
**Texas A&M International University
A. R. Sanchez, Jr. School of Business
Center for the Study of Western Hemispheric Trade**

In Partnership with

**Universidad Autónoma de Tamaulipas
Facultad de Comercio, Administración y Ciencias Sociales**



**26th Annual
Western Hemispheric Trade Conference
April 6 - 8, 2022**

Conference Proceedings

ABOUT THE CENTER

The Center for the Study of Western Hemispheric Trade (CSWHT) at Texas A&M International University (TAMIU) is a public service institute founded to study globalization with a special emphasis on the Western Hemisphere. The Center is a part of the A. R. Sanchez, Jr. School of Business (ARSSB), and it supports the college as well as the entire Texas A&M International University community by organizing conferences, seminars, lecture series, and other public events, in addition to conducting and promoting research.

Ongoing activities of the Center include the International Bank of Commerce & Commerce Bank Keynote Speaker Series, TAMIU's Annual Western Hemispheric Trade Conference, the regular publication of *The International Trade Journal*, the flagship and highly successful academic journal now in its 36th year of publication, and its online *Working Paper Series* which provides a forum for disseminating works-in-progress reflecting the broad range of research activities of TAMIU's ARSSB faculty and students.

Mission

The Center has as its mission to study and promote research on globalization with special emphasis on the Western Hemisphere. The Center aims to increase awareness and knowledge about Western Hemispheric countries and their economical, political, and social interactions. The Center spotlights Texas A&M International University and the City of Laredo as key resources of information, research, training, and conferences focusing on the Western Hemisphere. Consistent with the mission of the School of Business, the Center promotes education and teaching through its various programs.



The CSWHT was created in 1995, and TAMIU's Western Hemispheric Trade Center opened its doors in September 2001.

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WELCOME

Dear Conference Participant:

Texas A&M International University's (TAMIU) A. R. Sanchez, Jr. School of Business (ARSSB) takes pride in welcoming you to its 26th Annual Western Hemispheric Trade Conference. The Conference is co-sponsored by the Center for the Study of Western Hemispheric Trade (CSWHT) in partnership with México's Universidad Autónoma de Tamaulipas (UAT) Facultad de Comercio, Administración y Ciencias Sociales. The Conference is being held April 6 - 8, 2022.

This year's Conference will be a combination of on-site and online activities. Please review the agenda and academic session schedule carefully. If a room number is assigned to a session/presentation (for example, STC 230), the activity will be held on-site at TAMIU and will be broadcast live via Webex for our virtual participants. If the location is Webex, that session/presentation will be held completely online.

We are proud to present three outstanding keynote speakers: Jason Marczak, Senior Director of the Atlantic Council's Adrienne Arsht Latin America Center, Dr. James V. Koch, Board of Visitors Professor of Economics and President Emeritus at Old Dominion University, and Dr. Randall G. Holcombe, DeVoe Moore Professor of Economics at Florida State University. We hope you will be able to attend their keynote addresses.

A total of 87 papers will be presented throughout 24 academic sessions. Participants in this year's Partial Least Squares (PLS) Applications Symposium will be included in the academic sessions. The PLS Applications Symposium is chaired by Dr. Ned Kock, Regents Professor and Chair of the ARSSB's Division of International Business and Technology Studies.

We thank our corporate sponsors for their support: Commerce Bank, Daniel B. Hastings, Inc., Falcon Bank, International Bank of Commerce, Main Event, and PNC Bank.

We are pleased to welcome you as our guest and participant in this year's Conference and hope you have the opportunity to build professional contacts, find potential collaborators, receive helpful feedback on your work, as well as provide constructive commentary on the research being presented. The electronic proceedings for this Conference are forthcoming and will be available on our website: <http://freetrade.tamiu.edu/>.

Sincerely,



R. Stephen Sears, Ph.D.
Dean and Radcliffe Killam
Distinguished Professor of Finance
A. R. Sanchez, Jr. School of Business
Texas A&M International University



George R.G. Clarke, Ph.D.
CSWHT Director, Distinguished Professor of
Economics, and PNC Bank Chair
A. R. Sanchez, Jr. School of Business
Texas A&M International University

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CONFERENCE AGENDA

Wednesday, April 6, 2022

- 12:30 p.m. **Concurrent Academic Sessions**
CDT Webex Location: <https://go.tamtu.edu/whtc-sessions-1-2>
- Session 1: Impact of Trade and Economic Crises.....Webex
Sesión 2: Actividades Corporativas en Estados Unidos y México IWebex
- 2 p.m. **Break**
- 2:30 p.m. **Concurrent Academic Sessions**
CDT Webex Location: <https://go.tamtu.edu/whtc-sessions-3-4>
- Session 3: Issues in Leadership: Emotional Intelligence, Psychological Empowerment, and Combating Corruption.....Webex
Sesión 4: Actividades Corporativas en Estados Unidos y México IIWebex
- 4 p.m. **Break**
- 5:30 p.m. **Welcoming Reception** Student Center (STC) Ballroom
Sponsored by IBC Bank & Commerce Bank
- 6 p.m. **IBC Bank & Commerce Bank Keynote Speaker Series**..... STC Ballroom
CDT Webex Location: <https://go.tamtu.edu/marczak>
- Welcoming Remarks: Pablo Arenaz, Ph.D., President, TAMTU
Introduction: George R.G. Clarke, Ph.D., Director, CSWHT, ARSSB, TAMTU
- The New U.S.—Latin America Relationship: Where are We Headed?*
Jason Marczak, Senior Director, Adrienne Arsht Latin America Center, Atlantic Council

Thursday, April 7, 2022

- 9 a.m. **On-Site Check-In Begins**..... STC Rotunda, 2nd Floor
- Continental Breakfast**..... STC Ballroom
Sponsored by Daniel B. Hastings, Inc.
- 10 a.m. **Concurrent Academic Sessions**
CDT Webex Location: <https://go.tamtu.edu/whtc-sessions-5-8>
- Session 5: Issues in Management..... STC 225
Session 6: Issues in International Trade and Economic Development..... STC 230
Session 7: Issues in Finance and Investment STC 231
Sesión 8: Liderazgo y ComunicaciónWebex

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CONFERENCE AGENDA

Thursday, April 7, 2022 (cont.)

11:45 a.m. Break

12 p.m. Luncheon Keynote Address STC Ballroom

Sponsored by Falcon Bank

Webex Location: <https://go.tamtu.edu/koch>

Welcoming Remarks: Thomas R. Mitchell, Ph.D., Provost and VP for
Academic Affairs, TAMU

Introduction: R. Stephen Sears, Ph.D., Dean, ARSSB, TAMU

Runaway College Costs

James V. Koch, Ph.D., Board of Visitors Professor of Economics Emeritus
and President Emeritus, Old Dominion University

1:45 p.m. Break

2 p.m. Concurrent Academic Sessions

CDT

Webex Location: <https://go.tamtu.edu/whtc-sessions-9-12>

Session 9: PLSAS Multidisciplinary Research Applications ISTC 225

Session 10: Earning Management, Insurance Risk, and Post-COVID

EmploymentSTC 230

Sesión 11: Cuestiones de Comercio y Negocios InternacionalesSTC 231

Sesión 12: Cuestiones en el Comercio, Producción y Demanda de ConsumoWebex

3:30 p.m. Break & Refreshments

Sponsored by Daniel B. Hastings, Inc.

3:45 p.m. Concurrent Academic Sessions

CDT

Webex Location: <https://go.tamtu.edu/whtc-sessions-13-16>

Session 13: Issues in Finance and InvestmentSTC 225

Session 14: Responding to Economic ShocksSTC 230

Session 15: Issues in Political Economy and CrimeSTC 231

Sesión 16: PLSAS Multidisciplinary Research Applications IIWebex

5:15 p.m. Break

5:30 p.m. Dinner Sue and Radcliffe Killam Library, Front Lawn

Welcoming Remarks: R. Stephen Sears, Ph.D., Dean, ARSSB, TAMU

(continued on next page)

CONFERENCE AGENDA

Friday, April 8, 2022

- 9 a.m. CDT** **Concurrent Academic Sessions**
 Webex Location: <https://go.tamiau.edu/whtc-sessions-17-20>
- Session 17: Issues in Finance and InvestmentWebex
 Session 18: Global Business Issues: Internationalization, PTAs, and
 Multilateral OrganizationsWebex
 Sesión 19: Cuestiones de Gestión: Satisfacción Laboral y Adaptación
 al Cambio.....Webex
 Sesión 20: Mercadotecnia para PYMEs y Fidelización de MarcaWebex
- 10:30 a.m.** **Break**
- 11 a.m. CDT** **Concurrent Academic Sessions**
 Webex Location: <https://go.tamiau.edu/whtc-sessions-21-24>
- Session 21: Issues in Employment, Management, and MarketingWebex
 Session 22: Global Business IssuesWebex
 Sesión 23: Cuestiones de Educación y EmpleoWebex
 Sesión 24: Temas de Conservación, Cultura, Salud y Bases de DatosWebex
- 12:30 p.m.** **Break**
- 1 p.m. CDT** **Keynote Address**.....Webex
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 Webex Location: <https://go.tamiau.edu/holcombe>
- Welcoming Remarks: R. Stephen Sears, Ph.D., Dean, ARSSB, TAMIU
 Introduction: George R.G. Clarke, Ph.D., Director, CSWHT, ARSSB, TAMIU
- Political Capitalism: How Economic and Political Power Is Made and Maintained***
 Randall G. Holcombe, Ph.D., DeVoe Moore Professor of Economics,
 Florida State University
- 2:45 p.m. CDT** **Announcement of Student Awards & Closing Remarks**Webex
 Webex Location: <https://go.tamiau.edu/holcombe>
- George R.G. Clarke, Ph.D., Director, CSWHT, ARSSB, TAMIU



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ABOUT OUR SPEAKERS



Jason Marczak

Jason Marczak is senior director of the Atlantic Council's Adrienne Arsht Latin America Center. He joined the Council in 2013 to launch the Center and set the strategic direction for its work. Marczak has over 20 years of expertise in regional economics, politics, and development, working with high-level policymakers and private-sector executives to shape public policy.

