INEGI, 2013) belong to high-tech sectors.

NAICS / ISIC called the High Technology Companies (AT) as economic units that work in the Manufacturing subsectors with nomenclatures of 333 to 336; that "design, develop, and / or produce" (Ministry of Economy [SE], 2013) in the electrical, electronics industries, auto parts, automotive, aeronautical and mechanical equipment.

In this classification, also considered companies Services technology in categories 62 and 63 of the National Classification of Economic Activities (NCEA, 2009), on programming, consulting, information services and other activities related to computer.

The application of MGC is crucial for the importance of technology companies in the economy of a country, its impact on Gross Domestic Product (GDP) is derived from its scientific and technological production, as royalties from intellectual property registry. The MGC applied is focused on developing research skills and consists of eight cyclical phases called:

1. Auto diagnosis
2. Training
3. Project Selection
4. Equipment integration
5. Project development
6. Information and dissemination
7. Analysis skills and
8. Skills transfer.

Self-diagnosis is systemized (Romo, Villalobos and Marquez, 2016A) and identifies the skill level of intellectual capital of enterprises; is divided into six domains that training needs arising prior training or the selection of projects through collaborative teams.

Production, derived from the project development is recorded for later broadcast and dissemination; and finally, an analysis of skills enabling its transfer to the human capital that can be integrated into new projects is made.

Although companies should focus on meeting the needs of customers, generating knowledge that enables innovation has become indispensable to maintain business competitiveness, so the systematization of these processes through a management model is relevant.

The results of the model application in companies are presented schematically for the eight phases constituent and is quali-quantitative manner, to address, herein methodological case centered method "applied research" is first described and then point scheme for data analysis is discussed.

Description of the method

The method used was that of applied research eight high-tech companies in the state of Jalisco were selected, the sectors that are taken into account are based on government policies governing the budget to maintain sustained economic growth in Mexico. Policies are identified in section III.2 of the National Development Plan (PND, 2013, p. 68), where the priority of "doing scientific, technological and innovation development pillars is summarized progress in its goal 3.5, economic and social sustainable ".

From the definition of the strategies in the 2014-2018 PECITI priority topics are grouped in Science, Technology and Innovation 7 relevant areas (CONACYT, 2014, p. 51): environment, knowledge of the universe, sustainable development, energy, health, technological development and society.

However, are the last two issues: technological development and society, listed as being those that affect the Balance of Payments Technology (BPT). Therefore, the sectors related to information and communications technology, electronics manufacturing plants for the production of light and heavy vehicles and aerospace are contemplated.

Once the sectors identified extracted base OneSource data (Avention, 2014), the list of companies in the state of Jalisco, the filters applied are made based on industry classification ISIC (Revision 4) which were obtained distributions presented in Table 1.

AT sectors	Number of companies
Technology of the information and communication	fifty
electronic manufacturing	121
Automotive / Manufacturing	69
Aerospace	two
Total	242

Table 1 Ratio of number of companies by sectors of AT in the state of Jalisco
Source: Self Made

It is considered a time of application of MGC a year in eight companies taking two for each of the sectors identified in Table 1. The total human capital participating in the study is 35 people. For phase one implementation of the MGC an instrument validated in terms of criteria, content and construct with IP registration is used (Romo et al., 2016b).

The instrument called "self-diagnostic system for assessing research skills" consists of 50 reagents and assesses six domains of competence on a Likert scale from 0 to 4 that a maximum of 200 points is clear.

Analysis

The definition of measuring scale allows you to set the type of statistical analysis that will be used for variables and indicators. However, because the structure of MGC was already validated correlation statistics, in this section the analysis scheme resulting from the application of the model in its various stages shown. Quantitative analysis information is based mostly on descriptive statistics and a qualitative report for each phase is summarized in Table 2.

Phase	Analysis
1. Self-diagnosis	Statistics on the application of 35 Self-diagnostics in 6 competence domains (Romo, Villalobos and Marquez, 2016b). qualitative summary of the results of self
2. Training	Statistics on training levels and their relationship to the domains of competence. Plans defining general and specific training in the areas of opportunity detected in self-diagnosis

3. Selection of projects	Statistics on the definition of high-impact projects and social benefit analysis and access to state and federal calls.
4. Integration of equipment and	Statistics on the signing of agreements and definition of collaborative programs with advice, Chambers and educational institutions.
5. Project development	Statistics on the definition of research protocols, obtaining financing, sessions and workshops.
6. Diffusion and dissemination	Statistics generated scientific products as well as dissemination and outreach mechanisms used.
7. Analysis of skills and 8. Transfer of skills	Evaluation of results of project development and its correlation with the variables on the results of self-diagnosis. Descriptive analysis Stays scheme linked to external entities.

Table 2 Summary of results for analysis on the model application management knowledge.
Source: Self Made

Given that each of the stages require different management strategies for the application considered relevant descriptive statistics for the final report of the results.

Results

The application of the eight phases of the model yielded results that started from obtaining human capital profile with self-diagnostic research skills. As a starting point a set of research competition are based on the profile of the researchers for the type of high-tech companies that were selected in the method defined. The results of applying the entire model are presented diagrammatically in Figure 1.

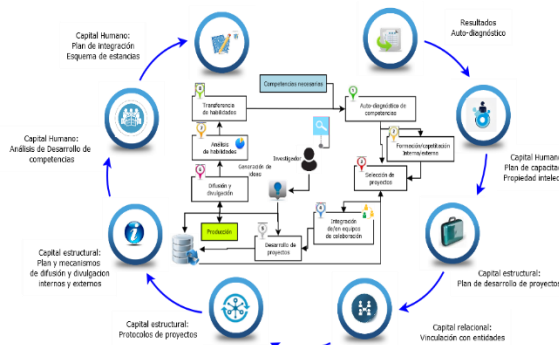


Figure 1 Outlining results of applying knowledge management model for research competence
Source: Romo (2015)

For subsequent phases (from 2 through 8) show the results with approaches to human capital, structural capital and relational.

On the results of the implementation of step 1 called self-diagnosis, a measuring instrument with the human capital approach we were used. The results of self-diagnosis allowed to define a training plan for training in the area of research, intellectual property rights, patent registration, generation of technical reports and publishing articles.

With regard to the application of step 2, the training was conducted by an external area businesses and consulting for the definition and selection of projects was provided.

As part of this strategy, Phase 2, a proposal for participation for obtaining National Register of Institutions and Scientific and Technological Enterprises (RENIECYT) was established.

Systematization dynamics of this process allows the generation and accumulation of knowledge. Implementing steps 3 and 4 was carried out with a focus on strengthening the structural and relational capital, high-impact projects that were selected Briden social benefits. linkage programs with external entities defined as Councils, Chambers and State Higher Education Institutions with which collaboration agreements framed in the policies of the enterprises and institutions were signed.

In the initial application of step 5 protocols defining projects that allowed detailing the characteristics of the research to be undertaken and obtaining financing for its implementation was structured. In step 6 a summary report to establish internal mechanisms of diffusion and dissemination starting with an electronic bulletin board where also an internal call in which he was urged to provide project ideas for innovations and improvements that are recorded in the database was established plan defined organizational data.

Registration databases allowed to define integration schemes in projects and stays scheme linked to external entities. For the analysis of skills step 7 was agreed to apply the self-diagnostic skills to complete projects.

The summary of the inputs and outputs for each phase to obtain results shown in Table 3.

Phase	Entry	Exit
one	Competencies needed for research in six domains	Researcher Profile
two	Researcher Profile	Training plans
3	Researcher Profile	Definition and selection of projects
4	Researcher Profile Research projects	Linkage programs, collaboration agreements, collaborative teams
5	Collaborative teams	Protocols Project scientific and technological production Project Portfolio
6	Project Portfolio	Plans and internal and external mechanisms for melting and spreading of projects.
7 and 8	Project Portfolio	Evaluation of results, application self-diagnosis

Table 3 List of inputs and outputs on results of applying MGC

Source: Self Made

Ranges interpretation of self-diagnosis is set according to the distribution of Table 4.

Rank	Interpretation
0-40	Undeveloped
41-80	Minimum
81-120	Regular
121-160	Good
161-200	High

Table 4 Ranges for the interpretation of data from Phase 1

Source: Prepared

The overall statistical analysis of the eight companies on the results of self-diagnosis of the 35 participants is presented in Table 5.

Phase 1 results		
Investigativa competition	general	Interpretation
I. methodological domain	25.83 / 60	Regular
II. Project management	14/28	Good
III. technological expertise	23/28	High
IV. Finding Information	14/28	Good
V. Oral communication in the research area	17/28	Good
SAW. Written communication in the area of research	12/20	Minimum

Table 5 Relationship of overall scores for competence domains for research development of Phase 1 MGC

Source: Self Made

In addition to the information presented in Table 5 minimum, maximum and overall averages were calculated whose general interpretation indicated that participants in the study have a level of research skills identified as: Regular.

The domain greatest weaknesses is the interpretation of a minimum, so it can be inferred that as a result of this issue no records of patents or intellectual property are made "written for the research area Communication".

Other domains that should be strengthened is the Sourcebook as it is in the range of regulating and presents major problems in the method specification. The results of self-diagnosis possible to focus the phase 2 in strengthening human capital and amounts shown in Table 6 were obtained.

Phase 2 results	
Result	Quantity
overall training plan	8
customized plans	31
external training (research and intellectual property).	8
Consultancy for the definition and selection of projects	9
Obtaining the National Register of Institutions and Scientific and Technological Enterprises (RENIECYT)	6

Table 6 List of results obtained in Phase 2 "Training / Training" MGC
Source: Self Made

General training plans were defined in collaboration with the Human Resources and 31 customized plans representing 88.5% of participants in the study were conducted.

It is noteworthy that one of the eight participating companies already had the RENIECyT, but six managed to obtain it.

Obtaining registration provides an opportunity for participation and access of companies in various federal funds, they open workspaces with adequate links with academia, society and various government entities.

