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## **Presentation of the content**

In the first article we present, *Re-engineering local government management: a proposal for optimising results*, by ARCIÉNEGA, Freddy, MÉNDEZ, German and GONZALES, Roberto, with adscription in the Universidad Mayor Real y Pontificia de San Francisco Xavier de Chuquisaca, in the next article we present, *Mathematical model to estimate the conditioning time of paper for offset printing of books and journals*, by MEDINA, Manuel, CHAVEZ, Juan, SALAZAR, Rodrigo and MARTINEZ, Alejandro, in the next article we present, *Complexities and facets of cybercrime*, by CASTAÑEDA, Arely, with adscription in the Universidad Iberoamericana, in the last article we present, *The internal organisational environment and managerial decision making*, by MEJÍA-HERNÁNDEZ, Marisela, PANDO-FRANCO, Manuel, LUJÁN-VEGA, Luis and DURÁN-ORTIZ, Martin Joel, with adscription in the Universidad Tecnológica de Ciudad Juárez.

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Re-engineering local government management: a proposal for optimising results

La reingeniería en la gestión de los gobiernos locales: una propuesta para optimizar los resultado

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Abstract

The present work has been developed using the comparison methodology of results of management in local governments with results obtained by establishments of the private sector that have applied reengineering asan instrument of efficient and effective management. Reengineering in the municipal management implies transfer of personnel from areas rationalized to areas that optimize the service to community. Reengineering implies process of continuous improvement and to accustom the organizational development. The present work contributes to the municipal management new subjects: the municipal strategic planning with a vision of 10-20 years, the territorial ordering. Management Information Systems. Finally, Sciences of the Company they have created management instruments that can be transferred successfully to the Municipal Public Administration: Strategic Planning, Re-Engineering, Organizational Culture and others.

Local government management, Private sector, Re-engineering

Resumen

El presente trabajo se ha desarrollado utilizando la metodología de comparación de resultados de la gestión en los gobiernos locales con los resultados obtenidos por establecimientos del sector privado que han aplicado la reingeniería como instrumento de gestión eficiente y eficaz. La reingeniería en la gestión municipal implica la transferencia de personal de áreas racionalizadas a áreas que optimizan el servicio a la comunidad. La reingeniería implica un proceso de mejora continua y acostumbrar el desarrollo organizacional. El presente trabajo aporta a la gestión municipal nuevos temas: la planificación estratégica municipal con una visión de 10-20 años, el ordenamiento territorial. Los Sistemas de Información de Gestión. Finalmente, Ciencias de la Empresa han creado instrumentos de gestión que pueden ser transferidos con éxito a la Administración Pública Municipal: Planificación Estratégica, Reingeniería, Cultura Organizacional y otros.

Gestión de gobiernos locales, Sector privado, Reingeniería

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## Introduction

Major processes related to public administration are underway in Bolivia. Within the framework of the reforms, each of these processes is taking place at different times and is led by different actors. Consideration of these processes allows us to develop the central questions of the changes that are taking place in the construction of today's citizenship.

One of these is the enactment of Law 1178 of 20 July 1990, which, after the failure of Law 14933, came into force on 20 July 1990, regulating the systems of administration and control of state resources and their relationship with the national systems of planning and public investment, thus making an important shift in the approach to public administration towards a systemic approach. The enactment of the Law is the hope of all, as it initiates a profound change and gives rise to the hope of improving the country's economic situation. Law 1178 creates seven systems, all public activity is regulated, the implementation of the systems receives important support and all kinds of resources are deployed to achieve it. Subsequently, the Law on Popular Participation and the Law on Administrative Decentralisation were implemented, which have been in force since 1994. Apparently, the conditions are in place for the management process to be optimal, resources are used to achieve it, and national and international cooperation is present, without restrictions.

In this context, one of the main actors are the municipalities. Approximately a decade has passed and the effects are not as expected. Reports by the Comptroller General's Office, the Commission for Decentralisation and Popular Participation of the Chamber of Deputies and the Technical Unit for the Fight against Corruption of the Vice-Presidency of the Republic show that between 1996 and 2002, municipalities lost 11.3 million dollars in various corruption cases. These funds have still not been recovered despite administrative, civil and criminal proceedings against those responsible. The forms of theft of public resources in the municipalities go beyond any effort to imagine criminal manoeuvres in public administration.

If the situation is analysed, there is no improvement in sight, the causes of the existing problems are not known, there is only speculation and no one is concerned with finding out the cause in order to eradicate it. The situation requires and deserves to be addressed, therefore the development of instruments that contribute to improving municipal management is a priority.

Re-engineering is one of the instruments used by modern administration to transform an organisation from what it is at the moment to an unlimited universe of what it can become. In other words, re-engineering is not a fad, it is a defined and permanent change of how to lead, administer, manage and operate the organisation and how to measure its performance.

It is important to differentiate from reengineering, misconceptions or misconceptions such as referring to it as information technology, doing more with less, doing more with less, it can be used to fix anything, it can be applied by anyone, it is a scientific process, that the anxiety and chaos generated by it are detrimental to the organisation, or simply considering that everything has been done wrong for a long time.

## Materials and Methodology

The present research is of a documentary nature, therefore, historical sources, previous work and statistical information were used for its elaboration. The methods used were systematisation and logic.

Management model for local governments aimed at optimising results.

The proposed municipal model must be built on a series of fundamental axes: global strategic planning linked to territorial planning via General Plans; the design of an economically, socially and ecologically sustainable urban development model; the fight against social exclusion; the development of a culture of solidarity with the weakest; the promotion of citizen participation; and the defence of the public sector. This statement is based on the following differences:

*Traditional, bureaucratic and authoritarian model of municipal management*

- Centralisation of management.
- Emphasis on regulating activities.
- Little delegation of authority.
- Absence of management evaluation.
- Objectives that are not very concrete and not quantified.
- Predominance of internal control.

*Proposed democratic and participatory model of municipal management*

- Decentralisation of management.
- Deregulation of processes.
- Increase in the level of responsibility.
- Incorporation of management evaluation systems.
- Increased information.
- Incorporation of new management techniques.
- Orientation towards the client.

It considers not only the physical dimension of the territory but also the socio-economic and political complexity of the community, providing an integral vision of the urban reality. While an urban plan is primarily concerned with locating land uses and planning urban infrastructures, the ultimate goal of a Strategic Plan is to achieve a good economic position and a higher quality of life.

