

## GOVERNMENT AND BUSINESS MANAGEMENT METHODS

## MÉTODOS DE LA GESTIÓN DEL GOBIERNO Y EMPRESARIAL

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The fifth volume and second number of 2021 of the Cuban Journal of Public and Business Administration includes original articles, good practices and case studies, highlighting the topics of government and business management with their approaches, methods and applications. The topics are addressed: Balanced Scorecard of government management, project to include the environmental evaluation of transport, tax culture, innovation in the rice agroecosystem and in the pharmaceutical value chain, salary and socialist business development, management of the quality in projects, economic and commercial cooperation, market research and documentation of the management of human resources processes.

The Balanced Scorecard (CMI) is used in companies,<sup>1,2</sup> non-profit organizations<sup>3</sup> and public administration.<sup>4,5</sup> The construction of the strategic map facilitates the identification of indicators<sup>2</sup> according to evaluation perspectives<sup>6</sup> as support for the management system. information.<sup>7</sup> The first article deals with the elaboration of strategic maps using the Cross-Multiplication Impact Matrix Applied to a Classification (MICMAC)<sup>2,8,9</sup> of the CMI of government management in Cuba.<sup>10</sup> It is applied to objectives of the strategic axes of the National Plan for economic and social development to 2030 in Cuba,<sup>11</sup> in particular to the objectives of human potential, science, technology and innovation in confronting COVID-19.

Project management tools are very varied,<sup>12,13</sup> although the Gantt Chart is still one of the most used.<sup>13-15</sup> Good project planning allows creativity and supports both the formulation and the effectiveness of the team,<sup>16</sup> the time and cost savings<sup>17</sup> and customer satisfaction.<sup>18,19</sup> The second article addresses strategic environmental assessment through the integrated use of tools such as the Gantt chart<sup>13,15</sup> and the PERT critical path method, applied in planning for the sustainable development of transport and its influence on improving the quality of life of society.

The identification of the factors that affect compliance with tax obligations and the determination of the economic variables that affect the quality of life of merchants, as well as the causes of business success or failure in the town of San Mateo in the Municipality of Soacha from Colombia is addressed in the third article. The applied qualitative research serves as a reference to carry out other similar studies and the adoption of territorial public policies in addition to the elevation of the tax culture.<sup>20</sup>

The sustainability<sup>21</sup> of agricultural systems<sup>22</sup> requires the adoption of innovations<sup>23-25</sup> in production and technologies that are used with agroecological and conservation practices. The fourth article deals with good practices for the adoption of technological innovations for conservation in rice agroecosystems.<sup>26</sup>

The fifth article addresses the need to adopt organizational innovations<sup>23-25,27</sup> in the value chains<sup>28,29</sup> of the pharmaceutical industry of beta-lactam antibiotics. At the same time, the risk represented by antimicrobial resistance must be considered and the need to evaluate value chains with scientific methods in which the tools for the improvement and management of processes,<sup>30</sup> the interaction of all the actors in the chain, including the phases of Research and Development (R&D)<sup>31</sup> and the execution of investment processes can be useful.

Productivity is a priority<sup>32</sup> in updating the economic and social model in Cuba.<sup>33</sup> Thus, Guideline 108 of the 8th Congress of the Communist Party of Cuba (PCC) for the period 2021-2026 states: “rescue the role of work as a necessity of human being, to contribute consciously to society and that the levels of income as a result of this, constitute the main source that allows the spiritual, material and moral well-being of the worker and his family.<sup>34</sup> In the conditions of socialist development the transformations in the business system they must be in correspondence with the salary remuneration with pay-for-performance systems<sup>35</sup> and the distribution of profits without limits in the amount of monthly salaries of what is received in the year that is settled,<sup>36</sup> fundamentally in direct production personnel, constituting a challenge, which is addressed in the sixth article.

Quality management in projects constitutes a guarantee for the fulfillment of the objectives foreseen in its scope,<sup>19</sup> deadlines and costs,<sup>13</sup> constituting objectives of the seventh article. The use of the standards of the ISO 900037 series of standards integrated to the requirements of the activity to be deployed,<sup>31,38-40</sup> as well as the specific standards of the project's quality management systems, such as the ISO 10006 and ISO 21500 standards,<sup>40</sup> become an approach to adopt for organizations that systematically promote and develop projects.<sup>40</sup>

The eighth article shows the case study referring to the economic and commercial cooperation between Cuba and Shandong,<sup>41</sup> highlighting the policies, strategic sectors, development strategies, special zones, the promotion of foreign investment and the One Belt and One Route initiative<sup>42,43</sup> as ways to strengthen collaboration. The identification of various strategic technological sectors for both parties is also a source for promoting innovation.<sup>44</sup>

The application of market research techniques<sup>45,46</sup> to find out the preferences of customers regarding a toilet soap are shown in the ninth article, which include brainstorming, a combined sampling procedure, customer surveys, matrices and computer tools and statistics.<sup>47</sup> Durability, aroma and texture are the characteristics to be improved to meet customer needs.

The case study of the application of the process map with the identification of the macro-processes, processes and sub-processes, the process files and the procedures of the human resources management in the activities of the civil aeronautics of Cuba is shown in the tenth article. In turn, the importance of managing processes<sup>30,37,48</sup> and human resources<sup>49,50</sup> for fulfilling the mission and strategic objectives in public administration is highlighted.<sup>51</sup>

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