Under his leadership, the Latin America Center delivers constructive, results-oriented solutions to advance hemispheric prosperity and is a regular venue for Heads of State, Cabinet-level officials, and other public and private sector leaders to build consensus on regional priorities. He recently oversaw development of a campaign focused on a reconstruction of Venezuela's democratic institutions and has shaped efforts to map a post-COVID regional recovery. In 2021, he led the establishment of a Caribbean Initiative.

Since 2016, Marczak is an adjunct professor at The George Washington University's Elliott School of International Affairs where he teaches on Central America and U.S. immigration policy. He was previously director of policy at Americas Society/Council of the Americas, and co-founder and senior editor of *Americas Quarterly* magazine, including overseeing development of the magazine's online presence. In 2003, he joined Partners of the Americas to advance work on civil society engagement in the Summits of the Americas and other forums. He held positions at the National Endowment for Democracy and in the office of then-Representative Sam Farr (CA) with a portfolio including trade and foreign affairs.

Marczak frequently provides English and Spanish-language commentary on political and economic issues in Latin America. He is a frequent op-ed contributor, a sought-after speaker, and has testified before the U.S. Senate Committee on Foreign Relations and the U.S. House Committee on Foreign Affairs. He received a master's degree from the Johns Hopkins University Paul Nitze School of Advanced International Studies and a bachelor's degree from Tufts University.

The New U.S.-Latin America Relationship: Where are We Headed?

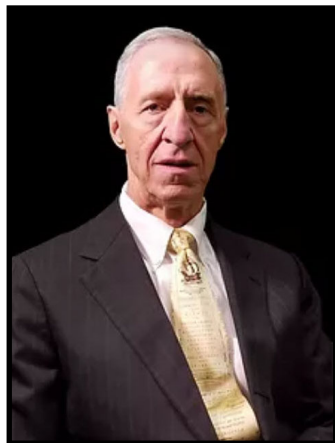
Keynote Address | Wednesday, April 6, 2022 | 6 p.m. CDT

Student Center Ballroom | Live Broadcast available at <https://go.tamtu.edu/marczak>

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Latin America is not the same region as only a few years ago. China has quickly become a top trading partner for many countries while the COVID Pandemic has served to heighten peoples' frustrations with their elected leaders. Polarization increasingly runs deep, but the region is rife with opportunities as well. U.S. policy has yet to keep up with a fast-changing region, but must do so as regional leaders increasingly have other possible external partners. One way to reassert a strong U.S. partnership is through nearshoring. As the U.S. seeks to advance a nearshoring strategy, Latin America stands to benefit, but only if countries can address underlying factors that deter investment. How should U.S. policy adapt to a fast-changing Latin America region? What new commercial and diplomatic opportunities may be on the horizon? What is the role of México in U.S. strategy moving forward?

ABOUT OUR SPEAKERS



James V. Koch, Ph.D.

James V. Koch is Board of Visitors Professor of Economics Emeritus and President Emeritus at Old Dominion University. He has held positions at Illinois State University, California State University at Los Angeles, the University of Grenoble (France), Brown University, Rhode Island College, Ball State University, the University of Hawaii, the Royal Melbourne Institute of Technology in Australia, and the University of Montana. He served as President of the University of Montana (1986-1990) and Old Dominion University (1990-2001), and was named one of the 100 most effective college presidents in the United States.

Dr. Koch has published 12 books and 110 articles in refereed journals. His research has focused primarily upon applied microeconomics topics, and his work on the economics of intercollegiate athletics, the economics of discrimination and affirmative action, TQM, and the economics of education has been reprinted and cited frequently. He has done extensive work in the economics of e-commerce.

Dr. Koch's research on the risk-taking behavior of corporate CEOs was funded by the Kauffman Foundation and was published as *Born, Not Made* (Praeger, 2008, co-author James L. Fisher). Another book—*America For Sale*, a study of the purchase of U.S. assets by foreigners (Praeger, 2009, co-author, Craig T. Bouchard)—earned wide attention, especially in the steel industry, its primary focus. Dr. Koch served as a member of the board of the Wheeling-Pittsburgh Steel Company and its successor, Esmark.

Dr. Koch has served as a consultant/expert witness for more than 100 legal firms, corporations, and universities. His diverse cases have included the ordering and sale of wine via the Internet, the value of copyrights, and the economics of the leather furniture industry. Lumina Foundation published his analysis of textbook markets, *Turning the Page*, in 2013.

Dr. Koch has led or been a part of teams commissioned by boards of trustees of more than 50 universities to evaluate the strategic positions of these institutions. He has evaluated the presidents of institutions such as the University of Hawaii, Muhlenberg College, Talladega College, Louisiana Tech, the University of Central Florida, Auburn University, and the University of Alaska. His 1996 book, *Presidential Leadership* (co-authored with James L. Fisher), is used as a reference and textbook in many universities and leadership institutes. In July 2004, his *The Entrepreneurial College President* (with James L. Fisher), was published by Praeger for the American Council on Education.

He has two recent books that have received warm reviews: *The Impoverishment of the American College Student* (The Brookings Institution, 2019) and *Runaway College Costs: How College Governing Boards Fail to Protect Their Students* (Johns Hopkins University Press, 2020).

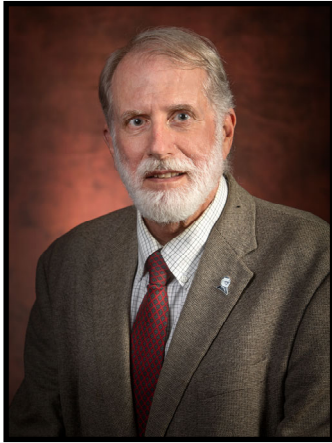
Runaway College Costs

Keynote Address | Thursday, April 7, 2022 | 12 p.m. CDT

Student Center Ballroom | Live Broadcast available at <https://go.tamiau.edu/koch>

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ABOUT OUR SPEAKERS



Randall G. Holcombe, Ph.D.

Randall G. Holcombe is DeVoe Moore Professor of Economics at Florida State University. He received his Ph.D. in Economics from Virginia Tech and taught at Texas A&M University and Auburn University prior to coming to Florida State in 1988.

Dr. Holcombe is also Senior Fellow at the James Madison Institute, a Tallahassee-based think tank that specializes in issues facing state governments, is Senior Fellow at the Independent Institute in Oakland, California, and is a Research Fellow at the Law & Economics Center at George Mason University. He served on Florida Governor Jeb Bush's

Council of Economic Advisors from 2000 to 2006, and is past president of the Public Choice Society and the Society for the Development of Austrian Economics.

Dr. Holcombe is the author of 20 books and more than 200 articles published in academic and professional journals. His books include *Political Capitalism: How Economic and Political Power Is Made and Maintained* (2018) and *Coordination, Cooperation, and Control: The Evolution of Economic and Political Power* (2020).

Political Capitalism: How Economic and Political Power Is Made and Maintained

Keynote Address | Friday, April 8, 2022 | 1 p.m. CDT

Webex: <https://go.tamtu.edu/holcombe>

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Proponents of capitalism and free markets often cite creeping socialism as the main threat to capitalism. Meanwhile, the market system is being undermined from within by the capitalists who have benefitted the most from it. The creative destruction of capitalism allows entrepreneurial individuals to profit and prosper from introducing innovations into the economy. But that same creative destruction that helps those trying to get ahead threatens the economic elite who have succeeded in the past. The economic elite conspire with the political elite to undermine the creative destruction of capitalism by creating regulatory barriers to entry for potential competitors, and to get tax breaks, subsidies, and regulatory advantages for themselves. Policies promoted as pro-business are almost always anti-free market. The biggest threat to capitalism is capitalists.