It focuses on the critical issues, opportunities and problems facing the community, offering its leaders an opportunity to look beyond day-to-day concerns.

It is action-oriented, requiring the participation of all social and economic actors in the city, as it seeks from the outset to ensure the feasibility of its proposals, identify resources for implementation and involve decision-makers in decision-making.

Strategic planning applied to the field of territorial distribution has become an instrument of economic and social mobilisation. A Strategic Plan offers a global project for the city, with concrete, cross-sectoral objectives, capable of mobilising society as a whole towards specific goals.

The most obvious benefits of the strategic planning process applied to a city are the following:

- It identifies trends and helps to set the direction and direction of the local community.
- It formulates priority objectives in the economic and social sphere, defines hierarchies and prioritises objectives (urgent, non-urgent...).
- Concentrates resources and efforts.
- Generates consensus and commitment for action.
- Promotes coordination between public institutions and civil establishments.
- Can and should involve the third system (non-profit associations, foundations, Non-Governmental Organisations).

A strategic plan should not so much assume "competitiveness" as social cohesion and the improvement of environmental quality as its objectives, articulating itself with urban plans and actions of different scales and agents in the city, without losing its strategic character; it should also broaden the concepts of participation and consensus towards social objectives, deepening the instruments and procedures for conflict resolution and control of the real development of the plan, since most of those carried out up to now, although they emphasise consensus, lack deadlines and execution programmes. With regard to land-use planning policies, via General Plans, the following objectives can be mentioned:

- To fight against social discrimination, preventing the expulsion of the popular strata from the central areas of the municipality, confirming the popular character of the neighbourhoods located in this area.

- To protect the built heritage, the premature and indiscriminate destruction of which constitutes a social waste and a cultural attack.
- Maintain and protect industrial employment in the municipality, by halting the tertiarisation of urban centres.
- Defend, protect and conserve the large open spaces of the municipalities, deepening a policy of ecological rebalancing.
- Maintain the public character of any land or urban element that has this character.
- Improve the environmental quality of urban land, developing all kinds of anti-pollution measures.
- Re-equip the city with unique facilities, located in places with maximum accessibility by public transport.
- Organise the growth of the city to reduce its imbalances.

The future of cities is linked to their economic activity. But all the operations that can be designed to make the city a habitable enclave must consider the concept of social utility as an essential premise. In particular, industrial activity is a factor linked to the urban reality, a source of wealth creation, employment and income, and a dynamic factor in the complexity of the city.

However, productive activity makes it necessary to establish strict control and regulation measures for those activities that have harmful or polluting effects, in their different aspects: atmospheric, acoustic, dumping, contaminated soil, etc.

#### *The city as ecosystem*

Like natural ecosystems, urban ecosystems are composed of physical and biological elements that are interdependent and dependent on other ecosystems (...) What distinguishes urban systems from other ecosystems is the enormous preponderance of their human component, with its social, cultural, economic and political characteristics. The city, as an ecosystem, requires matter and energy to maintain its structure.

As the consumption of natural resources, matter, energy and land increases, degradation multiplies, as the urban system may be unable to reabsorb the deterioration caused by its own functioning.

The challenge for the future is to address the solution of social needs within environmental limits. The process of building liveable cities must be the fruit of collective collaboration. Municipalities, in the spirit of Agenda 21 adopted at the Rio Summit in 1992, will adopt local measures and initiatives in a Local Action Plan incorporating seven specific programmes: air, water, soil, energy, waste, education and taxation.

#### *Sustainable cities: a change of course*

The ecological recovery of the city as a basis for sustainable development starts from a context that, at least in principle, could not be more favourable. One of the essential problems to be solved from the point of view of quality of life in municipalities, particularly in large urban concentrations, is that of the environment.

The centralisation of services hampers the municipality's ability to adequately meet the demands of the community. The difficult process of keeping services running for all people throughout the municipality has manifested itself in overburdened employees, long lines of residents in search of services, cumbersome records and a low level of citizen participation in the functioning of the municipality.

#### *Municipal organisation*

The big city and the small municipality are rooted in the customs and habits of their inhabitants; in addition to a physical organisation, they have a moral organisation. What is the culture of proximity? Neighbourhood relations are the basis for the simplest and most elementary form of association that exists. We must remember that it is our duty to adapt our organisational situation to the social, political and technical environment in which we operate. We must continue to maintain the decentralisation in management that the municipal companies, boards and bodies should represent. This tendency has been broken at present and greater levels of administrative concentration are sometimes sought.

Emphasise management by objectives, where the main one is the government programme. The objectives of the period (legislature, annuities, etc.) should be made compatible with strategic programmes (10-15 years).

Prioritise more horizontal forms of work organisation (without losing the basic elements of verticality) such as semi-autonomous groups, quality circles, project teams.

Promote participation without exclusion of all municipal groups as well as the presence of trade unions and social organisations in sectoral councils, administrative councils, special commissions, etc.

Defend, because of their importance, the regularity of ordinary plenary sessions and the correct functioning of the informative commissions, which must give their opinion on the content of the meetings before they are convened. The circulation of information and transparency are two fundamental elements for the free exercise of democracy.

Include in the Municipal Organic Regulations (as well as in those on participation) very broad guarantees for the rights of information and opinion of social organisations and full respect for individual rights: articulation of consultation and referendum, the popular motion to plenary, participation in the informative commissions on the plenary agenda, public intervention in plenary sessions, etc.

#### *Control in local governments*

Municipal management control plays an important role in all actions and programmes carried out by municipal agencies, as it provides the necessary references and information to locate and correct deviations in the fulfilment of administrative activity, thus strengthening the decision-making process in local governments.

Management control is a fundamental means of information supported by operational controls such as: legal, budgetary, administrative and accounting, as well as the physical and financial progress of the works executed in the municipal jurisdiction.

Legal control: Allows municipal authorities to ensure the correct application of laws and regulations in municipal management.

Budgetary control: This is the instrument used by local governments to direct their operations by systematically comparing the set of forecasts established for each of the functional areas with the historical data reflected in the accounts for the same period or fiscal year. Budgetary control is carried out by starting from what was budgeted and comparing it with what was realised, then determining the variations, identifying the causes that gave rise to them and adopting the measures to be applied to eliminate these differences.