With regard to Phase 3 "Project selection" was to strengthen the structural capital through the definition of high-impact projects that provide social benefits, its definition was supported by internal and external consultants specialized in strategic sectors they belong the companies. Phase 4 was in focus on strengthening the relational capital, the data obtained are summarized in Table 7.

Phase 4 results	
Result	Quantity
Definition of linkage programs with external entities (Councils, Chambers and State Higher Education Institutions)	8
Signing cooperation agreements framed in the policies of the companies and institutions.	twenty-one
external training.	5
Integration of collaborative teams.	9

Table 7 Summary of results obtained in Phase 4 "Integrating collaborative teams" of MGC
Source: Self Made

After defining training plans or training viable projects through access to calls for projects and funds are determined. Once established projects work teams and internal and external collaborators were established, cooperation agreements were signed based on the policies of the institutions involved. Phase 5 is focused on strengthening the structural capital obtaining data in Table 8.

Results Phase 5	
Result	Quantity
Protocols projects based on the characteristics of the investigations.	9
Application calls.	6
Obtaining financing	4
Working sessions and seminars	46

Table 8 Summary of results obtained in Phase 5 "Project development" of MGC
Source: Self Made

Specification defining projects and teams with capabilities for ensuring the project goals ensure timely completion and obtaining quality products. Generation of products developed by collaborative teams strengthens relational capital and contributes to the completion of projects by having access to government funds. Therefore, Phase 6 focused on structural capital getting the results presented in Table 9.

Results Phase 6	
Result	Quantity
Summary internal mechanisms of diffusion and dissemination plan	8
e-newsletter.	5
Internal call (bring project ideas for innovations and improvements). Working sessions and seminars	7
Production recorded in the database of organizations.	24
Business update page to add R & D + i	5

Table 9 Summary of results obtained in Phase 6 "Dissemination and outreach" of the MGC
Source: Self Made

Products generated can be disseminated internally and externally through various mechanisms, diffusion allows internal staff there that adds to human capital of the organization working in research and technological development.

The advantages mentioned processes the information and dissemination in priority areas attract experts from external institutions adds.

The final stages (7 and 8) are focused on the analysis of developed skills and transferring by cyclic application model so that focus on strengthening the human capital, in Table 10 the results are presented.

Results Phase 7 and 8	
Result	Quantity
Evaluation of results of project development.	9
Application of self-diagnosis.	35
Stays scheme linked to external entities.	4

Table 10 Summary of results obtained in Phase 7 and 8 "Analysis of skills" and "skills transfer" of MGC
Source: Self Made

For analysis of skills Phase 7, upon completion of the project it was again self-diagnosis applied exclusively to human capital that participated in the initial equipment and a comparative analysis of the results is carried out.

This analysis identified the percentage in improving skills to develop research and produce quality products that impact on international indicators to measure producing countries as the indicator of registration of patents, utility models, royalties, copyright or bibliometric on the percentage of citations to published articles.

The analysis of the data in the application of self-diagnosis showed that participants have strength in the technological domain. However, those relating to the powers of the methodological domain and written communication areas for the publication of research results and scores were low percentages obtained. The proper definition of the profile allowed researchers to establish a general training plan and customized plans.

Defined the profile of the researcher was able to establish a portfolio of projects and protocols for obtaining financing through the application calls for federal and state funding, strengthening structural capital when defining a project development plan. The application calls for obtaining state funds was reinforced through engagement and collaboration of companies with Higher Education Institutions (IES) and Collaborating Institutions (IC), whose working sessions and seminars generated and captured ideas.

Among the objectives of the definition of protocols of research projects are increasing the powers of the methodological domain because the requested guidelines are based on formal structures for its definition, which also helps to develop skills in technological domains and search for information.

It is expected to obtain external financing, as well as allowing the development of high-impact projects generated by companies in connection with society, strengthen leadership skills and planning of human and financial resources and identified as factors influencing in scientific and technological production.

Within the information and dissemination plan an internal bulletin in each of the companies in which the objectives of the proposed projects were detailed designed. The intention of opening the electronic bulletin as communication space was divided into two tracks, the first focused on strengthening the skills of written communication and the second towards generating ideas.

To develop the skills of oral and post internal diffusion of communication projects, internal and external seminars were planned (with IES and IC) for advances presentation and synthesis of results; and the integration of proposals for presentation at conferences with adherence to the privacy policies of the company.

As a result of the link between the various sectors they collaborated Program stays of business research that allowed researchers to integrate higher education institutions and students in the company for intermittent periods of between four and eight months was established.

To systematize the process of implementing the model and measure the results on the test model was designed implementation of a database monitoring and control of knowledge management focused on research skills.

Conclusions

During the implementation of Knowledge Management Model it was identified that the creation of protocols for research projects increases the powers of the methodological, technological and information search domain.

Competencies identified are considered indispensable for knowledge generation and technology development.

Obtaining external financing, as well as allowing project development strengthens leadership skills and planning of human and financial resources as they are factors that affect the scientific and technological production.

The internal bulletin as dissemination and outreach strategy, focuses on strengthening the skills of written communication and idea generation.

Internal and external seminars (with IES and IC) for advances presentation and synthesis of results; and the integration of proposals for presentation at conferences with adherence to the privacy policies of companies contribute to the development of oral communication skills.

Programs stays allow researchers to integrate higher education institutions and encourage early research, so that the application of management models focused on research knowledge is feasible for companies and allows them to increase production.

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Internal control and process logistics of manufacturing

Control interno y el proceso logístico de la industria manufacturera

RAMIREZ-PAREJA, Ana María*†, HERNANDEZ-SUÁREZ, Alejandro, JIMÉNEZ-CONTRERAS, Luz del Carmen and ROMERO-ROMERO, Araceli

Universidad Autónoma del Estado de México

ID 1st Author: Ana María, Ramirez-Pareja

ID 1st Coauthor: Alejandro, Hernandez-Suárez

ID 2nd Coauthor: Luz del Carmen, Jiménez-Contreras

ID 3rd Coauthor: Araceli, Romero-Romero

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Abstract

The relationship of the logistics processes in marketing is that it is through the logistics processes of the supply chain that we can achieve customer satisfaction. If something goes wrong with the management of the chain, there will be short- and long-term repercussions. The company's internal control consists of evaluating the company's processes and analyzing logistics in order to influence cost reduction and promote operational efficiency. As for the specific objectives, it is intended to cover two main areas:

1. Reduce downtime in the export load and,
2. Increase the loading capacity in additional operations, translated into at least 2 containers per day.

The contribution consists of presenting the improvement plan applied to the manufacturing company's logistics process, based on an analysis derived from the audits carried out on the company, based on its weaknesses and strengths.

Internal audit, Internal Control, Logistic Process

Resumen

La relación de los procesos logísticos en la mercadotecnia, radica en que es mediante los procesos logísticos de la cadena de suministro que podemos alcanzar la satisfacción del cliente. Si algo falla en la administración de la cadena, habrá repercusiones a corto y a largo plazo. El control interno de la empresa consiste en evaluar los procesos de la misma y analizar la logística con la finalidad de incidir en la reducción de costos y promover la eficiencia operacional. En cuanto a los objetivos específicos se pretende abarcar dos grandes rubros:

1. Reducir tiempos muertos en la carga de exportaciones y,
2. Aumentar la capacidad de carga en operaciones adicionales, traducida en al menos 2 contenedores por día.

La contribución consiste en exponer el plan de mejora aplicado al proceso logístico de la empresa manufacturera, basado en un análisis derivado de las auditorías practicadas a la entidad, partiendo de sus debilidades y fortalezas de la misma.

Auditoría interna, Control Interno, Proceso Logístico

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*Correspondence to Author (anaramirez793@gmail.com)
† Researcher contributing first author.

Introduction

The audit is the review of controls and records maintained by an entity in all its dimensions either operational, administrative, financial and are aimed at improving controls in order to safeguard the assets of the entity. One branch of the audit is internal audit which currently cooperates with the entity's corporate counsel in order to achieve the goal and achieve goals. It is noteworthy that it is essential to analyze the entity and its activities and processes to propose plans for improvement. Such activity is a function performed by an internal controller whose purpose is to analyze whether internal controls instantiated in company are suitable to reduce risks in each area where they are implemented.

The application of evaluations and their corresponding objective analysis will provide the organization with strategies focused on improving its operations, providing a systematic and disciplined approach to improve the efficiency of the administration processes by reducing risks, by examining and evaluating its activities..

In the process of evaluating activities of this manufacturing company emphasized the importance of internal assessment that internal auditing is a control function in the service of senior management in an organization, ie internal auditor does not exercise authority over decision makers or develop operational work, is an independent activity considered whether to review operations or processes that allow senior management to measure and evaluate their processes and to be able to evaluate the effectiveness of their controls. This allowed for the corresponding audits and improve processes translated into cutting costs and maximize manufacturing company.

In this paper the importance of controls must implement the company in the logistics and marketing manufacturing company, since while it is under procedures established by the organization says are needed to implement controls to ensure logistics process effectively.

Methodology to develop

Alvin A. Arens for (2007), audit is the accumulation and evaluation of evidence-based information to determine and report on the degree of correspondence between the information and established criteria. The audit must be performed by an independent and competent person.

According to Santillana (2007), audit, in its broadest sense, means verifying that the financial, operational and administrative information presented is reliable, accurate and timely. Is reviewing the facts, phenomena and operations occur in the way they were planned; policies and guidelines established and respected been observed that fiscal, legal and regulatory general obligations are met. It is to evaluate how it manages and operates having the maximum utilization of resources.

Internal audit has shown a great evolution providing response changes that present themselves in the organization and its environment, however due to the rapid changes today must also anticipate to display opportunities that arise in the organization. Today the position of internal auditing within the organization contributes to making more accurate decisions in accordance with the objectives of the organization, and an important factor is the deep knowledge that the internal auditor has the entity since through the establishment of internal control system and its evaluation, lowers risk and contributes to the goals more attainable.