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The Effect of Economic Crisis on Mortality Rates Case Study: The Great Recession

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A.R. Sanchez, Jr. School of Business, Texas A&M International University, Laredo, Texas, USA

Abstract

In both developed and developing countries, continued efforts have always been channeled towards the improvement of life expectancy. Thus, leading to increased research on the causes of higher mortality rates, to get the best measures to be taken to reduce it. In most studies, such diseases as cancer, HIV/AIDs, and some chronic diseases have been identified as potential factors that lead to high mortality rates. Other possible factors include poverty, road accidents, and warfare. Increased research on the causes has led to the development of highly effective measures that have helped reduce the mortality rate and achieve higher expectancy levels. There is, however, insufficient information based on the impact that economic crises have on the mortality rate. This paper aims to shed light on the relationship between economic crises and mortality rates. Thus, it will, therefore, help come up with policies for reducing the mortality rate by influencing the risk of the economy falling into the turndown trap. Studies of previous scholars were reviewed with regard to the case analysis of the mortality rate in the U.S. during the great recession in 2008 and tentative conclusions made. The results of the study showed that high mortality rates could be significantly attributed to economic crises. This was also evident not only in developing countries but also in developed countries.

I. Introduction

Mortality is one of the social problems which both developing and developed countries strive to address adequately. In the past, high mortality rates were one of the primary reasons why the rate of population growth was low. For instance, there were high birth rates coupled with high death rates for one reason or the other. This was highly contributed by lack of maternity facilities, high cost of maternity services, as well as ineffective treatment for some of the common diseases among the newborns. Also, culture would prevent individuals from seeking medical services from health facilities. Thus, leading to a massive number of deaths among newborns, the youth, adults, and the aged. These deaths were, therefore, significant obstacles to rapid population growth. However, today, more effective treatment measures have been developed. For instance, governments have ensured that there are enough maternity facilities in public health centers (Cunningham, Maureen & Patrick, 2470). The cost of healthcare has also been lowered to become somewhat affordable for individuals from the upper and lower classes of income. Consequently, making it easier and more affordable to raise a large number of children. Nevertheless, the chances of having individuals losing their lives at such a young age have gone down. The mortality rate in the modern world is at the lowest possible level. This is why countries, especially in the developing world, are witnessing a rapidly increasing population growth rate. Therefore, implying that scholars have done a commendable job in identifying the possible causes of death and recommending the best measures to be taken in the effort to curb the problem. However, little has been done in the determination of the existing relationship between economic crises and mortality rates. This, therefore, begs the question, "What is the effect of an economic crisis on

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mortality rates?" There are reasons to believe that an economic crisis may have a significant impact on mortality rates. It can either increase or reduce mortality rates. This paper would, therefore, look at previous cases of economic crises and determine the relationship between economic crises and mortality rates. Thus, be able to provide adequate information, which could be used to come up with treatment and prevention measures as well as crucial death prevention measures.

II. Definitions

Economic crises

An economic crisis is a situation whereby a country experiences a sudden economic downturn due to a financial crisis (Schneider, Giorgos & Joan, 511). In the event of an economic crisis, the country's economy experiences a drop in the GDP level, liquidity dries up, and prices rise due to inflation or fall due to deflation. Moreover, it becomes difficult for the economy to absorb the entire workforce since full employment cannot be achieved. This results in low levels of income amongst the households. In cases where the general price of goods and services is high due to inflation, it becomes challenging to meet basic needs. For example, with low incomes and high costs of living, it becomes difficult to afford food and other basic needs. Thus, children end up malnourished, get exposed to hostile conditions, and in severe cases, perish. Also, during periods of economic crisis, the government is usually not able to raise adequate revenue from taxation to use in the provision of quality healthcare services. The combination of these factors leads to a considerable loss of lives.

Mortality Rates

The mortality rate is a measure of the number of deaths, which occur as a result of a specific cause and in a given period. It is usually scaled to the size of the population. Typically, the mortality rate is expressed in the number of deaths per thousand individuals in a particular population per year (Kurian, 23). For example, if the mortality rate is 9.5, it implies that there are 9.5 deaths in a population of 1,000 individuals per year. This further means that, in a year, 0.95% of the total population dies. Mortality is measured in various ways, one of which is the crude death rate method. The crude death rate method shows the number of deaths a year per 1,000 people. Infant mortality rate, on the other hand, gives a measure of the number of child death per 1,000 live births. The mortality rate is also measured in terms of life expectancy. Life expectancy is the measure of the number of years that individuals expect to live based on the present mortality rate.

Mortality depends not only on age but also on the population's gender distribution. Studies show that the elderly have higher chances of losing their lives. This implies that countries whose population is made up of a large number of aged individuals may have a higher rate of mortality. Additionally, women and men have different life expectations. This implies that mortality rates vary from one gender to another in any given population. To accurately calculate the percentage of deaths, demographers usually calculate gender and age-specific mortality rates. The rates are represented in a life table showing the mortality rate of every gender and age group. This helps give a more precise estimate of life expectancy levels.

Studies also show that mortality rates vary from one country to another. Overall, developed countries tend to have relatively lower death frequencies as compared to developing countries. Due to these differences, mortality rates can be higher in developed nations as compared to developing countries. For example, Canada, whose population is mainly made up of the elderly, may have a higher death rate as compared to Kenya, which is mostly made up of the youth. Mortality rates also tend to vary from one developed country to another based on the level of health standards, gender distribution, and the percentage of the elderly in the entire population. In developing countries, mortality rates are not only fueled by lower health standards but by

malnutrition and lower-income level, which prevent the residents from accessing health care services. Another factor that brings about differences in the mortality rate between different countries are the level of education. Even when the other factors are controlled, people who have higher education levels tend to live longer. Studies show that additional years of schooling are significantly associated with additional years of life expectancy. This mechanism does not work through schooling itself, but the influence of education on other behaviors related to health. For example, individuals who have climbed higher on the education ladder tend to have a lower likelihood of engaging in high-risk and unhealthy behaviors such as smoking and alcoholism.

Also, education makes people understand the need for healthy practices such as exercising, avoiding fatty foods, and other factors that may contribute to health issues. They end up reducing the risks of losing their lives at a tender age.

III. Theory

Previous studies prior have depicted that in the event of economic instability, there was a significant increase in mortality rates. Therefore, it is crucial to analyze the effects of economic crises on mortality rates through the use of two cases. One where economic crisis lead to low mortality rates and another where economic crises lead to high mortality rates.

Low Morality due to Economic Crises

During the great recession in 2008, studies have shown that death rates substantially dropped, since the temporary fall in income caused people to focus on their needs instead of luxuries. For example, fewer accidents occurred because people were not buying cars. During the crises, cases of transport accidents were low, hence leading to low mortality rates. Furthermore, people resulted in eating cheaper and healthier foods, which not only resulted in lesser hospital visits but also improved their health. According to Zhang et al., cases of liver diseases, stomach cancer, and cerebrovascular accidents are at the lowest possible levels during periods of economic crisis. Nonetheless, all the effects mentioned above were only due to a short-term financial crisis. Also, in the short run, the number of deaths from stomach cancer, liver diseases, stroke, and accidents on roads declines. However, in the long-run, deaths increase.

Christopher Ruhn analyzed prior research of state and county-level data of the United States between the years 1976 and 2013. His main aim was to examine the relationship between mortality and economic crises. He, therefore, concluded that at the county level, economic crises affected the mortality rates. For instance, the effects of severe recessions in the United States over the years had a beneficial impact on mortality. Also, a high prediction of suicides in America was concluded to have been offset during severe recessions. However, no consistent pattern at the state level was found. This was because some researchers suggested that an economic crisis offset harmful consequences, while others indicated that it led to protective mortality effects (Ruhn, pp.2).

High Mortality Rate due to Economic Crisis

It was also found that cases of suicidal death during an economic crisis were very high. For instance, an economic downturn significantly increased the rate of suicides in South Korea. This was attributed to the challenging times which are brought about by economic instability, which could lead to hopelessness and depression and in worst cases, suicides. Individuals end up suffering emotionally to the extent that they commit suicide.

Also, in the event of economic instability, individuals end up engaging in alcohol and drug abuse (Zhang et al., 1299). This, therefore, increased deaths. Moreover, according to (Case and Deaton, 2017), there is a shocking increase in the opioid crisis as a result of an economic downturn. Case and Deaton 2017, suggest that the rise in 'deaths of despair' can be associated

with a deterioration in social and economic wellbeing. In the event of an economic crisis, there are higher reports of poor mental health and physical pain which results in an opioid crisis that culminates in high mortality rates.

Furthermore, there is also a relationship between levels of education, mortality, and economic downturn, especially among special groups. Though mortality rates affect all groups, it was evident that deaths of despair due to alcohol and drug abuse substantially affected non-Hispanic middle-aged whites. According to Case and Deaton, their mortality rates in the case of a downturns were 30 percent higher than those of black Americans by 2015. Moreover, it was also found that education levels also affected mortality rates during an economic crisis. For instance, the mortality rate of individuals with a high school diploma or less were found to be higher than that of those who had higher qualifications.