Administrative control: This is used to verify that all work and tasks are carried out in accordance with previously established administrative methods and procedures. This activity corresponds in the first instance to the public servants responsible for the various municipal departments.

Accounting control: This comprises the continuous or periodic inspection of the municipality's public accounts, in accordance with the established accounting system and contains the principles, rules and credits that are required for this purpose.

Physical and financial control: Consists of the detailed verification of the physical and financial progress of the municipal public works, in order to know the fulfilment of the established goals and the amount of the actual expenditure exercised in relation to the authorised amount. Management control, as a permanent activity of the municipal administration, is developed by complying with the stages of the process, which begins with the establishment of norms or standards, followed by the measurement of results, then making the evaluation and finally applying corrective measures.

Standard setting: The initial stage of the management control process consists of setting norms or standards, which serve as a reference between what has been programmed and what has been achieved. It is constituted as the standard of measurement that represents the goals established in the planning.

Measurement of results. It consists of contrasting the actual results obtained by the municipal administration with the objectives and goals that were foreseen. The information on the results obtained must be clear and precise, concrete and timely.

**Evaluation:** It is the critical study of the results obtained against what had been expected. In this phase, the causes that may have produced deviations in the work plans and programmes are analysed and alternative solutions are proposed.

**Application of corrective measures:** These are the adjustments or changes to be applied to the plans and programmes developed by the administrative and service units of the local governments, in accordance with the deviations observed in the evaluation stage, in order to update the plans and programmes based on new guidelines and objectives, as appropriate.

### *Municipal public services*

The demand for new services, in addition to those traditionally provided by municipalities, requires municipalities to equip themselves with the appropriate management instruments. The experience accumulated by municipalities in the provision and management of public services through municipal companies and autonomous bodies shows them to be instruments of the first order for an active policy of participation of "the public" in local life (in economic activity, services...), especially in medium and large cities.

The application of a company management model will be feasible above a certain size (20,000 inhabitants), which does not mean that business initiatives cannot be developed in smaller municipalities by means of agreements.

The municipal enterprise model must have the following fundamental and differentiated elements:

- The company's capital should be majority public, tending to 100% municipal.
- The company's purpose should be as broad as possible.
- Specific political management, with the figure of a CEO or President.
- Participated management, with the inclusion of a representation of all municipal groups, as well as workers and residents through the respective unions and associations.
- Municipal Housing Company. To promote the creation of housing and land companies in all those municipalities where extensive urban development is foreseen in the short and medium term, turning them into public agents of intervention in the control of the real estate process.
- Funeral Services Company. Defend the public nature of this service, through the creation of consortiums or public companies that manage municipal facilities and ensure the universal provision of the service at the minimum cost to the municipal coffers.
- Urban transport, urban maintenance and environmental services companies.

The size of the territory and the size of the population to be served are of paramount importance in their creation.

Traditionally, municipalities have been responsible for the provision of public services inherent to the satisfaction of primary or basic needs, those that are of immediate urgency for life itself, such as, among others, drinking water, markets, cemeteries, drainage, etc. Municipal public services are the tangible and visible expression of the activity developed by the local public administration, because they are generally the most important element that the population uses to evaluate the capacity and effectiveness of their authorities; the efficiency and effectiveness with which a service is provided in terms of quantity and quality, depends to a large extent on the fulfilment of its social objective and the public image of the municipalities and their administration.

Services have a different organisation according to their functionality, as it is evident that services provided to city dwellers and rural areas do not have the same characteristics, since the hierarchisation of services is in accordance with the needs of the population.

*Development of human potential*

Aimed at strengthening the management capacities of municipal authorities, managers and professionals in the tasks of local administration, generating an exchange of experiences among participants. Strengthening the leadership capacity of the authorities, managers, professionals and municipal civil servants participating in the programme.

It is conceived as an important training stage for those interested in the municipal sphere, thus contributing to the training of professionals in the development of the community and the regions.

It is necessary to adapt human resources to the evolution of the social environment which is in continuous transformation and which demands a new role for the municipal administration in the field of the environment, social dynamisation, economic and employment promotion, information, etc.

As opposed to the classic models of hierarchical levels and departmentalisation, the new, more flexible and horizontal forms, continuous training, the correct evaluation of jobs, incentives for productivity, internal promotion, etc., play a very important role. All of this is linked to a high level of transparency through concrete and consensual regulations on personnel selection processes.

These are essential aspects for organising a human resources policy:

- Job descriptions, which are essential to know the structure and qualitative content of the payroll.
- Payroll, which is the detailed list of the number of posts that make up the payroll.
- Selection or recruitment regulations, in order to provide transparency and regularity to the recruitment policy.
- Job evaluation, to homogenise the remuneration of the different jobs under the same criteria, eliminating comparative grievances between workers in the same municipality.
- Manual of job functions, to clarify the different areas of work, specialise and delimit responsibilities.
- A permanent training plan.
- Manual of circuits and procedures, in order to save time and effort, developing specialisation.
- Municipal contributions to work sharing.
- Drastic reduction of structural overtime and the virtual disappearance of non-structural overtime.
- Reconversion of existing posts to be made redundant into new posts to be created and an increase in payroll as a consequence of the previous points.

Poverty, conventionally defined as a state of material and social deprivation, is a problem related to the existence of distributive inequalities, to the accelerated growth of the population in relation to the growth of investment, to the deficient development of markets, to the insufficiency or ineffectiveness of economic policies and those aimed at fighting poverty.

The poor are less efficient and creative than they could be, in large part because they are not engaged in the activities they would probably prefer. His situation forces him to do whatever comes his way. It is this restriction of his freedom, either because of limited choices or for reasons of discrimination, that is the basis of poverty. In reality, poverty is not only a state of material deprivation, but above all a state of social deprivation. Despite their persistent material poverty, the people of the Andes have managed to survive and progress slowly, due to their social organisation based on kinship, collective action or their organisation in peasant communities. Experience shows that social organisation, social networks and institutions (social capital) are essential to combat the vicissitudes of poverty and that human development is possible even under minimal material conditions.

## Conclusions

The typical outline of the modernisation process of the Municipality of Rosario, Argentina, based on process re-engineering, allowed the development of an Urban Information System for decision-making, supported by GIS technology, Global Information Systems and a Municipal Intranet Network; a building adaptation; a metropolitan network and local voice and data communications networks; a transformation of the organisational culture of municipal employees and an improvement in citizen service with quality work and continuous improvement, to measure the efficiency of the Municipal District Centres.

