



## CAPABILITY DEVELOPMENT IN PUBLIC AND BUSINESS ADMINISTRATION

### DESARROLLO DE CAPACIDADES EN LA ADMINISTRACIÓN PÚBLICA Y EMPRESARIAL

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The fifth volume and first issue of the 2021 Cuban Journal of Public and Business Administration includes original articles, case studies and good practices, highlighting the issues of generating innovation capacities<sup>1,2</sup> in public administration<sup>3,4</sup> and business<sup>5</sup> which they require a comprehensive and sustainable development approach.<sup>6-8</sup>

Quality<sup>9</sup> and safety<sup>10</sup> in the current century have taken on a global dimension and high rigor for all stakeholders, with greater demands in global markets for products and services, which includes having an adequate quality infrastructure,<sup>11</sup> with a map of actors identified and prepared to assume their responsibilities and demonstrate their skills, as well as having an adequate risk approach<sup>12</sup> and innovative capacity<sup>3</sup> to assume changes towards competitiveness.<sup>13</sup> The first article shows the good practices of management based on the Value Chain (VC)<sup>14</sup> with a focus on risks<sup>12,15</sup> with a third-party proven quality infrastructure, an optimal production chain and the implementation of a new form of integrated management.<sup>16</sup>

COVID-19 has shown the potential of e-commerce but also the logistical and operational challenges for its operation in the pandemic,<sup>17,18</sup> an issue that is addressed in the second article. The premises that the Cuban business sector must consider for the sustainable implementation of e-commerce are identified, as well as the impact that COVID-19 has had on global supply chains and on the final customer. This approach is complementary to the one developed in the first article by addressing both the primary and secondary value chains and by including resilience<sup>19</sup> and risk management.<sup>20</sup>

Information Technology (IT) governance requires an in-depth analysis of e-government maturity levels.<sup>21</sup> There are also several factors that influence business success, such as the context, the sector, the mission, the size of the company, organizational culture<sup>22-24</sup> and its relationship with the pillars of IT governance referring to processes, interrelationships and structure,<sup>25</sup> as well as the ability to innovate.<sup>7,26</sup> The third article explores through a survey and interviews the current performance of Information Technology (IT) governance in medium and small Cuban companies, and how the organizational



culture<sup>27,28</sup> of these entities influences said governance. Most of the participants recognize the importance of the adoption and governance of IT as a critical factor for the successful performance of the organization, aligning the IT development strategy with that of the company. Of great interest are the improvement actions proposed for the directors of the companies and for the companies that provide IT in the country.

On the other hand, the holistic IT governance system according to COBIT19 establishes as components the processes, organizational structures, main policies and procedures, information, culture, ethics and behavior, human resources, skills and abilities. competencies, services, infrastructures and applications.<sup>29</sup> As was appreciated in the third article, culture is deepened and in the fourth article the capacities of human resources in the labor market are valued in relation to the relevance of their training.

Economic and social development is closely related to the existence of human resources that have the skills<sup>30,31</sup> that include values, knowledge and skills<sup>32</sup> for insertion in the labor market, with the evaluation of performance aligned with strategic objectives,<sup>33,34</sup> also favored by comprehensive public policies that promote regional, sectoral and national development.<sup>4</sup> The fourth article analyzes the conditions that influence the employability of graduates of state-controlled higher education institutions (IESCE) in the State of Mexico, in the South, East, Valley of Toluca and Valley of Mexico regions. The study shows a disarticulation between the actors involved in the generation of employment sources and the trainers of human capital; the lack of soft skills among graduates and an unstable socioeconomic environment, a situation that complicates the employability of graduates in the four regions of the entity. This article highlights the relevance of education and training as key factors for success in the labor market.<sup>35</sup>

The fifth article proposes the bases to contribute to improving the functioning of the public administration of water in Cuba,<sup>36</sup> using diagnostic techniques<sup>3,26,31</sup> to identify the main limitations of the effectiveness in the fulfillment of the state functions of the National Institute of Water Resources. Hydraulics (INRH), its update and projection of improvements. For this, it was necessary to approve the National Water Policy and prepare the legal regulations, Law 124 of Terrestrial Waters and its regulations, the improvement of the INRH structure, with the separation of state and business functions, considering the hydrographic basins and regions, as well as the comprehensive management of water resources.

The sixth article shows the evaluation of the implementation of quality costs in 68 selected companies,<sup>37</sup> according to the competitive strategy proposed for the Food Industry Business Group (GEIA),<sup>38</sup> comparing data from 2018, 2019 and 2020. The cluster analysis method was used using the complete link farthest neighbor technique with squared Euclidean distance. The implementation of quality costs reaffirms the importance of certification of quality<sup>9</sup> and safety<sup>10</sup> management systems to increase the competitiveness of food producing companies in Cuba and as a tool for self-control of their management.<sup>37</sup>

The procedure to determine the technical-economic feasibility of solar photovoltaic parks (PSFV) connected to the National Electro-Energetic System (SEN) in Cuba is presented in the seventh article. A guide is offered for the analysis of meteorological variables, which, according to experts, have the greatest influence on the effectiveness of PSFV are solar radiation, temperature and wind.

The analysis of an investment project<sup>39</sup> in the installation of a stone mill to obtain marl powder is shown in the eighth article. For this, the demand and feasibility of the project are studied, applying tools such

as Microsoft Office, Visio, Project Professional and EndNote. From the methodological point of view, the relevance of increasing productivity with the quality and promptness required in response to the growing demand stands out, for which the programming of project activities is a key point. In these two articles the use of project management tools is recommended.<sup>40,41</sup>

The ninth article deals with the monthly seasonality estimated from the historical series of prices<sup>42</sup> in the international market of the main products that Cuba markets. Seasonal indices are constructed to measure seasonal variations, which allow identifying the most feasible months for exporting or importing different products, given the monthly behavior of their prices in the international market.

Finally, the tenth article deals with the development of rural communities, with up to 500 inhabitants, with the creation of a Rural Tourism Development Forum and a Tourism Development Program with local identity. Territorial tourism development is presented from an innovative perspective based on the efficient use of local resources, the generation of employment and the improvement of the quality of life of the inhabitants.

This approach is valid for Cuba, where territorial development<sup>43</sup> is promoted as an essentially endogenous, participatory, innovative process that articulates interests between actors in the territory and the different levels of management, which is based on the leadership of municipal and provincial governments to managing their development strategies<sup>7</sup> with sustainability.<sup>6</sup>

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