Moreover, in the event of an economic crisis, there is a high mortality rate, especially for newborns. The high mortality rate is significantly contributed by the lack of adequately equipped maternity facilities or the ineffective treatment for some of the common diseases among newborns. Thus, economic instability results in shoddy and overpriced health services, which increases the chances of death among newborns.

IV. Causes of Higher Mortality Rates

A significant cause of death in both developing and developed countries is illnesses. Today, the number of chronic diseases has increased. These illnesses are substantial causes of death in society today. For example, the HIV/AIDs epidemic has had no cure for decades now. Although individuals with AIDS can live for years, it has been a reason behind the death of a considerable number of individuals. Moreover, a significant amount of people have also succumbed to illnesses such as cancer. Other diseases that are significantly contributing to increased deaths include Tuberculosis, Diabetes, unintentional injuries, and High Blood Pressure. As a result, more resources have been channeled for more research on these diseases and possible mitigation measures (Cunningham, Maureen & Patrick, 2469). For example, in Kenya, cancer has claimed many lives. For instance, a significant number of politicians have cancer, and in the past year, many have succumbed to it. This raised the attention of scholars and the government.

Furthermore, plans are underway to declare cancer a national disaster in Kenya, to channel more resources towards its research and treatment.

Another major cause of death in modern society is poverty. Populations stroke by poverty are characterized by overcrowding, poor standards of living, contaminated water, inadequate sanitation, and malnutrition. In such poverty-stricken areas, routine vaccines for adults and children are often unavailable. Additionally, poverty makes the government concentrate on the provision of food to the populations affected, thus channeling little attention to health. The population is also characterized by inadequate education and illiteracy hence associated with higher mortality. Generally, poverty creates a fertile environment for parasitic and infectious diseases, which contributed to increased deaths among the members constituting the population.

Other factors that are contributing to increased deaths in modern society include higher costs of health, poor health standards, and accidents (Liu et al., 2151). Costly treatments lead individuals to not seek medical services. For example, cancer scanning, and treatment are very expensive in most countries. Individuals who cannot afford the high prices end up not finding any medical services. The disease then advances to higher stages, which cannot be easily treated, thus increasing their chances of dying. With poor health standards, simple diseases end up claiming a massive number of lives.

From the above analysis, it is clear that thorough research has been done on the different factors which are causing a higher mortality rate in society. This has led to more research on what should be done to reduce their impact on mortality rates. Nonetheless, a significant factor that seems to have attracted little attention from scholars and affects mortality rates is an economic crisis. Little research has been done on the impact economic crises have on mortality rates. This paper will, therefore, review different pieces of literature to come up with a general stance on

how economic crises are associated with mortality rates. The results of the literature review will be compared with the impact that the great depression of 2008 had on mortality rates.

V. Literature Review

Only a few scholars have discussed the relationship that exists between economic crises and mortality rates. The available information that previous researchers have developed on the link can, however, be compared for the best conclusion. Khang et al. tried to establish the existing relationship between economic crises and mortality rates in the year 2005. In the study, Khang et al. sought to determine whether massive changes in the economy affected trends in the mortality rate in South Korea. They used data from the National Statistical Office of Korea to compute the death rates before and after the massive economic downturn. The results of their study implied that economic crises brought about a decline in the mortality rate. Falagas et al. also researched the impact that economic crises have on mortality. In their study, they mainly sought to examine whether economic crises confer an increase or a decrease in mortality. They reviewed different studies that gave an analysis of the mortality rate during periods of economic downturn. They also reviewed surveys that compared the mortality rates before and after the economic crisis.

They considered a total of eleven studies that analyzed the relationship between mortality rates and economic crises. This was done for different countries in Europe, Africa, Central, and South America, as well as South Korea and Russia. From the eleven studies they reviewed, they found that, during periods of economic crises, the mortality rate increases. Furthermore, it was clear that, during periods of economic crises, respiratory infections, mortality among infants, homicides, suicides, chronic liver diseases, and other chronic diseases increased. They consequently concluded that there is an inverse relationship between economic crisis and mortality rates; as the economy turns down further, the mortality rate increases. Although the number of road accidents goes down during the crises, thus causing a decline in the mortality rate, the reduction is surpassed by the impact of the combination of the other factors such as illnesses (Falagas et al., 1134). This results in an increase in the mortality rate during periods of economic crisis.

Arceo-Gómez is also one of the few scholars who have channeled their efforts and resources to the analysis of the existing relationship between economic crisis and mortality rate. To come up with valid results, he analyzed data on the mortality rates in Mexico as a result of the economic crisis. He, however, admits that an analysis of the impact that an economic crisis has on the mortality rate is a strenuous exercise since the Gross Domestic Product (GDP) is a function of health. This results in endogeneity, which may have a significant impact on the relationship established. He, however, uses two sets of instrumental variables but at the state level to solve the problem of endogeneity. The findings of the study suggest that economic crises result in a decrease in the GDP. A decline in the GDP then increases the mortality rate. For instance, a one percent decrease in the GDP leads to a 0.5 percent increase in the mortality rate. The most vulnerable groups are the elderly and the children. As Arceo-Gómez describes, economic crises are characterized by high rates of interest, lack of credit, and high inflation (151). As a result, the prices of general goods and services go up. Hence buying food and accessing health care services becomes challenging, thus leading to higher deaths due to starvation and inadequate medical care. Moreover, since people do not have the money required to meet their basic needs, they end up committing suicide and abusing drugs to heal their emotions. The combination of these factors leads to increased deaths among individuals in the affected areas.

Greece is one of the countries which were heavily hit by the economic crisis in 2008. However, the effect of the crisis on the mortality rate remains unclear. Laliotis et al. carried out research in the effort to determine the impact that the crisis had on the country's mortality rate. They used regional panel data obtained from the Hellenic Statistical Authority. They managed to gather data on mortality trends by cause, region, sex, and age from the year 2001 to 2013. This enabled them to compare the pattern of the mortality rate before, during, and after the economic crisis.

They performed an interrupted time-series analysis, which helped test the changes in mortality's slope. The findings revealed that, after the onset of the economic crisis, the overall mortality rate continued to decline. However, it fell at a relatively slower pace compared to the period before the crisis. The decline in the mortality rate at the onset of the economic crisis was higher among females. Also, the results revealed that mortality for individuals above 75 years declined the slowest. Deaths from accidents on the roads on the onset of the economic crisis declined at a faster rate. The rate was speedy compared to the decline in the deaths causes by diseases.

Conversely, after the onset of financial instability, the mortality rate increased. This was characterized by massive deaths from suicidal cases and mental health problems. Laliotis concluded that mortality rates decline during the onset of the economic crises, but they increased later on (Laliotis et al., p. e64).

To shed light on how economic crises, affect mortality rates among countries with different average income levels, Maruthappu et al. carried out research where they used economic data from global development finance and development indicators of the World Bank, 2013 edition. To come with more precise results, they decided to focus only on the child mortality rate. The study was extensive as 204 countries' child mortality data was obtained and analyzed between 1981 and 2010. The results of the study suggested that, at the global level, economic crises were associated with the deterioration of each measure of child mortality. Significant declines were evident in cases of extended periods of economic downturn and downturns related to substantial falls in the GDP. The results of the study also suggested that, during periods of economic downturn, developing countries experienced a considerable deterioration of child mortality rate than developed nations. In conclusion, Maruthappu pointed out that economic crises frequently occur in different countries, and children are the most vulnerable victims of economic downturns (6). Additionally, the impact of the economic downturns on the death of children is higher in developed countries. This is due to higher poverty levels in the states, which leads to limited access to not only food but clean water and quality healthcare. They end up suffering and losing their lives in large numbers due to starvation and diseases (6).

According to Filippidis et al., economic crises significantly affect the standard of health (46423). To confirm this statement, they carried out research where they sought to determine the impact that economic crisis had on mortality, access to healthcare, and health-related behaviors of the Greeks. Greece is a country that is always struck by the economic disasters of Europe. For example, the recession that started in the year 2008 affected the country up to the year 2010. It is only at the end of the year 2010 that the rate of unemployment went down, and wages in different parts of the country started increasing. During the period, the money that the government diverted to the provision of healthcare services decreased. Additionally, the proportion of the country's population that was at risk of poverty increased. Within the same period, suffering due to material deprivation increased. A significant consequence of the recession that Filippidis et al. discuss is the deterioration of healthcare. According to the research, it was rather clear that the great recession in Greece was associated with an increase in poor health conditions, an outbreak of chronic diseases, infant mortality, homicides, suicide attempts, and depression. The combined effect of all these factors was reflected by a large number of deaths among children, women, and men. The degree of death rate was very high among children and the elderly. They ended up concluding that economic crises are associated with an increased rate of mortality, which was mainly contributed by the outbreak of chronic diseases and poor health conditions. It was also attributed to the outbreak of mental health issues, which made people indulge in drug abuse and unhealthy behaviors.