Re-engineering in local government management allows for optimising the provision of municipal services for the benefit of citizens, streamlining processes, integrating the different functional areas through Management Information Systems, and establishing direct communication channels with neighbours.

The democratic municipal management model proposes a change in the dynamics of the government-governed sphere, from a traditional system of representative democracy to participatory democracy, which implies negotiation, convergence and cooperation of interests and actors, as well as their dissidence and confrontation.

Municipal strategic planning, as an instrument of modern management, allows for a thorough and detailed analysis of internal factors, identifying strengths and weaknesses, as well as external factors, recognising opportunities and threats, in order to successfully face the challenges of achieving optimal results for the benefit of the community.

Political, administrative and economic decentralisation will enable regional and local governments in particular, the institutions of society. Excessive centralisation of economic and financial resources has not allowed local governments to develop their plans and programmes.

Territorial planning should be the central axis of the strategy of deepening decentralisation, given its importance in the consolidation of territorial autonomy, strengthening regional and local autonomy, ensuring the preservation and proper management of natural resources and territorial finances, to guarantee the viability of regional and local development.

The provision of municipal services to the community by local governments must be based on the principles of equality, permanence or continuity, adequacy, generality, legality, persistence and adaptation, to guarantee the establishment of administrative procedures and an organisation that aims to satisfy the needs of the population.

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**Mathematical model to estimate the conditioning time of paper for offset printing of books and journals**

**Modelo matemático para estimar el tiempo de acondicionamiento del papel para la impresión en offset de libros y revistas**

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**Abstract**

Objectives, methodology: Designing a mathematical model to estimate the time of conditioning the paper. From the information available is performed a correlation and regression analysis, we get a mathematical model, determines their validity and is shown by their use in the development of software. With Attribution: Currently for the offset printers, there is no equation available, to estimate the time of conditioning the paper from the temperature difference with respect to the print room and the volume. This work contributes in the professionalization of the graphic arts industry in relation to the development of software, the administration and planning of the production, the plans and programs of study of the career of graphic arts that offer technological universities, as well as in the formation of human resources.

**Graphic arts, Software, Conditioning for paper**

**Resumen**

Objetivos, metodología: Diseñar un modelo matemático para estimar el tiempo de acondicionamiento del papel. A partir de la información disponible se realiza un análisis de correlación y regresión, se obtiene un modelo matemático, se determina su validez y se demuestra su uso en el desarrollo del software. Con la atribución: Actualmente para las impresoras offset, no existe una ecuación disponible, para estimar el tiempo de acondicionamiento del papel a partir de la diferencia de temperatura con respecto a la sala de impresión y el volumen. Este trabajo contribuye en la profesionalización de la industria de las artes gráficas en relación con el desarrollo de software, la administración y planificación de la producción, los planes y programas de estudio de la carrera de artes gráficas que ofrecen las universidades tecnológicas, así como en la formación de recursos humanos.

**Artes gráficas, Software, Acondicionamiento para papel**

**Citation:** MEDINA, Manuel, CHAVEZ, Juan, SALAZAR, Rodrigo and MARTINEZ, Alejandro. Mathematical model to estimate the conditioning time of paper for offset printing of books and journals. Journal-Law and Economy. 2021. 5-8:10-13.

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**Introduction**

The lack of planning and programming (dead time, production overload, production delay, poor production programming) are problems in the production process that the graphic arts sector faces in Mexico. A solution to this problem is proper planning and administration to properly estimate production times (National Chamber of the Graphic Arts Industry-FUNTEC, 2004).

At the Fidel Velázquez Technological University, in the Graphic Arts career, it has been found that the development of projects related to optimization in the use of resources is recurrent (Martínez Barbosa, 2014) (López Aguilar, 2013). There is a shared interest of the graphic arts production chain to establish various technical recommendations for the proper and efficient use of offset paper (Technical Committee for the Standardization of Graphic Arts, 2000).

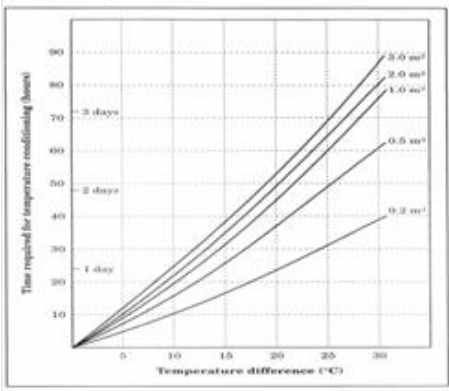
A paper that is cold cools the surrounding air and changes its relative humidity (RH), this change causes the surrounding air to become saturated, which causes condensation, so if it is uncovered, it will become damp and the condensation will produce wavy edges. The opposite situation occurs when a warm paper is brought into a cool press room, the higher temperature of the paper heats the surrounding air, lowers the RH and moves from the substrate into the surrounding air, causing the paper to shrink. and its edges remain “topressed” which could mean printing problems (Wilson, 1998).

Once the paper reaches the press room, it may or may not be the same temperature as the press room, an accurate measurement of the paper temperature can only be obtained by inserting a sword thermometer into the stack. The wrapping of the packages, rolls or boxes must be removed when it has been determined that the temperature of the paper is identical to that of the environment in which it will be processed, for which the paper must be given time to reach the temperature of the newsroom, this time is called paper conditioning time and can take from a few hours to several days.

Graphs or tables can be used to determine the conditioning time of the paper (Breede, 1999).

**Model development**

A table (Cerrato Escobar, 2004) and a graph (Breede, 1999) were found to estimate conditioning time. It is worth mentioning that according to the bibliography analyzed, the conditioning time does not depend on the type of paper.



Graphic 1 Paper conditioning time  
Source: (Breede, 1999)

Graphic 1 is taken as a basis, since it provides visual information about the behavior of the conditioning time as a function of the volume and the temperature difference with respect to the printing room.

If we do:

Now the relationship between the coefficients a and b of the quadratic equations with respect to volume is determined.

