

PERSPECTIVES AND MANAGEMENT TOOLS

PERSPECTIVAS Y HERRAMIENTAS DE LA GESTIÓN

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The first number of the seventh volume of 2023 of the Cuban Journal of Public and Business Administration addresses various perspectives and management tools. They make up the number of original and review articles, with authors from Cuba, Mexico, Mongolia and Germany. The original articles address topics related to: business diagnostics, integrated quality management system, industry 4.0, organizational redesign, human capital management, circular economy, ergonomics and work organization. The review ones are related to social communication and organizational management.

Two articles refer to diagnoses of the same business system: ACINOX Commercial, whose mission is to promote exports of products and services from companies in the industrial sector in the foreign market. In the article "Diagnosis of the performance of the key processes of ACINOX Commercial: tool for business management", different management methods are applied to identify the gaps in the performance of the key processes, such as the quantitative SWOT matrix (Weaknesses, Strengths, Opportunities and Threats) that allows determining the strategies to follow in the decision-making process. This article demonstrates the close link between strategic management and process analysis as a management priority,¹ as well as market research, training and skills development,^{2,3} as a way to export innovative products and services.⁴

The other article entitled "Diagnosis of the import process of the ACINOX Commercial company based on the organizational redesign approach", aims to increase the effectiveness of the key import process. Process integration,^{5,6,7} structural changes, updating of procedures and software purchase are addressed as a management perspective. Among the tools used are the analysis of the process map^{8,9} and the evaluation of the level of integration of the processes.^{6,10}

Integrated quality management is addressed in depth in the article "Manual of Procedures for the Quality Management System by processes in a university". The adoption of the ISO 9001:2015 standard,¹¹ Internal Control^{12,13} and the requirements of the National Accreditation Board^{14,15} constitute a strategy adopted by the Higher School of State and Government Cadres (ESCEG) to fulfill its mission. Among the management tools, the integral diagnosis with a focus on processes integrated with risks^{8,11,16} and innovation,^{4,17,18,19} the design of the Procedures Manual based on the Deming cycle,^{8,11,20} compliance with regulations and requirements, alignment with strategic objectives²¹ and indicators, supported by a Balanced Scorecard.^{22,23,24}

Another original article addresses the trend that is evident globally with an accelerated adoption of digital technologies, which had a significant increase as a result of the COVID-19 pandemic.²⁵ Digital technologies such as additive manufacturing, smart sensors, cyber-physical systems, advanced man-machine interfaces, Big Data analysis and artificial intelligence, are key in the development of Industry 4.0, by allowing industries to obtain technical and economic benefits through faster, more flexible and efficient processes for the production of higher quality goods and at reduced costs.²⁶ However, these new patterns of competitiveness are mostly concentrated in a few developed economies, which is why the contribution of this article entitled "Recommendations to raise the level addresses the evaluation of Industry 4.0" is meritorious. in Mongolia". It is an investigation that, from a multidimensional perspective, evaluates the situation of this developing Asian country to face the new paradigm of the Fourth Industrial Revolution. To do this, it uses a methodology proposed by Tripathi & Gupta called GRAMI4.0.²⁷ The recommendations provided, based on the findings of the study and the evaluation of a SWOT matrix, can help Mongolia's efforts to adopt Industry 4.0 and be a reference for other underdeveloped countries with similar conditions.

The article "Innovation-oriented Human Capital Management Model" applies the Human Resources Management Technology (Diagnosis, Projection and Control) of PhD. Armando Cuesta Santos^{28,29} in the Cuban company Movitel. The importance of strategy^{1,5} and management by labor competencies³ for selection, training and performance evaluation,^{2,29,30} the generation of new income and the innovative capacity of the company is evident.^{4,31,32} Among the tools used include the SWOT matrix, the cause-effect diagram,^{4,17,33} in addition to the Modeling and Notation of Business Processes.

The article "Generation of capacities in circular economy in the teaching-learning process of Industrial Engineering" proposes educational activities for Industrial Engineering students, aimed at generating capacities in circular economy, both for their academic, social and/or professional life. It also contributes to raising awareness of the circular economy, its circular principles and strategies, the professional skills and abilities required for circular transit, as well as the active teaching-learning process with dynamic educational activities and the role of education in the transition. from linear to circular models of production and consumption. Companies with strong business analytics skills have a greater ability to orchestrate resources and a greater ability to excel in the circular economy.³⁴ The literature highlights the importance of a holistic approach to business analytics by leveraging data and analytics towards a more efficient and effective digital circular economy with a smart circular economy.³⁵

The article "Assessment of the behavior of indicators of mental workload in the BANDEC branch of the Martí municipality" emphasizes the importance of the mental health of the workers of the Bank of Credit and Commerce (BANDEC) evaluating the behavior of indicators related to the workload mental. With the applied engineering methods, it was possible to identify high levels of mental fatigue in the document

negotiator, as well as the usefulness of research in the organizational field to improve working conditions and increase productivity, with occupational health and safety being one of the key processes of human capital management.^{2,28,29}

The organization of work as another key process in the management of human capital^{2,27,28} is addressed in depth in the article “Application of a methodological guide for the study of work organization in the UEB mining services”. Among the tools used are the cause-effect diagram,⁴ process representation diagram (OTIDA),² as well as the use of computer programs.

The review article “Management of the social communication process. Inescapable professional practice in the conduct of contemporary Cuban society” highlights the need for a strategic conception and managed in a conscious and integrating manner of all its components and actions to achieve an assertive and productive vision, due to its high complexity.³⁶ It has a particular impact on decision-making processes and government management, and in Cuba, it constitutes one of the pillars of government management.³⁷

The second review article, entitled "Metamorphosis of organizational management under a critical perspective" analyzes the evolution of organizational theories in the last seventy years, through a documentary theoretical analysis in international databases. The first stages oriented towards efficiency stand out, which gave way to the holistic one^{4,17,20} that considers the strategic approach^{1,38,39} relevant with the external elements of the organization and in third place appears the interorganizational context that positions the worker with their competencies^{3,28,30,40} as a basic pillar for organizational growth^{2,28,29,41} and innovation.^{2,30,31} In conclusion, it highlights the need to manage organizations with flexibility and dynamics,⁴² taking into account exogenous factors and endogenous and the balanced integration of the different approaches.

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