

Relaciona la innovación tecnológica y los fines y estrategias organizacionales. Los fines de la organización —éxito, liderazgo en el mercado, desarrollo, etcétera—, son congruentes con las estrategias de logro —innovación, tecnología para la calidad, costo beneficio de la tecnología, etcétera— lo que permite ubicarlas en los niveles de desarrollo tecnológico con que funcionan y la competitividad que pueden manejar en los mercados que operan.¹⁷

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Ha realizado investigaciones sobre los temas de productividad, medio ambiente, competitividad y estrategia. Entre sus obras encontramos: *Fundamentos de administración: principios básicos*, *Administración estratégica aplicada* y *La pequeña empresa en el contexto de la política industrial mexicana: estudio de caso*. Señala que la pequeña empresa es muy importante en la economía nacional porque ocupa la mitad de la fuerza laboral, crea empleo con menor inversión por unidad de capital, aprovecha la materia prima de la localidad, arraiga la mano de obra, permite la explotación de los recursos propios del lugar y fomenta la integración nacional, aprovecha el ahorro familiar, crea y fortalece una clase empresarial. En sus trabajos de investigación ha encontrado que factores como la disposición positiva, la agilidad mental, la habilidad para las relaciones interpersonales, la eficiencia en la comunicación y el conocimiento técnico se relacionan con el éxito de los administradores de establecimientos pequeños.¹⁸

En los últimos años, muchas universidades del país han creado áreas de investigación en las facultades y escuelas de administración, entre ellas destacan el Instituto Tecnológico de Estudios Superiores de Monterrey, el Instituto Autónomo de México, Universidad Iberoamericana, Universidad La Salle, las universidades autónomas estatales y algunos institutos tecnológicos. También existen colaboraciones con universidades de otros países, especialmente con Estados Unidos, por lo que será necesario detectar y agrupar investigaciones y grupos de investigación, analizar y sistematizar el conocimiento generado en los últimos años por una gran cantidad de investigadores.

RESUMEN

Latinoamérica es un mosaico cultural donde es imposible aplicar directamente las técnicas y metodologías de la administración desarrolladas en los países industrializados, sin ser adaptados a la sociedad local. Las estructuras de producción como las chinampas y el trueque, coexisten con las empresas multinacionales, lo que nos obliga a estudiar y tratar de entender las formas de administración local. Una gran cantidad de autores latinoamericanos se ha dedicado a estudiar la casuística de las empresas de cada país; los enfoques, niveles y unidades de análisis, son múltiples. En este capítulo se presentan algunos de los autores que han escrito y realizado investigaciones sobre administración en América Latina y se reflexiona sobre la necesidad de detectar y agrupar investigaciones y grupos de investigación, así como de analizar y sistematizar el conocimiento generado en los últimos años por una gran cantidad de investigadores.

¹⁷Carlos Rivera y Edmundo Resenos, *Innovación tecnológico, los fines y las estrategias organizacionales*, Investigación administrativa, México, no. 79, julio-septiembre de 1996, pp. 1-17.

¹⁸Zacaría Torres Hernández, *Importancia de la pequeña empresa en México: puntos de reflexión*, Investigación administrativa, México, año 18, no. 72, pp. 5-12.

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GLOSARIO

<i>Término usado en este libro</i>	<i>Equivalentes hispánicos</i>	<i>Término en inglés</i>
Administración	Dirección, gerencia	Management
Administración científica		Scientific management
Administración de personal		Personnel management
Administración de talleres	Dirección del negocio	Shop management
Administración de la tecnología		Management of technology
Alianzas estratégicas		Joint ventures
Almacenar		Storage
Análisis de tendencias		Trend analysis
Aprendizaje de una vuelta		Single-loop learning
Aprendizaje organizacional		Organizational learning
Aprendizaje colectivo		Collective learning
Automatización	Automatización	Automation
Autoridad centralizada		Centralized authority
Autoridad confinada	Autoridad delegada	Conferred authority
Benchmarking	Investigación que descubre	Benchmarking
Cadena de abastecimiento	Las mejores prácticas en la industria	Supply chain
Cadena de valor	Herramienta para detectar ventajas competitivas	Value chain
Calidad total		Total quality
Capacidades organizacionales		Organizational capabilities
Cibernética		Cybernetics
Círculos de calidad		Quality control cycles
Ciclos tecnológicos		Technology life cycles
Clima organizacional		Organizational climate
Cluster	Concentración geográfica de firmas	Cluster
Competencias centrales o esenciales		Core competencies
Cohesividad	Tamaño, niveles, áreas de la organización	Cohesiveness
Complejidad		Complexity
Confiabilidad en el consentimiento de masas		Reliance on mass consent
Conocimiento tácito		Tacit knowledge