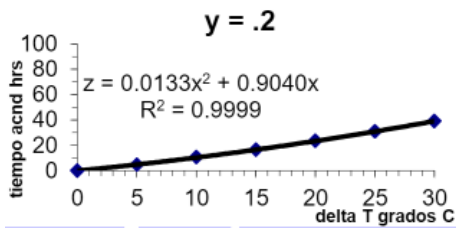
X = Value to absolute from the from temperature and between and the paper and the living room of impression.

y = Volume of the sheet or roll in m<sup>3</sup>.

z = Conditioning time in hours.

The conditioning time as a function of the temperature difference, keeping the volume fixed, fits well with a quadratic equation that passes through the origin, as shown by the values of R<sup>2</sup> in Table 1, so we can generalize that:

$$z = ax^2 + bx \tag{1}$$

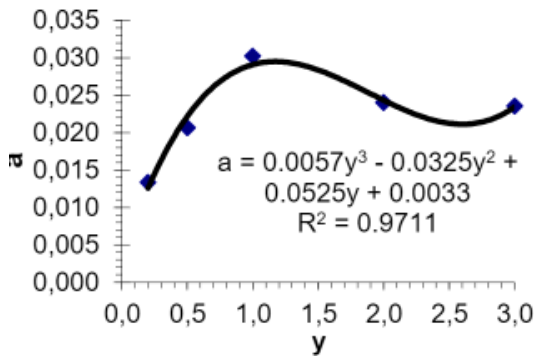


Graphic 2 Conditioning time for a volume of .2 m³

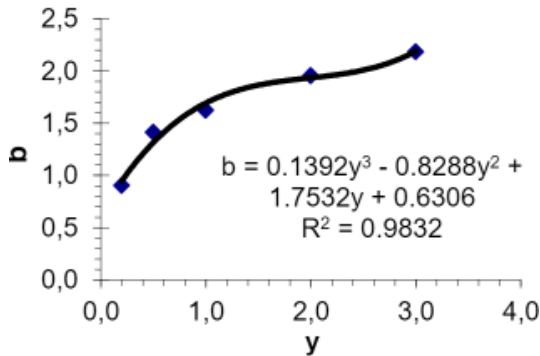
y	a	b	R²
0.2	0.0133	0.9040	0.9999
0.5	0.0206	1.4145	0.9994
1.0	0.0302	1.6259	1.0000
2.0	0.0240	1.9559	0.9999
3.0	0.0235	2.1865	0.9998

Table 1 Relationship between the coefficients of the quadratic equations and the volume

The relationship between the coefficients a and b of the quadratic equations with respect to the volume is now determined.



Graphic 3 Dependence of the coefficient "a" of the equation(1) with respect to volume



Graphic 4 Dependence of the coefficient "b" of equation (1) with respect to the volume

As can be seen in graphs 3 and 4, if the coefficients a and b are adjusted to polynomials of degree three, values of R² greater than 0.9 are obtained, so the mathematical model sought is:

$$z = (0.0057y^3 - 0.0325y^2 + 0.0525y + 0.0033)x^2 + (.1392y^3 - .8288y^2 + 1.7532y + .6306) x$$

Where:

x = Absolute value of the temperature difference between the paper and the printing room.

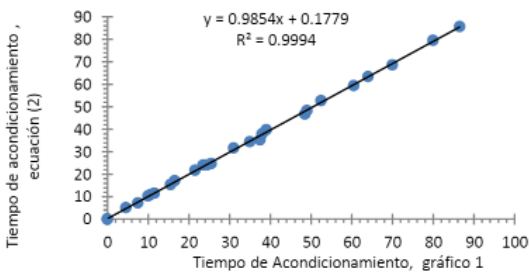
y = Volume of the sheet or roll in m3

z = conditioning time in hours

Model validation

In order to verify the validity of the model, the values obtained between graph 1 and equation (2) are compared, in a temperature difference range of 0 to 30 °C and a volume of 0 to 3 m3, see graph 5.

As can be seen, comparing what is obtained by equation (2) and graph 1, an R2 of 0.9994 is obtained, so the model obtained adequately predicts the conditioning time.



Graphic 5 Validity of the model obtained 3

Application of the model

The results of the execution of two programs, made from the model obtained, are shown below as an example.

HP 48 Series Programmable Calculator Program

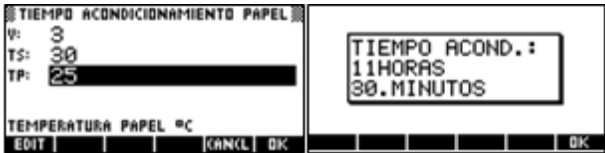
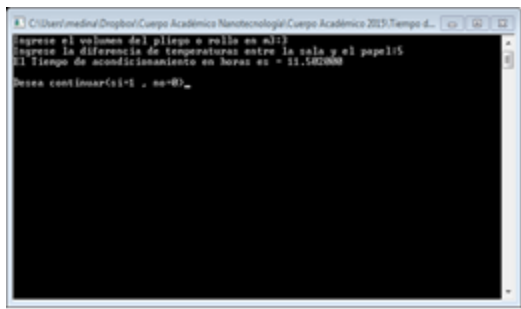


Figure 1 Execution of the program developed for an HP 48 series programmable calculator

*Program using the Dev-C++ integrated development environment*



**Figure 2** Result of the execution of the program developed for the integrated development environment Dev-C++

**Conclusions**

A mathematical model was obtained that allows estimating the paper conditioning time, which can be used by those interested in managing, planning production and developing software for the graphic sector.

This work serves as an example of the use of logical resolution of problems related to the graphic arts sector, which has traditionally been empirical in Mexico.

This is a multidisciplinary work that was developed for the Academic Division of Productive Processes, Graphic Arts Area, of the Fidel Velázquez Technological University. It seeks to establish, in the future, process simulation projects; The one that currently interests the division the most is related to the simulation of operating conditions of the offset printing system, which would support printers in achieving the fine-tuning of printing presses, flat or roll (rotary), in optimal time.

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**Complexities and facets of cybercrime**

**Complejidades y facetas del cibercrimen**

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**Abstract**

In this document the key issues that allow current laws facilitate the work on appropriate punishments for computer crimes as the speed with which technology advances not allow the law and technology are presented at par. We will also see some examples of classification to combat such crimes, such classification is necessary since the computer can be a means of communication to run the offense or used as storage repository and takes a different treatment, however it should be clearly enough when making a decision regarding his trial. Discuss a common example where most surfers run the risk of falling, this act is given by simple curiosity or overconfident but it's time to make consciousness of everything that goes with this example.