Nolasco et al. established a different association between economic recession and mortality rate. Their research sought to analyze the trend of mortality rate between 2002 and 2007 as well as between the years 2008 and 2013, specifically in Spain. The patterns depicted in the two periods allowed them to analyze how mortality rates behaved before and after the great recession of 2008. The results of the study implied that there was a decline in both the amenable and the overall mortality in Spain after the great depression. The fall was different among the different provinces of Spain. It was attributed to the significant decline in the number of deaths from diseases such as cerebrovascular disease, Ischemic disease, and other chronic diseases during

the recession. From the study, Nolasco et al. concluded that economic crises could be associated with a decline in mortality rate (2298).

In another study carried out by Ballester et al., it was clear that macroeconomic cycles are associated with mortality rates. The research holds on the ideology that periods of positive economic growth are associated with an increase in mortality rates, while periods of economic downturn are associated with a decline in the mortality rate. In a study where they determined the impact of the great recession of 2008 on the regional mortality trends across Europe, they find that mortality rates decline during the great depression and even a few years after the recession (Ballester et al., 679). In conclusion, they support Nolasco et al. in their finding that economic crises are associated with a decline in mortality rate. This is due to the reduction of deaths caused by some of the diseases. However, the studies by these two groups of scholars have some drawbacks; they do not distinguish between the short and the long-term effects that economic crises have on the populations affected. Also, they do not shed light and compare the positive and negative impacts that economic crises have on the mortality rate. This leads to biases, and this may be the reason behind their support of the ideology that economic crises lead to a decline in the mortality rate.

In conclusion, scholars have channeled their efforts to research the impact that economic crises have on the mortality rate. However, there are mixed findings. Some conclude that financial crises lead to a decline in mortality rates. However, most scholars establish that economic crises lead to an increase in the mortality rate. This is due to its impact on the rise in deaths from homicide, mental disorders, suicide, and starvation. Other studies conclude that during the onset of the economic crises in the short run, the mortality rate declines but increases to higher levels in the long run. Thus, the net result of economic crises is an increase in the mortality rate.

To clarify this matter, the paper will, therefore, focus on a case study whereby the mortality rate in the U.S. before, during, and after the great depression in 2008 will be analyzed. This will help develop a better understanding of the impact of economic crises on mortality rates as well as help identify which groups of the scholars were correct.

VI. Case Study

The Great Recession of the Year 2008

The great recession was a period of the general economic downturn, which was observed in the different markets across the globe between December 2007 and June 2009. However, studies show that the timing and scale of the recession varied from one country to another. In the U.S., the period of economic downturn extended for 18 months from December of 2007. The Subprime Mortgage Crisis of the year 2006 is mainly blamed for the occurrence of an economic downturn. Due to the crisis, the new home permits of October 2006 were lower by 28% compared to October of the year 2005. By the time the Commerce Department warned about the abnormal change in home permits, the crisis would have been prevented. However, the Federal Reserve and the Bush administration did not give the matter the intensity of concern it deserved since they did not realize how grave the signs were. They also ignored the declines that were witnessed in the inverted yield curve. The only measure they took was to lower the interest rate to increase the supply of money in the economy. They thought that the proposal would curb any problem affecting or likely to affect the real estate industry.

The Federal Reserve and the Bush Administration did not also realize how the banks had become reliant on the derivatives. They even did not know about contracts whose value was derived from other assets. They betted that the assets would perform well in the future. Hedge funds and banks sold such holdings as mortgage-backed securities to each other as a way of investment. However, questionable mortgages backed them. The interest-only loans were given to the subprime borrowers. The high-risk people ended up defaulting on the loans. There was a fall in the prices as the interest rates reset. Their defaults resulted in the subprime mortgage crisis. By this time, a lot of mortgage-backed securities had been sold by banks. In the year 2007,

homes prices started assuming a declining trend. This was a significant signal to the beginning of a real estate crisis. Banks had participated in the buying of the credit default swaps. This made them feel safe as they were insured against any risks resulting from the defaults. The caving in of the mortgage-backed securities market caused the situation to worsen. Due to the cave-in, insurers ended up having no capital to cover the credit default swaps holders. As a result, the American International Group, an insurance giant by then, went almost belly-up. However, it was saved by the federal government.

The act of the federal government saving one of the insurers gave the others hope that they will be supported if they end up in the same situation. As a result, banks continued with their risky investment behaviors. They would rely too much on the derivatives. They ended up selling a lot of mortgages in the effort to keep the supply of derivatives low, hence leading to the great recession. The financial catastrophe spilled out of the housing scene and quickly spread throughout the banking sector. In the process, it succeeded in bringing financial behemoths down with it. Some giants in the industry, such as Merrill Lynch and Lehman Brothers, were deemed to be too strong to fall. However, they ended up falling, but the government abandoned them in an effort to discourage the engagement of the players in the industry in risky investment behaviors. As a result, the crisis ended up spreading globally.

On the 17th of April 2007, federal financial regulatory agencies were encouraged to involve lenders in working out arrangements on loans rather than the then foreclosures. Alternatives that were there to the foreclosure included the conversion of the loan to fixed-rate mortgages and the receiving of the credit counseling, which would be offered by the center for foreclosure solutions. It was also agreed that banks that would loan to individuals in the low-income regions could benefit from the community reinvestment plans. In September of the year 2007, the fed started reducing the rate of interest. By the end of the year, the interest rate had been lowered to 4.5%. However, the dropping was not done fast enough or far enough to the extent that it could calm the market. In July 2008, the great recession began.

By the third quarter of the year 2008, the entire economy had been affected by the subprime crisis. The economy had shrunk by 0.3%. In August of 2008, Freddie and Fannie went bankrupt. These were mortgage giants who were backed by the government. However, the government did not help them out of bankruptcy at this time, as many Congressmen considered it as the primary cause of the crisis. They were blamed for taking a lot of risks in their investment decisions, thinking that the government will help them up if they get to the end of the tunnel. However, some supported the companies claiming that they engaged in risky investment behaviors to remain competitive in the market.

On the 29th of September 2008, there was a crash of the stock market. Things in the market plummeted because of Congress's rejection of the bank bailout bill. The crash worsened the recession since it had already begun. In October 2008 and February 2009, \$700 billion bailouts and \$787 billion stimulus packages were established respectively. They played a significant role in reducing the rate at which the economy was declining. By March 2009, the economy hit the lowest possible level. In the same month, the Obama administration came up with an initiative that was aimed at making homes affordable. These efforts initiative played a significant role in the modification of loans. Banks also started modifying loans, and by October, no bank was lending (Kalleberg & Till, 2-3). The initiatives implemented by the Obama administration saw a significant recovery of the economy from the recession.

Impact of the Recession on Mortality Rate

During and after the great recession, rates of unemployment skyrocketed. Also, stock portfolios and housing prices plummeted. The lives of millions of people were disrupted. More than 30 million U.S. residents ended up losing their jobs. There was a drop in household net.

Before the Federal Reserve and the Bush administration had sensed danger and before worth by 18% (Kalleberg & Till, 1). To make the matter worse, banks had stopped lending. Individuals did not have money to meet their needs. Losing jobs and being denied borrowing brought about the most laborious life to have ever lived. This brought about stress, and cases of mental

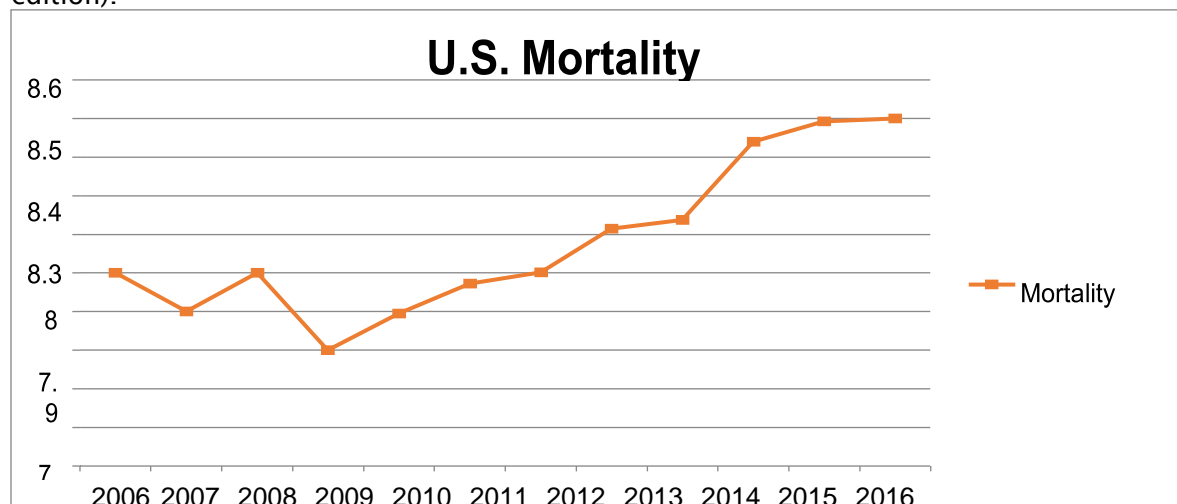
problems increased as people became unable to meet the needs of their families. Cases of suicide, homicides, and deaths from psychological issues increased. This caused an increase in the mortality rate. The U.S. economy took too long to recover. This implied that the consequences of the economic downturn were experienced for a long time. Economic hardships worsened, and deaths from children, adults, and the aged increased. Obama had come to power, Banks and insurance giants continued to engage in the risky business during the onset of the great recession. During this time, the supply of money was high, and the interest rate was low, and banks were lending to stay competitive in the market. When the market started behaving abnormally, and banks stopped loaning, the residents had some amount in their banks, and they still had their wealth with them. During this time, only consumption went down, but people could afford most of the basics in life (Kalleberg & Till, 2). There was also a decline in road transport as people reduced their consumption of fuel. This resulted in a decrease in deaths from road accidents.