<i>Término usado en este libro</i>	<i>Equivalentes hispánicos</i>	<i>Término en inglés</i>
Contabilidad de doble entrada	Contabilidad de partida doble	Double-entry bookkeeping
Control		Controlling
Control de costos		Cost control
Control de inventarios		Inventory control
Control financiero	Análisis contable	Financial control
Coordinación		Coordinating
Desarrollo organizacional		Organizational development
Descripción del puesto	Descripción de cargos	Job description
Diagrama de flujo		Flow chart
Dirección	Mando	Commanding
Dirección estratégica		Strategic management
Diseño experimental		Experimental design
Diseño organizacional		Organizational design
Discontinuidad tecnológica		Technology discontinuity
División del trabajo	División de la tarea	Division of labor
		Division of work
Economías de escala		Economics of operation
Emplear	Contratar personal	Staffing
Ensamblaje		Assembly
Escuela cuantitativa		Quantitative school
Escuela del comportamiento	Escuela de la conducta behaviorista	Behavioral school
Escuela del proceso administrativo		Management process school
Escuela tradicional		Traditional school
Esfuerzo de grupo		Group endeavor
Especialización		Specialization
Especificación del puesto	Descripción de funciones	Job specification
Espíritu de equipo		Esprit de corps
Estándar	Tipo, modelo	Standard
Estrategia competitiva		Competitive strategy
Estrategia corporativa		Corporate strategy
Estudios de tiempo y movimientos		Motion and time studies
Filosofía administrativa		Philosophy of management
Flujo de trabajo		Workflow
Funciones del ejecutivo		Executive functions
Gastos de fabricación		Overhead expenses
Grupo de asesoría	Junta de asesores, consejeros	Staff
Habilidad	Conocimiento	Know-how
Habilidades de aprendizaje		Learning skills
Incertidumbre		Uncertainty
Ingeniería de eficiencia		Efficiency engineering
Instinto de supervivencia		Will survive
Investigación de operaciones	Investigación operativa	Operations research
Investigación y desarrollo (I&D)	Impulsado por el mercado	Research and development (R&D)

<i>Término usado en este libro</i>	<i>Equivalentes hispánicos</i>	<i>Término en inglés</i>
Jalón de mercado		Market pull
Liderazgo		Leadership
Localización de la planta		Factory location
Mapa tecnológico		Technology maps
Mejora continua		Continuos improvement
Minimización de costos		Cost minimization
Modelo de lote económico		Economic lot size model
Modelo mental		Mental models
Operación descentralizada	Descentralización operativa	Decentralized operation
Organigrama de Gantt	Carta de Gantt, gráfica de Gantt	Gantt chart
Organización		Organizing
Organización que aprende		Learning organization
Paradoja del aprendizaje		Learning paradox
Plan de bonificaciones		Premiun plan
Planificación	Planeación	Planning
Planeación estratégica		Strategic planning
Plan para la evaluación de los empleados	Plan de evaluación de desempeño	Employee rating plan
Principio de gradación	Principio de escalafón	Scalar principle
Principio de la administración por excepción		Exception principle
Principios administrativos	Principios de dirección	Principles of management
Producción	Producto elaborado	Manufacture
Pronóstico tecnológico		Technological forecasting
Rango de control	Tramo de control, margen de control	Span of control
Relaciones Humanas	Participación en las utilidades	Human relations
Reparto de utilidades		Profit sharing
Responsabilidad social		Social responsibility
Rollos uniformes de tela	Lámina	Bolts
Salario anual garantizado		Annual guaranteed wage
Sociedad del conocimiento		Knowledge society
Sistema de pago a destajo		Piece rate system
Sistema fabril		Factory system
Supervisión funcional	Capataz que desempeña una función	Functional foremanship
	Accionistas	
Tenedores de acciones		Shareholders
Teoría basada en recursos		Resource-based theory
Teoría de colas	Teoría de líneas de espera	Queuing theory
Teoría de juegos		Game theory
Teoría de la administración		Management theory
Teoría de la contingencia		Contingency theory
Teoría de la información		Information theory
Teoría del aprendizaje		Learning theory
Teoría de las decisiones estadísticas	Teoría de toma de decisiones	Statistical decision theory
Teoría de la simulación		Simulation theory
Teoría del reemplazo		Replacement theory

*Término usado en este libro**Equivalentes hispánicos**Término en inglés*

Teoría de muestras

Teoría de probabilidades

Teoría de toma de decisiones

Teoría organizacional

Trayectorias tecnológicas

Unidad de mando

Unión

Teoría de la decisión

Teoría de la organización

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Probability theory

Decisión theory

Organization theory

Technological trajectories

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Esta excelente obra está dirigida a quienes se inician en el estudio o enseñan administración; en licenciaturas como administración, contabilidad, informática e ingeniería industrial. También se recomienda para alumnos que inician la maestría en esta materia al haber terminado una licenciatura en áreas no afines como medicina, derecho, arquitectura y pedagogía.

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