**Resumen**

En este documento se presentan las claves que permiten que las leyes actuales faciliten el trabajo sobre las penas adecuadas para los delitos informáticos ya que la velocidad con la que avanza la tecnología no permite que la ley y la tecnología estén a la par. También veremos algunos ejemplos de tipificación para combatir este tipo de delitos, dicha tipificación es necesaria ya que el ordenador puede ser un medio de comunicación para ejecutar el delito o utilizarse como repositorio de almacenamiento y tiene un tratamiento diferente, sin embargo debe ser lo suficientemente claro a la hora de tomar una decisión respecto a su juzgamiento. Discutir un ejemplo común donde la mayoría de los surfistas corren el riesgo de caer, este acto se da por simple curiosidad o exceso de confianza pero es hora de hacer conciencia de todo lo que conlleva este ejemplo.

**Law, Computer crimes, Media**

**Leyes, Delitos informáticos, Medio de comunicación**

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## Introduction

### *The many facets of Cyberlaw*

This is an interesting time for law and technology because technology is changing at an exponential rate. Many times, judges and juries are confused by the technology terms, and concepts used in these types of trials, laws are not written quickly enough to adequately punish cybercriminals. One country may not consider a particular action against the law at all, while another country may determine that the same action requires five years in prison. Your nation may not view this issue as illegal at all or have laws restricting such activities. Computer crime (sometimes referred to as cyber) laws around the world deal with some of the central issues:



**Figure 1**

The laws have been created to combat three categories of crimes.

#### a) Computer-assisted crime:

These are where computers are used as a tool to help carry out a crime. Some examples are:

- a) Conduct information warfare activities through critical attacks on national infrastructure systems.
- b) Performing -hacktivisml, is an action of protesting against the activities of a government or a company by attacking their systems and/or deconfiguring their websites.
- c) Computer crimes where the computer has been the bank:

Refers to incidents where a computer was the victim of an attack crafted to harm the computer and its owners specifically. Some examples are:

- Installation of rootkits and sniffers for malicious purposes.

- Performing a buffer overflow to take over a system.

#### *Crimes in which the team is involved in the crime:*

The last type of crime is where a team is not necessarily the attacker, but is ultimately involved in a crime that took place. This category is referred to as incidental equipment. For example:

- If you have a friend who works for a company that runs the state lottery and he gives you a printout of the next three winning numbers and types them into the computer, the direct action of the crime is that the computer is the storage location and is involved in the crime. So if a crime falls into this category it means that the computer is not attacking another computer, the computer is not being attacked but the computer is still being used in a meaningful way.
- The reason these types of categories are created is to allow current laws to be applied to these types of offenses, even though they are in the digital world. By allowing the use of current laws, it makes it easier for a judge to know what the appropriate punishments are for these specific offenses. (HARRIS, 2013, pp. 979-990)

### Common example of cybercrime

The above text is something that in Mexico today is taken very lightly, due to the recent explosion of information, information security has become a fundamental issue; the -cybercrimell is a latent threat and a modern way of theft that is directed to each and every one of the cybernauts; how many times have we received an email in our Facebook inbox with the sender of -Paul Walkerl surprised and naive before such a sender we opened the email, thinking that there is nothing to fear, the matter does not stop at the simple action of checking an email containing an insignificant text, this action allowed to install a malicious program that puts us at a risk of suffering the following consequences:

Sending of unwanted mail (Spam).

- Participation in phishing.
- Viruses.



- Spyware for example: stealing private and personal information including our credit card numbers or banking credentials.
- Launch denial-of-service attacks (DoS: click fraud) against a specific target.

We are about to be extorted by a Hacker who threatens to not only use our credit card without our consent, we are literally in his hands as he has access to all our information. This situation unfolds because the implanted software allows the attacker to take control of the infected computer; When a computer has been infected by a botnet virus, it acts stealthily because we do not realize the whole situation that is happening inside the computer because our computer performs its functions normally, the attacker can control the infection of the computer to threaten us, because at this time had access to our private photos, those who did not want anyone to know that existed and apart from all to implement a denial of service program (DDoS) plus we just founded the first link of a Botnet Usually consists of three parts:



Figure 2

The bot herder is the attacker and the bot client is the victim being infected by the botnet virus; the command and control (C&C) server is the control server of a botnet and also a communication tool between a bot herder and a bot client. The bot shepherd typically uses the Internet Relay Chat (IRC) protocol to communicate with the command and control server and a bot client. Since botnet viruses are always changing, both in patterns and attack methods, detection and protection against these viruses have become extremely difficult. (Kuan-Cheng, Sih-Yang, & Hung, 2014) Do you know what is the most.

- Funny thing? that we brought this whole situation on ourselves, by believing and trusting that.

- Paul Walker is sending us a message from beyond; that is why the next time we receive an email from an unknown person, it is best not to open it without first making sure it is safe and having our antivirus updated.

### Conclusions

The era in which hackers only mocked the big companies making them have a hard time, because they -dropped the service of their website and with this they put them to work hard to restore the service, is now behind us; the new modality of working of the -hackers is cybercrime, which is the most modern way of stealing all our information at the reach of a click and that is why it is important to know how this situation can affect us, which is the most modern way of stealing all our information at the reach of a click. -hackers is cybercrime, which is the most modern way to steal all our information at the reach of a click and that is why it is important to know how this situation can affect us, most of the time we are not aware of the risks that exist on the network and we navigate without responsibility, without understanding everything that a click can trigger and how it can affect us; however the fight against cybercrime is an issue that affects us and is everyone's responsibility, how do we achieve it? By being responsible and making sure that the emails we receive come from safe people, avoiding pornography websites or pages containing free programs, which are the first link in a series of highly damaging consequences that open the way to cybercrime. Tell me which pages you consult and I will tell you what risks you run...

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**The internal organisational environment and managerial decision making****El ambiente organizacional interno y la toma de decisiones gerenciales**

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**Abstract**

This paper presents the principal factors of the internal organizational environment that affect the management decision making. For this a bibliographic and documentary revision was made, through the scientific method of research analysis-synthesis. As result of this analysis, culture and organizational structure, interaction process and information systems were identified as significant factors that affect the decision making process.