Also, people avoided engaging in drug-related behaviors that could affect what they had saved as they were pessimistic about the future. Deaths from some diseases went down. Generally, there was a drop in the mortality rate. However, this was during the onset of the recession. The effect can be categorized as the short-term impact of the recession.

Therefore, it is clear at this point that at some point in time, as a result of the great recession, the mortality rate declined. This was at the onset and during the recession. The decline was caused by reduced consumption, which led to low use of fuel and thus reduced transport. Consumption of luxuries went down as well. As a result, deaths from road accidents and some diseases went down. However, in the long run, before full recovery from the recession, more deaths were witnessed. At some point, people lost jobs, and the banks were not lending. This resulted in a rapid decline in the level of income. People were stressed by the fact that they could not meet the needs of their family as before. More stress came from the loss that they incurred on their wealth.

As a result, more people died from suicide, homicide, and mental problems (Kalleberg & Till, 2). Poverty was also at its highest level during this time. More deaths were reported from starvation. People did not have money to access quality healthcare. Chronic diseases ended up claiming the lives of many more people. By the time Obama's administration's initiatives had helped the economy recover to its initial level, many people had lost their life. Therefore, the recession caused some decline in the mortality rate, but it later hit higher levels. This implied that there was a net increase in the mortality rate as a result of the recession. This can be confirmed by the graph below, which captures the mortality rate before, during, and after the recession.

Figure 1: Mortality Rate Before, During, and After the Recession (Source: World Bank Group, 2017 edition).



From figure 1 above, it is clear that the years 2008 and 2009 had the lowest possible mortality rate. Before the onset of the Subprime Mortgage Crisis of 2006, the mortality rate was at 8.1. It declined to 8 in the year 2007. By the time the signs of the recession had been noted, it had increased again in 2008. During the recession, it was clear that the mortality rate declined. It was at its worst level in the year 2009 at the end of the recession. Since then, it has been increasing. The mortality rate has increased even to higher than the level it was before the onset of inflation. The increase after inflation has been steady and rapid.

From the statistics, it can be concluded that the great recession of the year 2008 first caused a decrease in the mortality rate. This represents the period when people's wealth had not been depleted. People had reduced their consumption. Reduced consumption was associated with reduced purchases of fuel, luxurious products, and drug-related products. This resulted in a fall in the death rate from diseases and road accidents. By this time, poverty had not yet found its way into American society. People still were employed, and they had savings and their wealth intact. However, after some time, wealth was depleted, and people lost jobs. They ended up spending their savings. Poverty found its way into society. Stress also affected the parents of the time as they could not manage to address the needs of their families as before. As a result, deaths from suicide, homicide, mental problems, and poverty increased. This is indicated in figure 1 by the rapidly rising mortality rate in the years after the great recession.

VII. Discussion

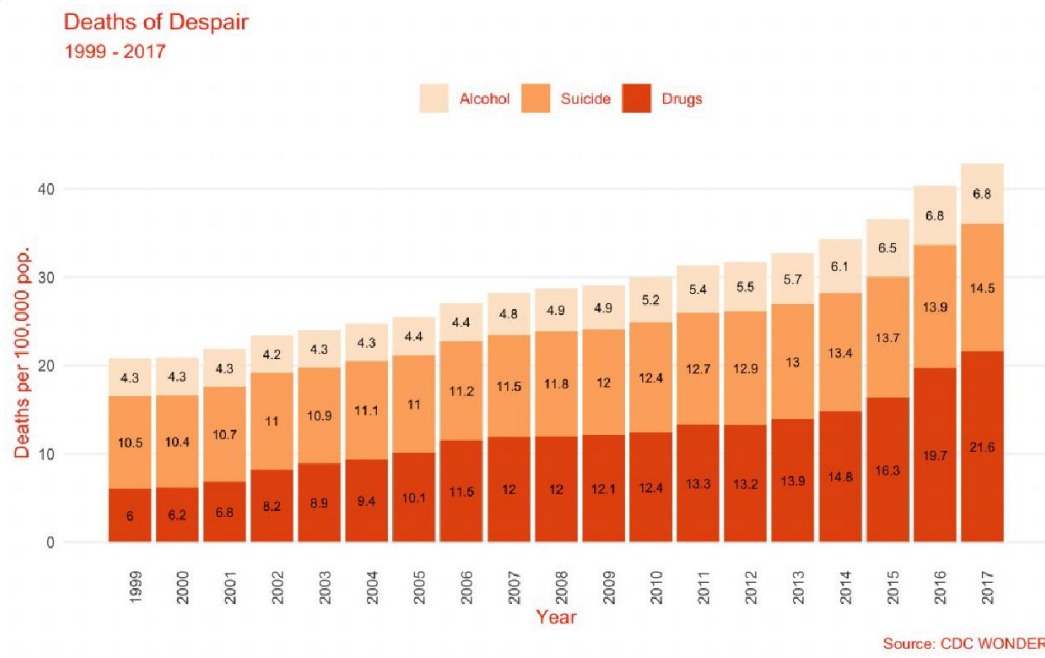
From the case study on great recession in the U.S., and the review of literature by different scholars who studied the impact of the recession on the mortality rate, it is clear that a period of economic downturn first caused a decline in the mortality rate and then, in the long-term, the mortality rate increased. The net change increased the mortality rate. This is not only evident in developing but also developed nations like the U.S.

At the onset of the economic crisis, people remained employed. This implied that they get enough money to meet their daily needs. Their savings and wealth are also intact. The only thing that changed was consumption. From the look of things, they ended up suspecting an economic downturn in the future. To ensure that they have enough for use in the future, they end up reducing their consumption. The reduction of consumption has a significant impact on the mortality rate. First, purchases on fuel go down, and people reduce unnecessary transport expenses. This reduces the number of accidents happening on the roads. As a result, the rate of deaths resulting from road accidents declines. Also, people end up cutting the money that they divert to the purchases of luxurious products. Trips to luxurious places decline. Also, alcohol, which is taken as a luxury by some individuals, becomes a lowly purchased item. This not only contributes to reduced road accidents, which are caused by drinking and driving but also reduces deaths associated with alcohol consumption. For example, obesity and liver diseases become uncommon in society. This leads to a significant reduction in the number of deaths occurring in society. Generally, during the recession, the number of deaths in society reduces by a small but significant amount.

A few years after the onset of the recession, the rate of mortality increases. At this time, the rate increases very fast. This is due to the many death cases that are reported as a result of the hardships created by the economic crisis. For example, in the long term, people lose their jobs. Their wealth is depleted hence leading to shallow levels of income, and poverty finally finds its way into society. This results in a situation whereby the members of the community had money, and they could effectively meet the needs of their family, but now they cannot. As a result, stress increases. People end up committing suicide to avoid economic hardships. Others end up developing mental health problems as a result of the stress. As a result of poverty, children and the elderly lose their lives due to starvation. With a low level of income, people end up finding it challenging to save enough for hospital bills. People end up suffering from different diseases but remain untested and untreated. Diseases that could be cured end up killing the members of society. Also, due to poverty and stress, people indulge in risky activities in the effort to find ways

to ignore what is happening in their lives. This claims more lives. Finally, the government becomes so concerned about the policies for addressing the recession and eradicating poverty, thus directing little attention to the development of quality health. This leads to more deaths as people end up finding it challenging to access quality health. Simple diseases match chronic diseases in the rate of claiming lives.

Figure 2: Mortality Rate Before, During, and After the Recession (Source: CDC WONDER, 2017 edition)



VIII. Conclusion

This paper aimed to answer the question, "What is the effect of economic crises on mortality rates" to show the relationship between economic crises and mortality rates. After analyzing the great recession of 2008, it can be concluded that an economic crisis substantially leads to a higher mortality rate. This is not only evident in developing countries but also already developed countries. Nevertheless, scholars are divided in their findings on how economic crises are related to the mortality rate. This is due to the different impacts of the economic downturn in the short and long run.

As evidenced in the paper, in the short run, there are some declines in the death rate, which can be attributed to economic instability. For example, deaths resulting from road accidents go down due to a reduction in their expenditure on fuel, which reduces the time spent on the road and in turn, reduces accidents. Furthermore, people end up reducing their spending on consumption, including purchases of alcohol. This is associated with a decline in the mortality rate.