For Estupiñan (2006), the Internal control comprises the plan of organization and the set of methods and procedures to ensure that assets are properly protected, that accounting records are reliable and that the activity of the entity develops effectively according to the guidelines set by the administration.

However, following Estupiñan (2016), in his book mentions the definition of internal control according to the COSO report which defines internal control as a process of evaluating the operations of the organization that carried out the board of directors, management and other staff of an entity in order to provide reasonable assurance regarding the achievement of objectives in the following categories:

- Effectiveness and efficiency of operations.
- Reliability of financial information.
- Compliance with laws and regulations.

Estupiñan (2006) mentions that the internal control elements allow to obtain an organizational plan that provides appropriate functional distribution of authority and responsibility of each member of the organization and plan approvals, accounting records and procedures for exercising controls on assets, liabilities, income and expenses. For its part, the COSO Report highlights five essential components of an effective internal control system that can be implemented in all companies according to administrative, operational and specific characteristics of each size. These components are: control environment, risk assessment, control activities, information and communication and finally monitoring or supervision.

The internal control system has five components:

- Control Environment
- Risk Assessment
- Control activities
- Information and communication
- monitoring

In any system of internal control should be defined ranges, which vary depending on the different characteristics that make up the business structure. Responsibility for the decision of these scopes for adequate control always lies with the Directorate depending on your needs and goals.

In the present study the broader importance of marketing was analyzed as it extends to society as a whole because it has helped introduce and gain acceptance of new products that have made it easier or have enriched the lives of people. It can inspire improvements in existing products as marketers innovate and improve their market position. Successful marketing creates demand for products and services, which in turn creates jobs. By contributing to the final result, successful marketing also allows companies to more actively participate in socially responsible activities, in this case the marketing within the company under study is critical and decisive in the success of sales.

The task performed by marketing staff in the Central American markets for example, is crucial for the development of catalogs to be distributed among the sales force. Forecasts used for planning the same with 3 months in advance to be able to offer attractive lines of products that can be sold, or special items that refer to dates with special events within the year.

The marketing department is itself a support area for the markets, because through it important negotiations that set the course of the company's sales are made.

Kotler & Keller (2012) mention that marketing is identifying and meeting human and social needs, ie "meet the needs profitably." Indicate that the American Marketing Association offers the following formal definition: Marketing is the activity or group of entities and processes for creating, communicating, delivering and exchanging offerings that have value for consumers, customers, partners and society in general.

According to Charles W. Lamb, Joseph F. Hair & Carl McDaniel (2011), the marketing has two facets. First, it is a philosophy, an attitude, a prospect or a managerial orientation that emphasizes customer satisfaction. In the second facet, marketing consists of activities and processes adopted to implement this philosophy. They cite the definition of marketing of the American Marketing Association as focused on the second side. So marketing is the activity, set of institutions, and processes for creating, communicating, delivering and exchanging offerings that have value for customers, partners and society in general. Marketing encompasses more than activities.

According to Kotler P. & G. Armstrong (2012), marketing is profitable management of customer relations; and its objective is to create value for customers and get value from them in return. These authors mention that marketing must be understood not in the archaic sense of making a sale ("telling and selling"), but in the modern sense of satisfying customer needs. Marketing in the company under study is instrumental in the successful sale of products, since it is achieved by satisfying customers by offering high quality items with innovative designs in fashionable colors and current trends.

The products are promoted by highlighting attributes such as functionality, innovation, durability, trend, among others; and this promotion is available to the end user through a physical and / or digital catalog that allows to highlight the line items with the mark counts.

Comments linking these authors, the marketing company is formed by particular activities that help achieve customer satisfaction. There is a market area as such within the organization and in turn is divided into departments, in order to properly perform its members the processes to achieve sales targets.

The main activity is to balance the supply of products within the catalog, using market segmentation, since the products are targeted at three major segments of the population. Marketing specialists are responsible for making these effective meetings, using motivational for the sales force techniques. This way they will know and learn the use-function products, and be convinced to offer the market.

Among the departments that make up the marketing area, we find:

- National Product Marketing. It is responsible for developing strategies for the Mexican market, following trends, events, tastes, traditions, culture, among other factors.
- Product Marketing CA. It is responsible for supporting Central American markets, considering countries like Costa Rica and Guatemala.
- Product Marketing LATAM. It is responsible for supporting markets in Latin America, primarily Colombia, Argentina, Ecuador, Bolivia, Brazil, Uruguay and Venezuela.
- NA Product Marketing. It is responsible for supporting the United States and Canada.
- Product Marketing for the Rest of the World (Europe, Asia, Africa, Australia). It is responsible for supporting countries like the Philippines, Japan, China, Malaysia, Indonesia, Portugal, Belgium, France, South Africa, Australia, among others.

It is considered important to mention this division because each market has different needs or shows, and cultural factors are a challenge to achieve the set organizational goals. The study of markets will allow a more effective communication and to reach people who play one or more of the five roles that mention P. Kotler & Keller L. (2012) when making purchasing decisions: starter, influential, decider, buyer and user. Different people play different roles, but they are all crucial in the decision process and the final satisfaction.

According Lamb C., J. & McDaniel Carl Hair (2011), the supply chain management and integrates coordinates all the activities of its members in a homogeneous process. Logistics function consists of several interrelated and integrated logistics components:

1. Collection and purchase of raw materials and supplies. In the company under study this activity is carried out, the Purchasing Department.
2. Production scheduling. In the company under study this activity is carried out jointly by the Department of Production Planning and Production.
3. Order processing. In the company concerned, this activity is performed Production Planning for international markets; and Order Entry for the domestic market.
4. Management and inventory control. This activity is performed by the Department of Planning and International Traffic.
5. Storage and handling of materials. This activity is carried out by the shipping department and warehouses.
6. Transportation. This activity is carried out by the department of international traffic.

Applied to the company under study, such logistics components follow the process described by the authors, and are related to each other, in order to satisfy the customer. The authors C. Lamb, J. Hair & McDaniel C. (2011), defined as the logistics cost efficient and effective return flow and storage of products, services and related information into, through and out member companies of the channel.

Logistics functions generally include transport and storage assets and their classification, storage, consolidation and / or assignment in order to adapt to customer requirements.

The authors C. Lamb, Hair & McDaniel Carl J. (2011) also mentioned the need to analyze key strategic decisions that managers in the supply chain should take when designing their supply chain companies. Based on the goals of the company, which competes markets and supply availability, the company will adopt a strategy:

Slender: focused on improving profitability by eliminating waste of system supply chain.

Agile: mainly occupied responsiveness and customer service, seeking to provide the highest possible levels of such capacity, even if the costs of doing so are higher.

Lean-Agile: adopt an intermediate position between the lean and agile, with many components made and shipped through lean principles, but with an agility gained later in the process by deferring the final production. Derived from the above it is considered that the company under study has adopted an agile esbelta- strategy, it allocates resources for the training of employees to eliminating waste through courses, lectures or type Kaizen events; and at the same time seeks to provide excellent customer service.

Departments of the company under study, which are related directly to implement marketing strategies are:

High direction. It is who supports the manufacturing company to requests and orders made by the marketing department to supply the domestic and international markets. Unveils strategies, mission, objectives, policies, guidelines that the corporate world wants to convey to employees of the company under study and other companies that depend on it.

Production planning. This department is directly related to all departments of the manufacturing enterprise, since:

- Receives purchase orders from markets.
- It is responsible for reviewing the inventory, to get feedback from the production area to determine on what date could have the full product to supply the order.
- Contacts the shuttling manager for molds, in order that they are in the manufacturing plant to comply with production.
- Contacts the mold department to ensure that the molds to climb or remain in machine, the time required to meet production.
- Presses areas related to quality for released products, ie products that meet established standards not only for the organization but with the approval of the country to which to export (this by sending a sample via courier, for the country to physically see the product and indicate whether the request meets).
- Analyzes orders for cubicar the goods in the appropriate transport that meets the shipping mode the client is requesting.
- Requests the International Traffic area transportation required to carry out export; if you need a comparison to determine the mode of shipment, request quotes and send them to the country and you can decide based on factors such as cost and TTE.
- It establishes a communication link closely with department stores and shipments to determine which day of the week you can load certain destinations depending on the load balancing.
- Contacts with customers to give ETA countries, in the case of international markets.
- Get feedback from the client.

Molds. It is the department responsible for preparing, maintaining and repairing molds where the product of the manufacturing company under study is injected.

Prepare the molds for export, which involves cleaning, packaging and packaging them. It keeps them in the necessary conditions so that they are ready to board machine and comply with the production schedule. And repairs, if required (repairs molds that are on the ground, and those arriving import because they need repair).

Production. It is the department responsible for manufacturing the items to be sold for both the domestic market and to overseas. Receives the request by the Department of Planning and indicates which machines will be injected products. It is responsible for implementing the ideas that the marketing department has, for example, inject two or more colors in a single product, or whether it should take any particular pattern or design.

Quality. It is responsible for auditing the product to be sold in the domestic and international markets department. For the international market, it is also responsible for sending final samples of certain products, for the country of his vo.bo. and proceed with the shipment. Monitors and ensures that the products are not defective and if finding, re-control depleting the resources provided for this activity, in order to redeem such production.

Purchases. It is the department responsible for placing orders or purchase orders to suppliers to provide indirect direct material and / or allows to perform the activities of the company under study. Purchase raw materials, resins, additives, pigments; packaging, bags, plates, boxes, etc. His intervention is important in the production process and of course export.

Finance. Internationally, it is the department that supports Marketing in analyzing the portfolio of customers. If a customer has exceeded their credit or has any economic issue that does not allow to fulfill their duties to the company under study, it does not allow the customer to place your purchase order, and therefore the planning department cannot release within the ERP order to proceed with the shipment.