**Management decision making, Organizational environment, Organizational culture, Information systems**

**Resumen**

En este artículo se presentan los principales factores del ambiente organizacional interno que inciden en la toma de decisiones gerenciales. Para ello se realizó una revisión bibliográfica y documental, a través del método científico de investigación análisis-síntesis. Lo que permitió obtener como resultado la identificación de la cultura organizacional, la estructura de la compañía, el proceso de interacciones que se genera al interior de la organización y los sistemas de información que dan soporte a la operación del negocio, como factores que desempeñan un papel predominante en la toma de decisiones gerenciales.

**Decisiones gerenciales, Ambiente organizacional, Cultura organizacional, Sistemas de información**

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## Introduction

Effective management decision making is paramount to the achievement of organisational objectives. Decisions made by management have an impact on the achievement of strategic objectives as material, financial, human and time resources are invested in them to meet deadlines or solve problems.

According to Arnold-Cathalifaud (2008), the lack of clarity and the various controversies that arise in organisations, mainly when they initiate optimisation processes, are related to the difficulties and complexities inherent in their processes and to the tendency to seek traditional solutions focused on individuals and not on the networks they constitute within them.

Decision-making is considered one of the most important activities of management; it is an integral and complex process influenced by various factors in the organisational context.

The objective of this study is to review the existing literature, conduct an analysis of the information and identify the main factors of the organisational environment that influence managerial decision-making.

## Decision-making in organisations

From the point of view of organisational theory, decision-making is a complex process that in the organisational context is related to structure, interaction, communication, power and culture (Vidal, 2012).

Taking this approach as a reference, it can be added that decision-making in the organisation is a collective or individual process, and the study of this process provides information of interest for understanding the phenomena of interaction and communication that occur within the company.

According to Vidal (2012), in general terms, decision-making is the act of choosing or selecting something, a mental process that identifies the actions to be taken to solve a problem or achieve a goal. However, for Robbins and Coulter (2014), decision-making is a holistic process, not just an act of choosing between different options, which can be the result of individual or corporate action.

Several organisational theorists agree that decision-making is one of the most important activities of management work, as it is present in all its functions (Kast and Rosenzweig, 2004; Drucker, 2010, Mintzberg, 2008, Simon, 1997, cited by Lunenburg, 2011).

## Organisational structure and levels of decision making

Daft (2007) states that organisational structure has three key components: firstly, it designs the formal relationships of subordination, including the number of levels in the hierarchy; secondly, it shows the grouping of individuals into departments and departments into the total organisation; and finally, it includes the design of systems to ensure communication and coordination between departments.

Based on the above, the organisational structure, in designing the hierarchical levels, draws the lines of authority and responsibility that define the levels of decision-making.

The organisational decision-making process is classified into three levels: the first level corresponds to strategic decisions, which are oriented towards long-term goals and guidelines that are often included in the organisation's strategic plan; at the second level is the tactical or managerial decision-making process where strategic objectives are converted into achievable and measurable goals; and finally at the third level operational decision-making focuses on the day-to-day running of the organisation, in a rapidly changing context (Parnell, Bresnick, Tani and Johnson, 2013).

Sanders (2013) mentions that tactical decisions must be aligned with strategic decisions as they are the key to the company's long-term effectiveness, and provide feedback on progress in achieving strategic plans.

One of the main problems in organisational structure design is obtaining and processing information for decision-making (Kast and Rosenzweig, 2004). In companies with vertical structures and too many hierarchical levels, information does not flow with timeliness and accuracy.

Daft (2007), explains that a traditional organisation designed for efficiency has a dominant vertical structure, with few work teams and centralised decision-making at the top of the hierarchy; whereas in a horizontal organisation designed for learning, shared tasks are emphasised.

Shared tasks and informal, decentralised decision-making are emphasised, implying that decision-making is devolved to lower levels of the organisational hierarchy.

21st century organisations, according to Kotter (2012), should be oriented towards a non-bureaucratic structure with fewer rules and hierarchical levels, and should be characterised by policies and procedures that generate the least internal interdependence. This will allow for a wide distribution of information about the organisation's performance and facilitate timely decision-making.

### **Organisational culture and its impact on managerial decision-making**

From the perspective of organisational knowledge, culture is a system of shared knowledge where individuals generate it through rules (Páramo, 2014). In this way, culture includes the image of the organisation, as well as the set of constitutive and regulatory norms that organise beliefs and actions (Harris, 1994, cited by Páramo, 2014).

Extending the concept of culture, Daft (2007) states that it is the set of values, norms, guiding beliefs and understandings shared by the members of an organisation, which in turn are transmitted to new members. In the absence of written rules or policies, organisational culture guides decision-making.

In this sense, decision-making is not a process that can be analysed in isolation; the culture and environment of the organisation must be considered.

Within culture, one of the main factors to consider is leadership style, which includes the degree of authority, delegation, commitment, number of participants in the decision-making process and openness to new ideas and innovation (Parnell et al, 2013).

Blanchard (2010), argues that in high-performing organisations, leadership practices promote collaboration and involvement; leadership is assumed at every level of the organisation and decision-making is shared throughout the organisation.

Another aspect of organisational culture that influences decision making according to Daft (2007) is ethical values as they guide executives' actions towards ethical decision making. In companies with strong values, employees know their mission, what is expected of them, who to delegate to and how to act in unforeseen situations (López, Mejía, Ituarte, Escajeda and Enríquez, 2014).

Today, an increasing number of organisations are establishing codes of ethics, with the aim of aligning employee behaviour and decision-making with the company's values and beliefs. Robbins and Judge (2009) point out that ethical considerations should be an important criterion in decision-making, as companies are committed to behaving in an ethical and socially responsible manner.

In the same way, organisations that promote a culture of continuous improvement, integrity, equity and collaborative work tend to generate participatory scenarios in decision-making, where information flows effectively, while companies with a small structure or focused on the power of some of its members.

They are oriented towards individual decision-making. Arnold-Cathalifaud (2008) points out that "organisational designs not only specify relationships of domination, but also condition the successive decisions of an organisation and thus the preservation or change of its own structural forms" (p. 101).

According to Bateman and Snell (2009), organisational cultures can be strong or weak, in the former, employees believe in the company's goals, priorities and practices; while in weak cultures, employees have different values, there is confusion about corporate goals, and the principles that should guide decisions are not defined.

Companies need to strengthen their culture through values and policies that guide the organisation's people towards meeting strategic objectives, and the behaviour and actions of senior management need to be aligned with the organisation's culture. This is in order to support effective decision-making.