However, the death rate increases in the long run. This is due to deaths from stress and poverty. As a result of poverty, people end up losing lives due to starvation. Also, as a result of stress, people end up indulging themselves in unhealthy behaviors. Examples include an increase in alcoholism and drug abuse, which leads to more deaths. Cases of homicide and suicide also increase. Moreover, people end up not having enough money to access healthcare services, which makes it possible for simple diseases to cause massive deaths. Furthermore, the government also directs its attention to policies to address poverty, and find ways to take the economy from the recession. It ends up spending little on the provision of health services, and as a result, diseases

claim more lives. Therefore, it is safe to conclude that a short-term economic crisis may result in low mortality rates while in the long term may lead to an increase in deaths.

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The Debt Ceiling Crises, Political Uncertainty, Interest Group Conflict, and Costs

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Abstract

All too often, modern-day U.S. Congress struggles with lifting our statutory debt limit in a timely manner, as the raising of such a limit often becomes a pawn in negotiation, not just of the debt ceiling, but also of appropriations. We examine three important related research questions. One such objective is to examine how a prolonged and contentious debt-ceiling crisis affects three month U.S. Treasury Bill Yield Spread for debt ceiling crises of 2011, 2013, and 2015. Next, we ask, as the debate lengthens, does this give rise to economic policy uncertainty levels. In our final objective, we examine if interest group competition, and outright conflict, leads to an increase the Treasury bill default risk premium, limited liquidity, and excess borrowing costs. We do so, by employing an auto-regressive distributed lag model, upon a novel collection of financial and political data that spans from 2010 to 2016 at a daily frequency. In the end, we find that political events, such as the debt ceiling crises, have a very real cost to markets. They inflict permanent damage upon our reputation of sovereign credit-worthiness, increase default risk premiums, and give rise to excess borrowing costs borne by the U.S. Treasury and taxpayers. Even the smallest perception of a risk of non-payment of the U.S. sovereign debt, has the potential to upend markets globally, much faster than the U.S. Congress may raise the debt ceiling.

Keywords: U.S. Treasury bills, debt ceiling crisis, uncertainty, interest group competition

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Sustainable Development and Food Security at the US-Mexico Border: A Case Study of the Laredo Regional Food Bank

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Abstract

The paper investigates the material circumstances surrounding the Laredo Regional Food Bank, a nonprofit organization in Laredo Texas. This organization is in the South Texas border region with the goal of finding donors to strengthen their capacities to deliver food effectively and efficiently to Laredo citizens. The Laredo Regional Food Bank accepts volunteers, probation hours, school hours, and regular civilian hours. These contributions not only help the food bank provide Laredo residents with food bags, but also provide help to the permanent workers. Nonprofit organizations like this are not provided money from the government, but they are provided funds from citizens interested in the organization. The food bank also provides help to those with a "Consular I.D." which helps undocumented immigrants allowed to receive help. Laredo has a high poverty rate, and although some people have homes, they still have a hard time making ends meet to feed their families. Although the Laredo Regional Food Bank has been around since 1983, there are issues the organization is faced with. To understand the organization, the paper analyzes the extent to which it is helpful and true to its mission. It begins by analyzing its structure and discussing its accomplishments before making suggestions for improvement.

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Logros de Coca-Cola en México

Han generado una extensa cadena de valor gracias a que desde 2007 ellos al preocuparse por el agua, implementaron de un programa con el cual ellos compensan el 100% de agua utilizada, esto mediante una fundación de coca cola (Programa nacional de reforestación y cosecha de agua) enfocada en almacenar agua no captadora de agua pluvial dedicada a bastecer a las misma comunidades beneficiadas por este mismo programa como así mismo incluyendo un programa enfocado en la utilización eficiente de dicho líquido, gracias a la colaboración de instituciones de entidades gubernamentales (SEMARNAT y CONAFOR) y las mismas comunidades, la meta se cumplió antes de lo previsto incluso permitiendo compensar un poco más del 100%

Sin salirnos del tema del medio ambiente Coca-Cola México se ha estado comprometiendo a un mundo sin residuos no solo a nivel nacional sino también a internacional al estar recuperando y reciclando cada uno de los empaques que coloca en el mercado para cumplir la misma meta para el 2030.

Así mismo Coca-Cola México ha inducido la fundación promotora del desarrollo económico y ambiental en las comunidades de México de forma sostenible mediante alianzas de valor compartido (con instituciones públicas y privadas).

De acuerdo a un estudio publicado en 2019 por International Journal of Obesity en México las bebidas azucaradas provocan la muerte de casi 40 mil personas al año la cual está dividida en diabetes (57%), cardiovasculares (33%) importante destacar que los productos Coca-Cola representan más del 70% de consumo nacional de bebidas azucaradas embotelladas.

Cool

Delicious and refreshing, the motto of Coca-Cola, a company that became the popular drink it is today by a pharmacist in Atlanta, Georgia back in 1886. Dr. John Stith Pemberton was the pharmacist who invented the Coca-Cola syrup and extract (Coca-Cola). His partner Frank M. Robinson coined the name, "Coca-Cola", as he felt "the two Cs would look well in advertising," and illustrated the iconic logo (Coca-Cola). It was never imagined by Pemberton and Robinson that their drink would become the infamous fountain drink it is today.

Throughout The Company's existence, sustainability has been a focal part of the Company's values and mission. Throughout the first decade of the 21st century, Coca-Cola helped countries dealing with the AIDS/HIV epidemic, partnered with Worldwide Fund for Nature to focus on freshwater conservation, introduced the Plant Bottle PET packaging, and launched an initiative that supports women in business all around the world. The Coca-Cola Company continues to fight for women empowerment, environmental growth, and conservation efforts all around the world.

A symbol for The Company is the iconic bottle, in 1915, the people of the Coca-Cola Bottling Association (CCBA) began a challenge amongst glass companies to design a bottle so unique that it could be found in the dark (Coca-Cola). The people behind the design came up with the idea from a long cocoa bean shape with distinct ribs. The greenish tint on the original Coke bottles, honors Georgia, The Company's founding state.

Nestlé: Business in the USA and México

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La alimentación y las bebidas desempeñan un papel cada vez más importante en la vida de las personas, no sólo por el disfrute y el placer social que supone comer en compañía, sino cada vez más en términos de salud y nutrición personales. Nestlé es algo más que la compañía de alimentación y bebidas más grande del mundo. Cada día está más cerca de convertirse en el líder mundial en nutrición, salud y bienestar. Desde el principio, la nutrición ha constituido su núcleo principal. Sin embargo hoy día le dan mayor importancia, al igual que a la salud y al bienestar.

Corporate Wellness Unit y cada una de sus propias unidades de negocio son la fuerza motriz que lleva «Good Food, Good Life» a todos los consumidores.

I. Historia de Nestlé

Todo empezó durante la segunda mitad del siglo pasado en Vevey, Suiza, cuando Henri Nestlé revolucionó la industria alimentaria al desarrollar la primera harina lacteada para bebés. Cincuenta años más tarde, después de una fusión estratégica con un gran productor de leche condensada, iniciaría el proceso de diversificación de la empresa. La llegada de Nestlé a México se remonta al año de 1930 como importador de productos alimenticios. Cinco años más tarde estableció su primera fábrica en Ocotlán, Jalisco. Con esta fábrica, Nestlé fue pionera en la contratación de mujeres para el trabajo industrial.

II. Características de Nestlé

El éxito de Nestlé está basado firmemente en el concepto de que «la alimentación es una cuestión local». Aunque sus productos están disponibles prácticamente en todos los rincones del mundo, no creen en la existencia de un gusto universal. Por el contrario, su esfuerzo se dirige a adaptar sus productos a los gustos de los consumidores locales. Éstos pueden variar enormemente, no sólo de un país a otro sino incluso dentro de un mismo país. Para satisfacer las necesidades locales hay más de 10.000 productos Nestlé. Los producen casi 500 fábricas en más de 80 países.

III. Operaciones de Nestlé en México

Desarrollar todo el poder de la alimentación para mejorar la calidad de vida de los seres humanos es el principal propósito de la compañía de alimentos y bebidas más grande del mundo, Nestlé.

Ha contribuido en el proceso, su trabajo gira alrededor de tres ambiciones fundamentales: ayudar a 50 millones de personas y familias a llevar vidas más saludables; contribuir al bienestar y crecimiento económico de 50 millones de hogares en comunidades donde realizan sus actividades de negocio; y reducir el impacto ambiental de sus operaciones a cero. Desde 1935 que llegó a México, ha contribuido al crecimiento y desarrollo del país, cuyo patrimonio cultural y natural es incomparable.