International traffic. This department is responsible for selecting collaborating international service providers.

- In the case of international transport, analyzes the current and potential suppliers to offer competitive rates, to comply with the ETAs required by customers, and select the best route for shipping.
- Listed the best freight options with selected companies, to comply with the requirements of the planning department.
- It complies with the Incoterms that were negotiated with the markets, following up shipments and providing the information needed for customs clearance.
- For customs services providers, analyzes and evaluates the service rates of current and potential customs agencies, in order to offer better rates and ensure a successful customs clearance time and fit.
- It is responsible for requesting (as indicated by the Incoterm negotiated) the positions of transport for export cargo, ensuring that all transport arise in the company, the date and time required for the shipping department to comply with the calendar previously negotiated with the planning area.
- Regarding the maritime export, is responsible for complying with the SOLAS regulation (Appendix 6) requirement applied worldwide.
- Establishes direct contact with Plant Protection, to ensure positioning in the shipping area and coordinate weighing the case of sea containers.
- Establishes direct contact with the shipping department and planning in case of any eventuality to transport, looking for the negotiation of charges in case of default on the original day of positioning.

Warehouses. The department is committed to maintaining sheltered the finished product, semi-finished or for sale in this case- to markets abroad. They are responsible for delivering the product to the shipping area for loading units for export.

Shipments. As its name implies, it is responsible for shipping the product in their own area for export units. Its main activities include:

- Receive shipments loaded for export orders.
- Fill orders within the different stores of the company under study, and an organized place in the corresponding transport.
- Performing a scanning process to take better control of goods loaded.
- Place bottle labels and security labels to export transport.
- Porte review letters and documents transport operators responsible for export.
- Board the ERP order physically loaded and give notice to the areas involved (International Traffic, planning, quality, etc.)

RH (Plant Protection and Surveillance). It is the department in charge, among other activities to allow access to transport and international service providers. In this paper we will announce the change of role from passive to active in the export process, since even before the internal control project being documented in this paper did not represent a key improvement element in the process.

TPS. It is the department in charge of supplying export items whose structure is not one hundred percent manufactured in Mexico, and have international presence.

The company under study considers family structures where women work and generate income for your family. It's unlike years ago, where only parents had this feature. It focuses mainly on the female gender, because part of the essence of the company is to empower women, give value to achieve their personal and financial goals. It is a company that seeks to reward your sales force and finally buy the products for later distribution to their customers.

Catalogs are aimed at end consumers, through the promotion of products and their attributes; but they are aimed at the sales force in order to motivate and create sales increased commitment to the organization.

This company takes into account demographic characteristics, in order to sell their products, know what market segment can be addressed, and what challenges or obstacles have to face. According to Charles W. Lamb, Joseph F.Hair & Carl McDaniel (2011), the supply chain of a company includes all companies involved in all upstream and downstream flows of goods, finance and information providers initial (point of origin) to the end customer (the point of consumption). That is to say, is a chain connected to the company, all business entities, both internal and external, which play or support the logistics function. On the other hand, the goal of supply chain management is to coordinate and integrate all activities carried out by members of the supply chain into a set of homogeneous processes, from the source to the point of consumption, resulting in greater economic value to the customer.

Linking this definition to the company under study, departments that are part of the supply chain, turn out to be the equivalent of the "companies" engaged in the production flow from the source to the consumer. In this way, each department works on the activities for their goals, but in order to join the efforts of other departments, which together allow the point of final consumption. This leads us to recognize that as mentioned Charles W. Lamb, Joseph F.Hair and Carl McDaniel (2011), is an "integrated supply chain"; and it occurs when multiple companies in a supply chain coordinate their activities and processes that are linked together evenly, in an effort to satisfy the customer.

It is important to mention the sales process plastic product because sales orders by the order is issued to the manufacturing company will receive to produce in the quantities requested and at the agreed time.

Problematic:

Lack of internal control is shown in the process of receiving transport in the shipping area for export cargo, which detonates when:

- Shipments personnel start their workday without notice of the details of shipments arrive that day at the plant.

- The staff tries to contact the International Traffic Area to request information of shipments scheduled for the day. Contact is made via email or by phone, investing about 30 minutes.
- Shipments staff employs about 1 hour asking staff to seek out surveillance and transport, so they can enter the plant.

Absence of internal control is shown in precise positioning and orderly export units:

- Transport are reported in surveillance during the day, not on a set schedule; no order or flow, slowly entering the plant due to road conditions and traffic.

Absence of internal control is shown in loading units export USA.

- The USA has a burden different from other destinations scheme, since in the Patio de Shipments should you be positioned at least 3 boxes of 53 'ready to be loaded; however, the boxes arrive without control or order courtyard.
- is not sure of what line carrier left the boxes are in the courtyard of shipments, ie there is a lack of control in the positioning of the boxes by international traffic.
- Reserve operator and road tract for the loaded trailer, is done reactively; therefore, there is no strategy for loading in the export units for this destination and cargo shipments staff interchangeably in any box available.

Results

After analyzing the current situation, an improvement plan was carried out in the process of internal control of the company under study. The project was called Lean Loading, referring to Lean as lean and agile structure that the company has under study and to refer Loading cargo export in this case.

In this area there was a personal training to ensure that officers 3 shifts understood the importance of internal control in this mechanism.

It represented a real challenge, because grounder staff shifts and training was constant, so that within 4 weeks (the duration of the role) were trained to respond on the status of the units entering the plant. This tool has been so successful that one of the steps is automated it again, making use of Special Projects of the company under study, Which is responsible for developing specific projects on a process. The general idea is to have a link or link internal control, where the areas involved can supplement the table with the information they deserve.

Conclusions

The authors P. Kotler & Armstrong G (2012) mention on the issue of microenvironment, specifically in the field of providers, most marketers today treat their suppliers as partners in creating and delivering value for client. Which I think is completely applicable to the company under study since has achieved an excellent dumbbell with service providers international transport, by treating them as an important element in the logistics process of export.

Plant protection or surveillance, reporting directly to the HR department of the company concerned has shown an understanding and commitment to the integration process of internal control, recording, monitoring and controlling the arrival and entry of transport to the plant. This has brought benefits for the company time and money in the process. Then I mention how points absence of internal control situational analysis were corrected.

Internal control is shown in the process of entering and receiving export transport company under study.

Officials Guardhouse recognize or have reference transport units to be presented during the day by having Exports Programming that is sent by the International Traffic Area one day in advance.

Drivers of transport are presented in the dugout and having knowledge of the shipment, the security personnel takes data operator, registers and authorizes access to Patio Shipment along the lines timetable established by the company under study.

At this point it is worth mentioning that the area of International Traffic worked with the Department of RH and Protection Plant to establish timetables during which transport for export cargo to enter and exit without obstructing vehicular traffic inside and outside the company object of study. This brought control and order access to the plant.

EPP revision operators is fast, as the International Traffic Area spent time instructing the FF and these in turn to transport, so that drivers carry the equipment requested by

Plant Protection Area. Officers give priority to reported income units also advising the International Traffic Area, on the arrival time and in general on the status of the units.

The officers recorded in a log, export units and data operators.

Internal control is shown in the process of receiving transport in the shipping area for export cargo, which detonates when:

Shipments staff begins his workday with the notice of the details of shipments arrive that day to the company under study by the Export Program.

Personal contact less frequently through the International Traffic for information on shipments scheduled for the day, unless it be an unusual topic. Contact is made via email or by phone, investing about 5 minutes.

Shipments staff does not use time asking staff to seek out surveillance and transport, so they can enter the plant, because this activity is controlled by the Department of Traffic and Plant Protection Area.

Internal control is shown in precise positioning and orderly export units:

Transport are reported in surveillance on a schedule of 6am to 8am, usually arriving before 6 am; no order and fluency, entering the plant, since vehicular traffic is less at that time, which allows operators to maneuver no matter the road conditions.

Staff Shipments optimizes your work because it places the burden of transport in pairs, so that the 6 people who perform the load, perform such activity in the (s) unit (s) to export their fair share, it allows no downtime.

Shipments staff reduces the use of overtime to cover with loading cargo operations scheduled for the day in question, it organizes its human resource efficient manner, with the transport prealerta one day in advance. Therefore, there is a saving of TE equivalent to USD 100 per hour.

The uncertainty of the use of labor available for other than loading activities are reduced as making use of the pre-alert and knowing the information transports arrive to plant (including schedules) can be allocated to one or more people performing tasks that add value to logistics process while his teammates carried the burden of the units.

The review of internal controls of the company under study, in operational and administrative dimensions, contributed to improving them, ensuring efficiency, safety and order in the areas that comprise it.

Marketing is related to internal control of logistics processes export because it could not comply with the strategies designed to achieve the promotion and sale of products, if there was a solid logistics, controlled, enabling meet load and export targets.

For the company under study the theme of service to countries is extremely important, the production planning is aligned to meet customer requirements by offering the delivery of products ordered on the date and place where they required.

All this because each international market has a strategic marketing planning in catalog sales of products to offer. If delivery of the products is not done in a timely manner, the sales strategy You can break down and cause economic for the company and service for customers losses.

Work behind each export is hard, because it involves many areas of the organization that they operate together to achieve the same goal. Communication and information truthfulness are key to success in the process parts.

Communication between areas, fluency and accuracy of information, have helped to improve the processes of each area to achieve shared goals.

Without internal control it is impossible to achieve the objectives of any area, and the company itself in general. Undoubtedly, processes have good internal control gives us the ability to streamline and optimize the resources we have and achieve specific goals.