### **Decision-making in organisations: a process of interactions**

In organisations there are different factors that influence who makes decisions. Decisions that are important and relevant to the achievement of objectives are mostly made by a number of individuals who contribute their knowledge and experience.

Some of the advantages of group decisions are the generation of more complete information and more alternatives; more knowledge and experience available for problem solving.

As well as the legitimisation of the decision (Lunenburg, 2011; Robbins and Coulter, 2014). In other words, the synergy generated by collective action in decision-making results in most cases in better outcomes and commitment. However, Arnold-Cathalifaud (2008, p.101) states that "when participatory scenarios are proposed, they have collateral effects, as sharing responsibility for a decision can make it even riskier" and adds that "participatory schemes cannot eliminate organisational risks, but they do require members to jointly assume the consequences of mistakes and thus blur imputability".

Other authors state as disadvantages of group decision-making: social pressure towards conformity or groupthink, individual dominance, conflict with secondary goals, ambiguous accountability and time spent to reach a final decision (Robbins and Judge, 2009; Gunnarsson, 2010, cited by Lunenburg, 2010).

In this perspective, group decision-making is useful in complex situations and when the decision needs to be accepted and implemented by others.

Information systems: support for managerial decision making

Information systems play a predominant role in companies, as they not only support business operations, but also become a strategic part of the organisation by adding value, providing competitive advantage, facilitating decision making, capitalising on resources and contributing to the achievement of objectives.

Laudon and Laudon (2012), state that information technology contributes to knowledge management by supporting business processes to create, identify and use knowledge throughout the organisation. Based on the above, there is a need for organisations to implement information systems to help optimise their processes.

Information systems have become a tool for business intelligence. From this point of view, business intelligence is considered as "data and software tools to organise, analyse and provide access to information to help managers and other business users make more informed decisions" (Laudon and Laudon, 2012, p. 49), in general terms, business intelligence is defined as the corporate ability to make decisions, transforming data into information and information into knowledge (Rosado and Rico, 2010; Sinnexus, 2012).

Data obtained from information systems contribute to decision-making by generating knowledge about business problems and opportunities (Ballard et al., mentioned by Rosado and Rico, 2010). In this regard, Laudon and Laudon (2012), posit that more accurate business data provided by information systems support more accurate decisions to guide the business, improve its operation and respond quickly to changing markets and customers.

In this way, information systems support decision making by streamlining information processing and presenting a business picture to organisational managers.

Estrada, García and Sánchez (2009), state that various studies indicate a positive relationship between the technological level and the competitiveness of the company, it has been found that companies with higher technological levels increase their productivity and have a greater chance of competing in world-class environments.

Therefore, business intelligence through information technologies provides a competitive advantage, which is, according to Garrido (2006, p.7) "that differentiating element that makes the company obtain positive results".

Business intelligence makes it possible to observe what is happening, understand why it is happening, predict what will happen and decide which path to follow (Sinnexus, 2012). It also provides substantial information for management decision-making in the different departments of the company, for example: production, purchasing, marketing, customer service, finance, human resources, materials, etc.

However, information systems in companies are not a factor of competitive advantage by themselves, but by the ability with which they are used by the human capital of the organisation to distinguish itself from its competitors, thus, the management of information systems must be aligned with the objectives of the organisation.

The direct benefits of generating and applying business intelligence are perceived in the medium or long term by the evolution of the organisation when making the right decisions (Araníbar, 2003).

Therefore, business intelligence, by providing essential information to respond to business problems and opportunities, acts as a support to managerial decision making.

## Methodology

A review of the available literature was carried out using the scientific method of analysis-synthesis research, with the aim of identifying the main factors of the internal organisational environment that influence managerial decision-making.

## Conclusions

Managerial decision making is one of the most important activities of management, involving several factors of the internal organisational environment that contribute to more effective managerial decision making.

In companies with horizontal organisational structures and a focus on learning, there is greater collaboration on tasks and an environment for decentralised decision-making. Thus, participatory environments are generated with greater commitment and exchange of knowledge and experience, in which information flows and decision-making is facilitated. It is important that decisions at different levels of the organisation are aligned with the strategic objectives, as this will have an impact on the final results of the company.

Organisational culture and its elements, mainly values and leadership style, guide the manager's decision making. Ethical values allow the manager to have a frame of reference in unforeseen situations, which guides his or her decisions within what is considered acceptable in the organisation. Likewise, leadership style marks the degree of participation of individuals in decision making.

Critical and complex decisions are usually made by several individuals; this has significant advantages, such as the exchange of information, knowledge, experience and greater commitment of the participants, which leads to more effective decisions. However, group decision-making has some limitations that need to be considered: the time required to reach a final decision, the tendency towards conformity and ambiguity in accountability.

Another factor to consider is the technology available in the company. Information systems have become a tool for business intelligence, because they provide the manager with accurate information about the operation and opportunities of the business, facilitating decision making.

In conclusion, the following are identified as key factors of the internal organisational environment for managerial decision making: organisational culture and structure, the process of interactions generated within the organisation and the information systems that support business operations.

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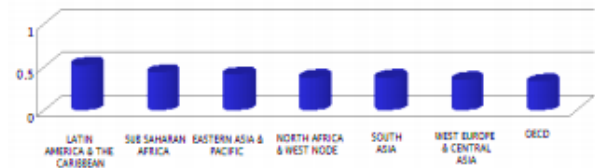
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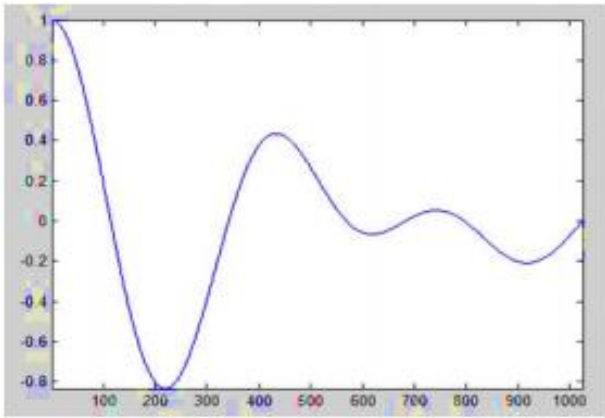


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Unemployment	0.652732	0.0004
R <sup>2</sup> 0.281790		

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