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Corporate social responsibility company applied in the state of wine Querétaro

Responsabilidad social corporativa aplicada en empresa vitivinícola en el estado de Querétaro

PERÉZ-BRAVO, Julia*†, ARELLANO-ROCHA, Francisco Javier, CORTÉS-ÁLVAREZ, Yolanda and ESTRELLA-VELAZQUEZ, Rafael

Universidad Autónoma de Querétaro, Cerro de las Campanas S/N, Centro Universitario, Querétaro, Qro. CP 761

ID 1st Author: Julia, Peréz-Bravo / ORC ID: 0000-0002-1310-0145, Researcher ID Thomson: N-3319-2018, CVU CONACYT ID: 501992

ID 1st Coauthor: Francisco Javier, Arellano-Rocha / ORC ID: 0000-0001-8530-9936, Researcher ID Thomson: X-2120-2018, CVU CONACYT ID: 953180

ID 2nd Coauthor: Yolanda, Cortés-Álvarez / CVU CONACYT ID: 595702

ID 3rd Coauthor: Rafael, Estrella-Velazquez / ORC ID: 0000-0003-3236-4397, Researcher ID Thomson: X-3105-2018, CVU CONACYT ID: 820405

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Abstract

This paper shows the results of one research made in an enterprise wine producers from the industry in the State of Queretaro Mexico, Which is very well Recognized in the area and it is thought That it is socially responsible. So, to do it, to know the rules of social responsible practice under Which They work and to know These rules established in the international context Among different papers guide. So, due to the previous information, in the Content of this paper, it is Settled, an approach to the Variable theory of the Corporate Social Responsibility (CSR) and A Brief History About the wine industry in the State of Queretaro, and the enterprise Under the research. It is exposed the situation in the company related to CSR, information Obtained through a process Considered quantitative and deductive, using research tools Such observation and an auto poll, Asked to main executive officers, Which Explains CSR, showing at last the Obtained results and the conclusions.

Corporate Social Responsibility, wine enterprise, Queretaro

Resumen

El presente trabajo expone los resultados de una investigación realizada en una empresa del sector vitivinícola en el Estado de Querétaro, misma que es altamente reconocida en la región y se presume socialmente responsable. El presente trabajo, se lleva a cabo, a efecto de conocer los lineamientos de prácticas socialmente responsables bajo los que opera y conocer que estos lineamientos se encuentran establecidos en el contexto internacional en diversos documentos guías. Para lo anterior, en el contenido del presente trabajo se plantean, un acercamiento a la teoría de la variable de Responsabilidad Social Corporativa (RSC) y a una breve historia sobre la industria vitivinícola en el Estado de Querétaro, así como de la empresa en investigación. Se expone la situación de la empresa en materia de RSC, información obtenida a través de una investigación de tipo cuantitativa y deductiva, utilizando instrumentos de investigación, como la observación y encuesta de autodiagnóstico efectuada con ejecutivos de primer nivel, lo cual da cuenta de la responsabilidad social corporativa existente en la organización, plasmándose por último los resultados obtenidos y las conclusiones.

Responsabilidad social corporativa, empresa vitivinícola, Querétaro

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*Correspondence to Author (Jpb448@hotmail.com)
† Researcher contributing first author.

Introduction

Currently, the Corporate Social Responsibility is an issue that increasingly is gaining more interest nationally and internationally, for that reason is in turn a much-discussed topic and development of many initiatives to promote it around the world, these initiatives seek promote business conduct that incorporate environmental and social aspects, not only economic, within their strategies. Most of these initiatives come in first world countries and have been gradually permeating the world in general. The aim of these initiatives is to promote best practices in social responsibility in companies of all types and according to the needs and demands of stakeholders in these markets, although home was in the multinational character.

This research seeks to provide a solid conceptual framework based on information from various sources with prestige and credibility. And provide an overview of the knowledge and application of Corporate Social Responsibility in the wine sector industry specifically in a firm international court located in the State of Queretaro.

Theoretical framework

Corporate Social Responsibility

This topic, corporate social responsibility, as stated by various authors, including contemplation of the impacts of companies in dimensions, economic, social and environmental, seeking to achieve sustainable development and value creation for all its stakeholders. According to Gomez Diez (2014), corporate social responsibility represents the commitment of the leaders of the organizations or companies with the idea of contributing to society by inducing behavior or practices of the organization based on basic values and going beyond the scope to monetize. Elementary situation for the present time, as claimed by Perez Sanchez and Ortiz (2014), saying, "In today's competitive world, it is crucial that business leaders must be made aware that all kinds of relationships to their environment have an impact derived of its activity either economic, social, labor or environmental type. P. 97, and if these leaders are able to visualize these effects and use them in your favor, be in a position to translate them into economic outcomes for the organization.

Then then you can glimpse objectives of social responsibility, generating tangible and profitable results that generate value for the company, like its stakeholders such as customers, suppliers, community, from the integration of these practices parties socially responsible values-based, strategically in the organization.

Obviously not an easy task to achieve a socially responsible organization, as derived from reading different material existing in this regard, a variety of activities are identified to be taken to achieve this, such as: Develop a program of cross social responsibility the organization, identify their stakeholders (stakeholders) to build strategic alliances and promote sustainable relationships with their community and within it, knowing the rules of Corporate Social Responsibility and integrated management system of the company, build and manage identity of the organization to achieve a favorable corporate image, as well as seeking to be environmentally sustainable.

Although it is not easy, currently achieve in our country, many organizations at the national and state levels, following the initiatives of international and national agencies and the example of large successful organizations have sought help improve their internal and external environments be benefited economically on par as enjoy some of the benefits of being socially responsible.

Historical Background of Corporate Social Responsibility

Philanthropy is considered by several authors as a precursor of corporate social responsibility (CSR), finding details of its emergence in the late nineteenth century promoted by some entrepreneurs in Europe and the United States of America (USA), who to be benefited economically start donations of humanitarian and social nature. However, De la Cuesta (2005), he contextualized in the 20s, but no longer philanthropy and individual action of the entrepreneur, but as a whole, as a corporate action. (Thompson, 2000a) mentions as examples of these philanthropic industrialist George Cadbury Quaker (1839-1922), who performed on behalf of its employees various actions legally established above, actions under the idea that if the protected his workers they protect your business.

These actions also exemplify the widely known phrase entrepreneur Henry Ford (1863-1947), "For my business succeed my employees have to have a salary high enough to buy my cars." But it was not until the mid-forties when they begin to make the first social audits of private companies, it began as academic studies university and not become a commonly widespread initiative of consumer movements and consultants private, well into the sixties.

During the fifties, as stated Josep M. Lozano (1999) speaking about CSR essentially linking the awareness and willingness of managers and basically understood as a matter of personal responsibility. CSR was to appeal to businessmen that they might have some "social conscience" when making decisions. It is in this decade that the book "Social Responsibility of the Businessman" is published, specifically by Bowen in 1953, which states that managers are responsible for the consequences of their actions beyond the mere consideration of a target Profit and loss.

De la Cuesta (2005), said that several authors place the concept of CSR in the fifties, linked to the rapid increase in the size and power of American companies, and the leading role that they began to play in a society facing social problems urgent, such as poverty, unemployment, race relations and urban degradation. And quoting Boatright (1993) mentioned that, in those years, social responsibility of the company became shared by various groups demanding changes in American businesses clamor. And Lozano (1999) states that since the forties begin to make the first social audits of private companies, such as university academic studies extending to private consultants on the initiative of consumers and in the sixties.

Although Gilli (2012) stated that the discussion on social responsibility has been linked to the same development company, traditionally associated with the concepts of ethics of the entrepreneur, good treatment of staff and mainly philanthropy and it is from 1960 when the current issue arises terms and requires the company to take responsibility for social problems and contribute to its solution.

The truth is that, for different reasons, over time, CSR has been growing in the interest of employers in a particular way or associations, as well as governmental and non-governmental organizations, academics and other groups interest related businesses. This interest has led to many advances in the field and so you can find various information regarding the history of CSR, we cite to international organizations and their work or documents made:

The work done in 1976 by the Organization for Economic Co-operation and Development (OECD) where the first version of the guidelines for multinational companies, which are reviewed again in 2000 and 2011, was developed being in the latter where the dimension of sustainable consumption was added as a new responsibility.

The Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy adopted by the International Labor Organization (ILO) in 1977, covering the following topics: living and working conditions, labor relations, employment and training.

The Caux Round Table founded in 1986, which focuses its interest in building economic and social relations between member countries and their responsibilities.

The creation in 1997 of the Global Reporting Initiative (GRI), where the guide was developed for the preparation of a report on sustainable enterprises.

The Lisbon Summit in March 2000, which addressed, among other issues, social issues for people in situations of poverty and social exclusion.

The publication of the Green Paper on corporate social responsibility of the European Community in 2001 which establishes ethical, social and environmental guidelines for companies.

The decision of the International Organization for Standardization (ISO) in 2005 to implement the draft ISO 26000 global standardization in the field of social responsibility.

And the preparation and signing of the Global Compact (Global Compact) initiative of the (United Nations) UN which the framework would allow management of CSR in companies in a global environment is created and under universal ethical values, it kicking at the World Economic Forum in 1999, took final form in 2000 and updated in 2004, which was added as defense pillar of the fight against corruption embodied in the tenth principle.

As time progresses and as a result of the above companies, organizations, society and other stakeholders have been committing to establish formal CSR programs in their activities to the extent that, according to Dominguez (2005) eventually companies and not only analyze their accounts based on the account of economic results, but also account environmental results and realize social results. Accounts that will be integrated into the corporate culture.

What is corporate social responsibility?

Throughout the history of the RSC, at the same time have been giving events between international organizations to bypass contributions in standardization, they have been generated documents in which you can find several definitions, it can be find contributions from various researchers and academics.

Then some of these definitions are reflected, however they all agree that the corporate social responsibility refers to the ethical way a corporation, company or organization, public, private or social nature is directed, taking responsibility for their impacts, both internally and externally, and always seeking to contribute to this healthy relationship between the corporation and its stakeholders and promoting a better society and a better environment

Thus, we have the Ethos, Brazil Institute on their official website states that "Social Responsibility is the way to conduct the business of a company so that it will become co-responsible for the social development.

This same body says: A socially responsible company is one that has the ability to listen to the interests of the various parties (shareholders, employees, service providers, suppliers, consumers, community, government and environment) and incorporate them into planning its activities, seeking to meet the demands of all and not only of the shareholders or owners ".

The European Green Paper defines saying: "Corporate social responsibility is essentially a concept whereby companies decide voluntarily to contribute to a better society and a cleaner environment

For its part, the Canadian Business for Social Responsibility, said: "Corporate Social Responsibility is the commitment of a company to operate economically and environmentally sustainable while recognizing the interests of its stakeholders, including these investors, customers, employees, business partners, local communities, the environment and society in general. "

For whether and Chandler (2011), is a point of view of the organization and its role in society, assuming responsibility among companies to achieve their goals in addition to maximizing profits, and responsibility among stakeholders to maintain the company responsible for their actions. (P. 5)

And Dominguez (2005) X DEDALO consultants, CSR is a new vision of involvement and the importance of the work of the company in the globalized world in which we live (P.1) Finally, mention De la Peña and Amezcua (2011), with whom he agrees claims that in general, all existing definitions of CSR agree that this is a way to manage the company taking into account the economic objectives there of reconcile these with social and environmental impacts. (P.14)

The wine industry in the world, in Mexico and in the State of Queretaro.

To get to know what is the situation in which the State of Queretaro is in wine and wine material, you need an approach to history documented about.

In his article "The origin of viticulture in the state of Querétaro (Mexico)." Alvarez (2016) mentions that the vines in the history of mankind back to what is now the territory of three countries: Syria, Iran and Turkey, in times before the birth of Christ, there you are moved by Greco Roman empire to Portugal and Spain in the Iberian peninsula, which spread throughout Europe and by the time of the Spanish colony in the Americas, the vines are brought to New Spain. (Moreno, 2016).

Below is a brief description of events related to wine in Mexico as a territory of New Spain is presented.

1493, Christopher Columbus reached America and brings with wine barrels.

1521, Hernán Cortés introduced viticulture to Mexico.

1524, Hernán Cortés ordered to plant the first vineyards (1000 x 100)

1531, Charles V, king of Spain ordered that each ship brings vines and olive trees of New Spain to Spain. Remember that the courts of Cadiz controlled production of everything in New Spain and Spain novohispano foreign trade.

1554, started the wine boom around Mexico City.

1568, friars and explorers discovered the valley of Parras, Coahuila state today, flat and rich for planting vines valley, as well as belonging to the world strip of vine production in the northern hemisphere.

1593, founding of the winery Marqués de Agüeyo, which unfortunately closed in 1989, considered the oldest in the Americas.

1595, King Philip II, prohibits planting more vineyards derived from the saturation of the product in Spain. Apply only to New Spain; for the territories of Central and South America, it fails to enforce the ban.

1597, adheres and a special permit to produce wine and brandy for religious purposes, in support of Propaganda Fide of the Spanish Catholic Church, and the Vatican is obtained. Permission is granted by the Spanish crown.

1615 come the Jesuits missionaries in northern Iraq. They make expeditions to northern territories and carry the vines and regional wines.

1717, the vineyards are settled on the peninsula of Baja California.

1803, the volume increases vineyards in the heart of New Spain.

1810, with movement and war of independence, abandon or destroy the vineyards of central Mexico.

1821, they enter recovering and planting vineyards with French vines, which in Europe had already gained relevance and impact.

1900, comes a plague Mexico as an independent and much of the country are Mexican vineyards destroyed by phylloxera.

1910, initiates the movement of the Mexican Revolution, and despite the defense of French strains of Porfirio Diaz, start another crisis of Mexican wine.

1940, reborn interest in the wine industry.

1948, the Mexican Association for Wine. Vineyard planting in the borehole, queretana given area.

1950, is based in San Juan del Rio, Cavas de San Juan, owned by the company La Madrilena, produce wines, especially sherry.

1952, the first production company founded Bodegas Cruz Blanca, producing Zuco, sherry, red wine and white wine in bulk. Now transformed into Zuco Industrial, SA de CV, with vineyards in the state of Queretaro.

1961 opens its doors Sofimar wine brand Martell Mexico, with production of Brandy.

1968, started the foundation of the La Madrileña plant in San Juan del Río, Qro.

1969, half of the vineyards planted Los Rosales.

1975 La Redonda, founded in previous years, is considered the company with the best wines of quality queretanos decade table wines of the highest quality.

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1976 Cava Antonelli, opens with sherry type fortified wines and spirits from other flavors.

1978 opens its doors Cavas Freixenet, Finca Vivé room, with its specialization in fine sparkling in the Ezequiel Montes.

1983 Cavas de San Juan with its wines Hidalgo brand, winning international awards in France.

1994, with a not very large growing industry and global competition, the economic crisis comes to Mexico, "December errors" and there are numerous wineries closing nationwide.

1999 opens its doors Vinicola San Patricio.

2004, the Vinícola Los Azteca, produces its signature wine Pretexto.

2007, on the grounds of Valle de Bernal, San Juanito founded the company with the best wines of the region, although he maquilan in Freixenet sparkling.

2007, Finca Stubbornness is based in the state of Queretaro.

2008, Coté wineries are based.

2010, derived from the large wine production in Queretaro state, entrepreneurs are organized and founded the Association of Winegrowers of Queretaro, known by its Spanish acronym as AVQ.

2012 to 2016, the wineries Cava 57, Tierra de Alonso, Bodegas Vaivén and Vinaltura are based. (Moreno, 2016).

Research Methodology

The research used was direct and documentary Rojas Soriano (1997), since the information is obtained directly from an approach to social reality by applying the research technique called survey. Also, the document as a theoretical path of the variables were applied.

The approach used was quantitative since it was based on collecting and analyzing data to answer the research questions to measure the effect of data obtained numerically, but only seeking to know the perception of top executives of the organization.

The research tool was a structured survey.

Application of research tools

Home is conducted an interview with the executive first level is when the company designed to meet the general data of the company, whether or not implemented corporate social responsibility, which are the actions in the field that effect, as they are involved and the importance they give the same social responsibility.

Subsequently guides the same executive first class, in order to give response to the self-diagnostic tool for proposed by the Chihuahua Business Foundation (FECHAC) organization promoting CSR in our country since 1996 companies, through whose responses valuable information for the purpose of this work was obtained. It is noteworthy that this instrument was modified Likert scale to dichotomous and added a section for comments, since the executive who gave him preferred to add comments and answer explanations for clarity of information.

Results

In the interview, the executive makes it clear to the authors of this work, the company he represents is believed to excellence and leadership not only get quality products but also involve commitments to the world in which we live.

For this reason, it promotes culture through patronage and sponsorships, believe in equal opportunities in the enterprise and working towards a more just society. Its principles are based on human, labor and environmental rights. In this company they make their products with the utmost respect for the environment, creating high-quality cavas meeting the demanding palates.

In this interview he stressed that the company is a founding member of the Spanish Network of the Global Compact of the United Nations, so their commitment to CSR is very strong.

Counting with 170 to 200 workers of both sexes (depending on season), the major focus of CSR is in the work of human resources, public relations and quality to its customers and suppliers with those who work and yet you do not have a mission, vision or focused directly with CSR practices values inculcated in their workers the culture of the importance of family, gender equality and opportunities and non-discrimination co-workers, all this reinforced training they give to their employees and the meetings held bi-monthly.

Moreover, self-survey applied responses underlying to extend the results of the aforementioned instrument can be observed in this investigation as Annex 1 for space are obtained.

This instrument the following results 15 indicators in each of the following sections:

In the section on quality of life indicators in the company 12 items were affirmative, ie, 80% and only 3 were negative, ie, 20%.

In the section on care and environmental preservation were affirmative 6, meaning, 40% and 9 were negative, they represent 60%. As regards paragraph competitiveness and relationship with its stakeholders, they were concurring 14 items, ie, 93% and only 1 was negative, ie 7%.

And, by the indicators of commitment to the community 8 items were in favor, representing 53% and 7 were negative, representing 47%.

As notes that the company has areas of opportunity in terms of CSR in the categories of care and preservation of the environment and in the section on indicators of commitment to community giving a result of 60% and 47% negative items respectively.

Conclusions

The approach from which has been addressed research on Corporate Social Responsibility suggests that this has been around since the inception of the company, knowing that the main shareholder is part of the founding members of the Global Compact or unglobal compact organization United Nations.

Which operates under the guidelines of that document guide on CSR, we can also conclude that executives of the company situated in the state of Queretaro, unaware of the total shares in CSR leading to out the organization, but that socially responsible practices are part of the organizational culture of the same company in all areas.

However, this exercise research also reveals that, in its operations in our state company presents minimal areas of opportunity in which you have to work to be 100% socially responsible.

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Organizational culture and managerial decision making quality in the maquiladora industry in Ciudad Juárez, Chihuahua

La cultura organizacional y la calidad de las decisiones gerenciales en la industria maquiladora de exportación en Ciudad Juárez, Chihuahua

MEJÍA-HERNÁNDEZ, Marisela*†, REYES-LÓPEZ, José Gerardo and ORTEGA-ESTRADA, Gabriela

Universidad Tecnológica de Ciudad Juárez, Av. Universidad Tecnológica #3051, Col. Lote Bravo II, C.P. 32695, Cd. Juárez, Chihuahua. Universidad Autónoma de Chihuahua. Universidad Autónoma de Ciudad Juárez.

ID 1st Author: Marisela, Mejía-Hernández / ORC ID: 0000-0002-6108-6659, Researcher ID Thomson: S-8723-2018, CVU CONACYT ID: 463135

ID 1st Coauthor: José Gerardo, Reyes-López / ORC ID: 0000-0002-6855-5702, Researcher ID Thomson: S-6967-2018

ID 2nd Coauthor: Gabriela, Ortega-Estrada / ORC ID: 0000-0003-2039-8469, Researcher ID Thomson: S-7891-2018, CVU CONACYT ID: 887796

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Abstract

The objective of this research was to identify the relationship between the organizational culture and the quality of managerial decisions in the companies of the export maquiladora industry sector in Ciudad Juárez, Chihuahua, Mexico. For this, a quantitative methodology was used, of non-experimental design, descriptive and correlational transeccional. It was considered as a unit of analysis to companies of the maquiladora export industry of the automotive, electrical and electronic sectors, established in Ciudad Juárez, Chihuahua. 105 companies with these characteristics were identified. The field work was carried out with 50 companies, a questionnaire was used, which was applied to a manager and a subordinate in each participating company, a total of 94 questionnaires were collected. The results obtained show that the organizational culture has a positive relationship with the quality of managerial decisions in the export maquiladora industry. Therefore, to improve the quality of managerial decision-making, companies should promote a culture with a focus on participatory leadership, promote an environment of openness to new ideas and define the values that guide the performance of its members.

Organizational culture, decision making quality, maquiladora industry

Resumen

El objetivo de esta investigación fue identificar la relación entre la cultura organizacional y la calidad de las decisiones gerenciales en las empresas del sector de la industria maquiladora de exportación en Ciudad Juárez, Chihuahua, México. Para ello, se utilizó una metodología cuantitativa, de diseño no experimental, transeccional descriptivo y correlacional. Se consideró como unidad de análisis a empresas de la industria maquiladora de exportación de los sectores automotriz, eléctrico y electrónico, establecidas en Ciudad Juárez, Chihuahua. Se identificaron 105 empresas con estas características. El trabajo de campo se realizó con 50 empresas, se utilizó un cuestionario, el cual fue aplicado a un gerente y a un subalterno en cada empresa participante, se recolectó un total de 94 cuestionarios. Los resultados obtenidos muestran que la cultura organizacional tiene una relación positiva con la calidad de las decisiones gerenciales en la industria maquiladora de exportación. Por lo tanto, para mejorar la calidad de la toma de decisiones gerenciales, las empresas deben fomentar una cultura con enfoque en un liderazgo participativo, promover un ambiente de apertura a nuevas ideas y definir los valores que guíen la actuación de sus integrantes.

Cultura organizacional, calidad de las decisiones, industria maquiladora

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*Correspondence to Author (marisela_mejia@utcj.edu.mx)

† Researcher contributing first author.

Introduction

Managers act and make decisions to ensure compliance with the objectives of the company (Olivares, 2015). In this regard, management decisions are a key factor impacting organizational performance, because through them the resources are optimized and remain in the market is ensured.

There are several elements of the organizational environment involved in making management decisions, including organizational culture.

Culture is the set of values, norms, beliefs and learning experiences that lead to basic assumptions shared by members of an organization and which are transmitted to the new members (Daft, 2007; Schein, 2010).

Tura (2012), suggests that organizational culture is not only focused on the beliefs, values and behavior of individuals, but also in management decisions because it is a variable that determines the performance of managers. Members of an organization are carriers of culture, which is manifested through their behavior.

Likewise, organizational values as part of culture, have a great influence on the decisions and guide individuals towards ethical decision-making (Ferrell, Fraederich and Ferrell, 2015).

According to Kotter (2012), the organizational culture of the century, should be geared towards the empowerment of the workforce, rapid decision-making, openness, non-bureaucratic structure with few rules and less hierarchical levels.

In this regard, identify the factors of organizational culture that impact the quality of management decisions, will provide best practices that will help improve organizational performance. In this regard, several authors mention that the quality of decisions is a determinant of organizational effectiveness (Rodriguez Pedraja and Araneda, 2013; Negulescu and Doval, 2014)

Therefore, it was established objective of this research to identify the relationship between organizational culture and quality of managerial decisions in companies belonging to the sector of the maquiladora industry in Ciudad Juarez, Chihuahua, Mexico.

Methodology

The nature of this research was quantitative, non-experimental, descriptive and correlational transeccional. The variables and indicators that were considered in this study are shown in Table 1.

Variables	Indicators
Dependent variable: Quality of decisions	Achievement of goals. successful and timely solution. Creating value for the company.
independent variable: Organizational Culture	participative leadership. Flexibility. Organizational values.

Table 1 Variables and indicators
Source: Own Source

Data collection was conducted through survey method, questionnaire managerial decision making and organizational performance home-made, which was previously validated by an expert group was administered. To determine the reliability of the instrument Alpha Cronbach was used. Items presented an excellent level of reliability with values above 0.9. For the preparation of the section of the questionnaire relating to the quality of decisions taken as reference measuring instrument designed by Rodriguez Pedraja and Araneda (2013).

It was considered as the unit of analysis to companies in the maquiladora export industry in the automotive, electrical and electronics sectors, established in Ciudad Juarez, Chihuahua. 105 companies with these characteristics were identified. To do this, sampling frame was taken as the Board of the Association of Maquiladoras - Index Juarez (2016). Considering the number of companies raised a census intended to include all of them in the studio.

Based on the above, the fieldwork was conducted with 50 companies that met the required characteristics for this research distributed in the branches: automotive, electricity sector and the electronics sector.

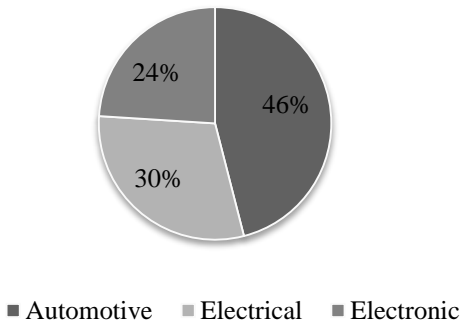
In each participating company, the questionnaire was administered to a manager and a subordinate (employee who reports directly). Of the 50 participating companies, 44 collaborated with the double application of the questionnaire and 6 with a questionnaire, whereby a total of 94 questionnaires were collected. The information collected was processed and analyzed using SPSS statistical software.

Results

3.1 Partner labor indicators participants in the sample, 3.2 Descriptive analysis of the variables studied, 3.3 Results of the study variables and 3.4 Relationship between indicators of organizational culture variable and indicators: This section contains four sections are presented variable quality of decisions.

Labor indicators partner 3.1

Graphic 1 shows the distribution by industry sector of the companies participating in the study.



Graphic 1 industry
Source: Own Source.

This research involved 50 companies export assembly plants, of which 46% belongs to the automotive sector, 30% to the electricity sector and 24% electronic. The three sectors are those that bring together the largest number of maquiladoras export companies in Ciudad Juarez, Chihuahua. Table 2 shows the distribution by gender and place of study participants shown.

Job		
Gender	Manager	Junior
Male	80%	73%
Female	twenty%	27%
Total	100%	100%

Table 2 Gender and place
Source: Own Source

And junior management positions are occupied mostly by men, with 80% and 73% respectively. Below in Table 3 the age distribution and position of the participants in the study is shown.

Job		
Age (years)	Manager %	Junior %
20 to 30	4	30
31 to 40	36	39
41 to 50	38	twenty
51 and more	14	two
ND	8	9
Total	100%	100%

Table 3 Age and position
Source: Own Source

The above results show that 74% of managers have an age range between 31 to 50 years, averaging 41.8 years of. While 69% of subordinates have an age range from 20 to 40 years and an average of 35.4 years. Table 4 shows the educational background of the participants in this research is shown.

Job		
Academic training	Manager %	Junior %
High school	0	5
preparatory	4	7
Bachelor's degree	72	81
master's degree	16	5
Doctorate	4	0
ND	4	two
Total	100%	100%

Table 4 Educational background
Source: Own Source

72% managers have undergraduate level and 16% master. While 81% of participants with subordinate positions have degree and 5% have the degree of mastery.

Descriptive analysis

Table 5 shows the results of descriptive analysis of the variables studied. It can be appreciated that scores tend to be at the maximum value of the scale, with low variability in responses.

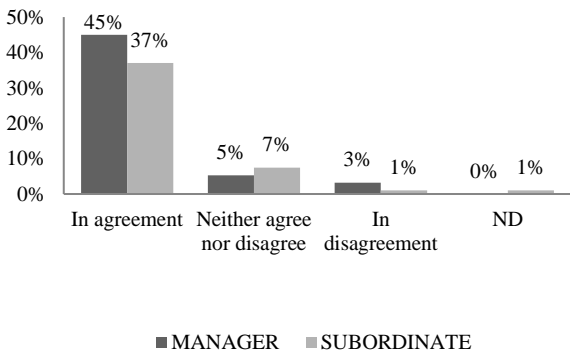
Variable	Indicator	Half	Standard deviation
Quality of decisions	Achievement of goals.	2.87	.415
	successful and timely solution.	2.85	.354
	Value creation.	2.91	.331
Culture organizational	Leadership: empowerment (empowerment).	2.81	.491
	Leadership: participatory decision-making.	2.80	.498
	Flexibility.	2.90	.298
	Values.	2.70	.528

Table 5 Descriptive analysis
Source: Own Source

Results of the study variables

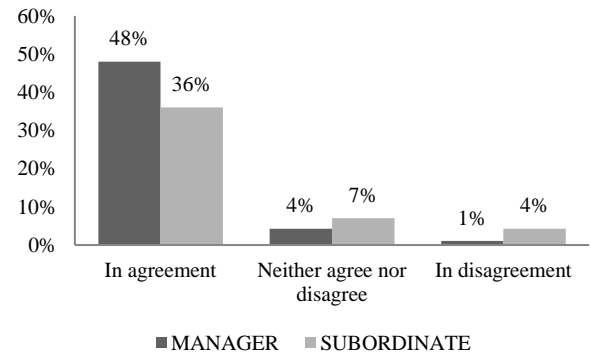
Participative leadership (Figures 2 and 3), flexibility (Graphic 4) and organizational values (Graphic 5), then the results are presented: for the study of organizational culture Variable 3 indicators were considered.

Organizational culture:



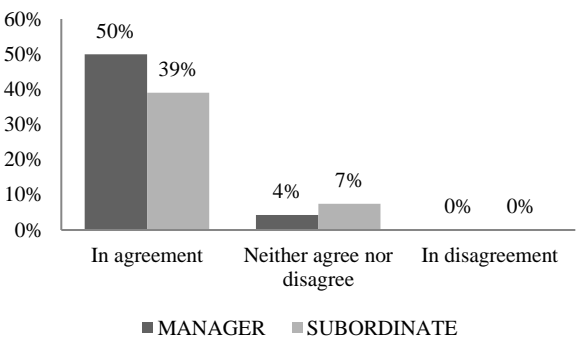
Graphic 2 Empowerment (Empowerment) employees
Source: Own Source

82% of respondents agree that the company encourages employee empowerment; however, 12% is neutral about this statement and the remaining 4% disagree.



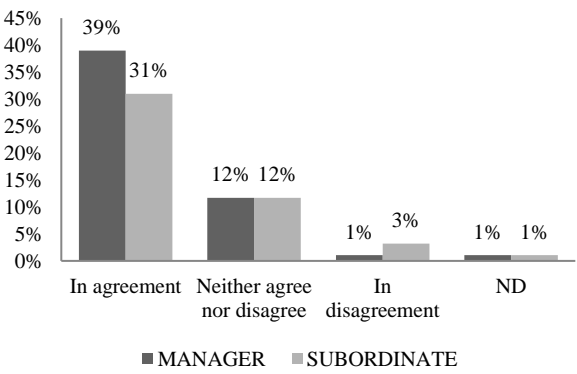
Graphic 3 Participatory decision-making
Source: Own Source

In Graphic 3 we can see that 84% of workers said that the company where they work the participatory decision-making is encouraged, while 11% had a neutral stance and 5% disagree with this statement.



Graphic 4 Openness to new ideas
Source: Own Source

Graphic 4 shows that 89% of respondents agree that there is an atmosphere of openness to new ideas in the company where they work, while 11% remain neutral.

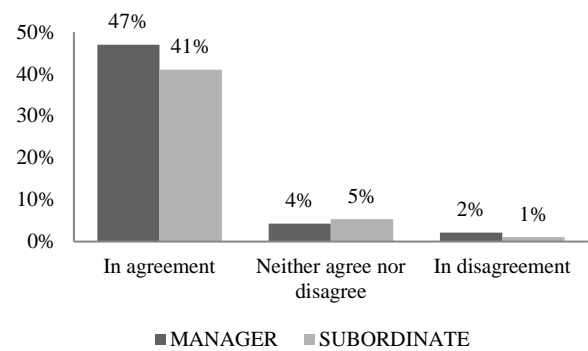


Graphic 5 Organizational values
Source: Own Source

Chart 5 shows that 70% of employees are agreeing that organizational values guide decision-making, however 24% maintained a neutral stance and 4% disagree with this premise.

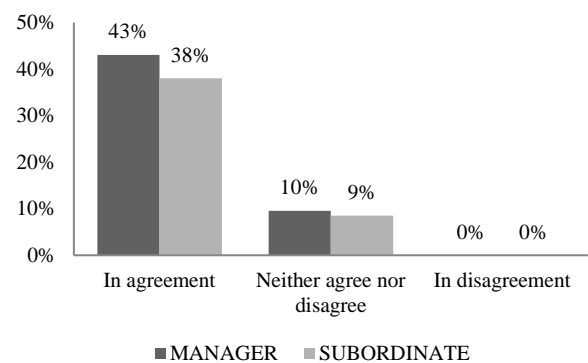
Quality of decisions:

The variable quality of decisions was assessed through indicators: achievement of objectives (Graphic 6), successful and timely (Graphic 7) solution and value creation for the company (Graphic 8).



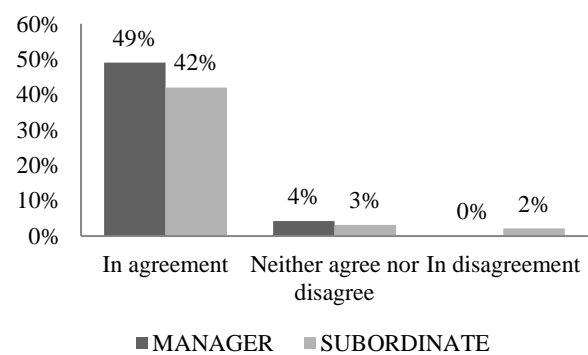
Graphic 6 Compliance objectives
Source: Own Source

According to the results shown in Graphic 6, 88% of respondents believe that decisions taken by management allow compliance with company goals, 9% maintains a neutral stance and only 3% say being in disagreement.



Graphic 7 Successful and timely solution
Source: Own Source

In the graphic7 it observed that 81% of respondents said that decisions taken by management generate accurate and timely, while 19% remain neutral.



Graphic 8 Creating value for the company
Source: Own Source

With regard to the indicator value creation for the company, Chart 8 shows that 91% of respondents believe that management decisions create value for the company, while 7% have a neutral stance and 2% you disagree with this statement.

Relationship between indicators of organizational culture variable and variable indicators of quality of decisions

To find out if the independent variable organizational culture and the dependent variable quality of decisions, are related statistical chi square test was used.

The hypothesis for the chi square test was defined as follows:

H0: There is no relationship between the organizational culture and quality of decisions.

H1: There is a relationship between the organizational culture and quality of decisions.

The decision rule is: it rejects the H0: if $X^2 > X^2_u$

Table 6 shows the results of the chi-square test between organizational culture variable and the variable quality of decisions.

One can see that there is a positive relationship between organizational culture and quality of decisions, which the null hypothesis is rejected.

This confirms that a participatory leadership that encourages employee empowerment and foster decision-making, is a determinant of the quality of decisions.

Chi square			
Independent Variable: Organizational Culture	Dependent variable: Quality of decisions	X ² value	X ² U value
participatory leadership: empowerment (Empowerment) is encouraged.	Achievement of goals.	50921	9,488
	successful and timely solution.	31.104	5,991
participatory leadership: participatory decision-making is encouraged.	Achievement of goals.	95238	9,488
	successful and timely solution.	73482	5,991
	Creating value for the company.	94837	9,488
Flexibility: There is openness to new ideas.	Achievement of goals.	38509	5,991
	successful and timely solution.	17,603	3,841

	Creating value for the company.	25,933	5,991
organizational values: guide decision-making.	Achievement of goals.	95833	9,488
	successful and timely solution.	31,327	5,991
	Creating value for the company.	169070	9,488

Table 6 Chi Square test of organizational culture variables and quality of decisions
Source: Own Source

The results show that a flexible work environment with openness to new ideas, positive impact on the quality of decisions. Which is consistent with research by Rodriguez, et al (2013), who mentioned that to achieve higher levels of success in making strategic decisions, it is recommended to promote cognitive flexibility through discussion of different ideas, and the analysis of different perspectives and opinions.

This is consistent with the literature (Parnell, Bresnick, Tani and Johnson, 2013) where it is mentioned that the decision cannot be done in a way isolated in the organization, you should consider the problem context, culture and the environment organizational. One of the main factors of culture is the style of leadership, which includes the degree of authority, delegation, commitment, participants in decision-making and openness to new ideas and innovation.

Another important finding is observed in the results is the role of organizational values to guide decision-making and positively impact the quality of them.

Conclusions

The results obtained in this research can be concluded that in the maquiladora industry in Ciudad Juarez, Chihuahua, organizational culture has a positive relationship with the quality of management decisions. Therefore, to improve organizational performance through management quality decisions, companies must foster an organizational culture focused on participatory leadership that promotes empowerment (empowerment) of employees, decentralization of decisions and geared towards participatory decision-taking.

Likewise, organizations must be an environment of openness to new ideas, contribute to enhancing managerial decision making through diversity of thought of individuals.

Organizational values represent an important ethical aspect to provide quality paper management decisions. Therefore, it is recommended that companies define and promote the values that will guide the actions of its members.

Finally, the results of this research are consistent with the approach of Blanchard (2010), who holds that in high performing organizations, leadership practices promote collaboration and involvement; It is assumed leadership at every level of the organization; leaders apply the values of the organization; and power and decision-making are shared throughout the organization.

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Instructions for Scientific, Technological and Innovation Publication

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Objectives
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Contribution

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† Researcher contributing as first author.

Introduction

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General explanation of the subject and explain why it is important.

What is your added value with respect to other techniques?

Clearly focus each of its features

Clearly explain the problem to be solved and the central hypothesis.

Explanation of sections Article.

Development of headings and subheadings of the article with subsequent numbers

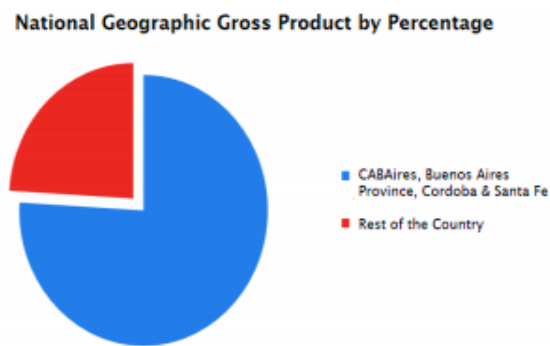
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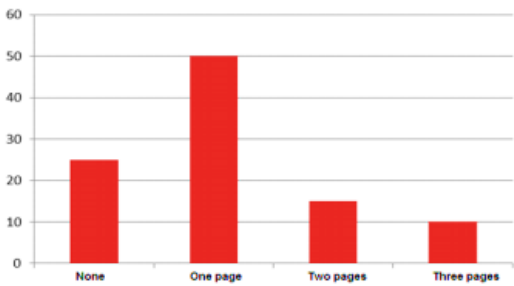


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