Obedeciendo a su propósito medular y a sus ambiciones generales, Nestlé México invertirá 300 millones de pesos para modernizar su fábrica Coffe Mate en Chiapas de Corzo, inaugurada en 2009, lo que permitirá aumentar su capacidad de producción de 28 mil a 34 mil toneladas anuales, así como incorporar una nueva línea de envasado y un sistema de digitalización de

procesos con tecnología de última generación. Cada año, miles de consumidores en Canadá y Latinoamérica disfrutan de este sustituto de crema en polvo para café hecho por manos chiapanecas, ya que el 30% de su producción se exporta a esas regiones. Nestlé México cuenta actualmente con instalaciones en 16 centros fabriles en los Estados de Baja California, San Luis Potosí, Jalisco, Veracruz, Tlaxcala, Michoacán, Chiapas, Puebla, Estado de México, Querétaro y Distrito Federal. Las actividades que realiza el Grupo Nestlé México han contribuido al crecimiento económico del país, asegurando que la calidad y confianza, valores representados por la marca Nestlé, se proyecten hacia el próximo milenio.

Nestlé: Business in the USA and México

I. Business in the USA

History in the United States Early into Nestle's invention, founders urged for allure trade to extend abroad past its original company as a association in the late 1800's in Switzerland. American managers George and Charles Page from Lee County, Illinois, erected Europe's first concentrated milk mill in 1866 when they organized the Anglo-Swiss Condensed Milk Company. When the guest absorbed accompanying rival Henri Nestlé, the one in 1867 started selling welcome existence-conditional baby wheat in Vevey, Switzerland, the Nestlé and Anglo-Swiss Condensed Milk Company was born. Since then, Nestlé in the U.S. has donated to the progress, novelty, and accomplishment that has delineated the global guest for over 150 years. That being pronounced, in 1900, they unlocked their first American industry in Fulton, New York. Their industry presented baby feed, concentrated milk and dignitary as far as 1907 when skilled was a huge advertisement for burnished color, they began bearing the sugary food they are most pleasantly famous for contemporary. Nestle, as a party in America, started to become famous and popularized when in World War II Nestle's American workshops convinced Nescafe to help the United States military. Their business soared in a suitable way and apiece 1970's Nestle managements had pretended that Nestle had attained allure peak as it would have a ruin from now on because trade had happened so excellent earlier. To prevent this constant decline, in 1988 Nestle purchased the noodles association Buitoni for 1.3 billion greenbacks, and they hit a 2.6 billion greenback deal to buy the maker of Hot Pockets in 2002. That being said, Nestle now is home to in addition 150 US parts in 31 states, that involves production, R&D, and supply chain abilities and allied places. They are the reason for engaging more than 30,000 families in the United States. Nestlé in the United States is dedicated to improving features of history and providing a more athletic future, for things and classifications, for successful and bouncy societies, and for the planet. They have revamped their output flat case for transporting papers to immediately pamper pet care, spring water, stopped food, and baby food. This is an attempt to meet changeful consumer needs by directing above-tumor drink, drink and services energy classifications accompanying brands customers love. Their associations in the U.S. are composed of seven operating companies: Nestlé USA, Nestlé Purina, Gerber, Nestlé Health Science, Nestlé Professional, and Nespresso.

II. Characteristics and Conditions of Nestle in the United States

In order to attract a stock exchange in the United States, Nestle has to tackle any actions to entice the likeness of the current political and country posture. They are switching their party values per each country they act through what they call Creating Shared Value Principle. The Creating Shared Value directing standard expounds by means of what Nestlé does trade across the earth and uses the policy finish in a way to manage in a habit that is to say adapted misrepresentation, while constituting advantage for shareholders and for institutions. This is in what way or manner they cause their party and purpose to history, by improving the quality of existence and providing a

more healthful future. Nestle manages on three mainstays of standard: Individuals and kins, societies and the globe all at once pertain, and works in each of these districts. Therefore, in America Nestle be able to make an effort expected in the following Initiatives: Climate Ambition, Parent Support Policy, and Diversity and Inclusion. These are three outstanding types in American government and education contemporary so Nestle is attractive to US civilization accompanying these drives. Nestle has taken a Climate Ambition to realize nothing of net greenhouse vapor issuances by 2050. As a snack party, calling humidity change is not only a trade authoritative, as extreme weather patterns impact our natural resources supply chains, but also detracting in a goal to correct livelihoods in societies affiliated to their trade. To gain their desire, they are inventing energy from undeletable source substitutes, climbing up pushes in agriculture to consume the same, and institute across their flat case for transporting papers to involve more devices accompanying a better material footmark. In the U.S. they are likewise backing for procedures that encourage the development and use of detergent strength options. Nestle's Parent Support Policy is a reinforced tactic that applies to workers at each level of deceiving someone, contributing 18 weeks of rewarded leave for basic caregivers accompanying a talent to extend total entrust 26 weeks. The person not named as the basic au pair is fit to four sufficiently rewarded weeks. With these tactics they are strengthening an obligation to generate a business that supports and empowers its crowd so they can gain their best results. Lastly, Nestle has captured a posture on Diversity, Equity, and Inclusion. Nestlé's Diversity and Inclusion starts accompanying an idea of support and authorization, supported by attendant-managed date groups, all-embracing renting approaches, and company-expansive knowledge and happening. Innovation starts accompanying hearing to various voices. Through automatic bias preparation and business elasticity procedures, Nestle tries everything to kill constraints that limit members of different traditions. Nestle goes further likeness and participations and supports the plan of doctoring each one accompanying generosity. This is a belief that supports a society namely containing all. Gender Balance has existed an enduring preference for Nestlé, and they have existed favorably growing the number of mothers by any means levels in the institution. In the US they allow environments in our work environment orderly for all girls expected profitable and realize a feminine-equalized arrangement, that involves equal pay rates and space for publicity.

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Wal-Mart en EE.UU. and México

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Resumen

La primera tienda Wal-Mart en EE.UU. se abrió en 1962. En 1969 esta compañía se convirtió en una corporación llamada Wal-Mart Stores, Inc. En 1991 llegó a México esta corporación y abrió su primera tienda, siendo esta la primera expansión de la compañía fuera de Estados Unidos.

Para 1972, en EE.UU. había más de 50 tiendas con ventas totales de alrededor de \$78 millones, con casi 300 tiendas y 21 000 trabajadores. Actualmente en México, la red está compuesta por 14 centros de distribución, instalados en seis entidades de la república, que en su conjunto representa para la cadena la capacidad de mover 2.25 millones de cajas y 21,400 tarimas diarias, para atender a 1,551 tiendas, clubes de precios, restaurantes y tiendas departamentales. Wal-Mart cuenta con un total de 3,407 tiendas en México, estando entre las que cuentan con una unidad más grande que en otros países.

Walmart decidió diversificarse aún más al abrir su primer Sam's Club en 1983 en Midwest City, Oklahoma. En 1988, se abrió el primer Walmart Supercenter en Washington, Missouri. A finales de los 80 y principios de los 90, Walmart se convierte en una corporación multinacional líder en ventas. En 1993, Walmart alcanzó sus primeras ventas de mil millones de dólares en una semana.

Wal-Mart pudo aumentar las ventas en los EE. UU. en un 8,7 % en 2021 luego de sus pérdidas en 2020. La industria minorista y de comestibles ha estado avanzando a pasos agigantados hacia los avances tecnológicos desde antes del covid. Walmart creó y lanzó su primera tienda prototipo en Denver, CO para Wal-Mart Pickup en 2013. Lo que permite a los clientes ordenar todo lo que necesitan en línea y en dos horas, los comestibles se cargan en el automóvil sin que el cliente tenga que salir del vehículo. Con un recuento total de 4743 tiendas solo en los EE. UU. en 2021, es uno de los minoristas multinacionales más poderosos. La empresa emplea a 1,6 millones de la población estadounidense y el 67% de las ventas netas de Wal-Mart provienen de su división en los Estados Unidos. Wal-Mart continúa creciendo y generando nuevas ideas para mejorar la experiencia del comprador. Wal-Mart de México y Centroamérica actualmente no otorga franquicias, por lo que existen pocas tiendas establecidas de esta cadena de supermercados. Asimismo, las acciones de Walmex (BMV) cotizan en \$72.87 pesos mexicanos.

Abstract

The first Wal-Mart store in the US opened in 1962. In 1969 this company became a corporation called Wal-Mart Stores, Inc. In 1991 this corporation arrived in Mexico and opened its first store, this being the first expansion of the company outside the United States.

By 1972, the US had more than 50 stores with total sales of about \$78 million, with nearly 300 stores and 21,000 workers. Currently in Mexico, the network is made up of 14 distribution centers, installed in six entities of the republic, which together represent for the chain the capacity to move 2.25 million boxes and 21,400 pallets daily, to serve 1,551 stores, clubs prices, restaurants and department stores. Wal-Mart has a total of 3,407 stores in Mexico, being among those with a larger unit than in other countries.

Walmart decided to further diversify by opening its first Sam's Club in 1983 in Midwest City, Oklahoma. In 1988, the first Walmart Supercenter opened in Washington, Missouri. In the late 1980s and early 1990s, Walmart became a leading multinational corporation in sales. In 1993, Walmart reached its first billion-dollar sales in one week.

Wal-Mart was able to increase sales in the US by 8.7% in 2021 after its losses in 2020. The retail and grocery industry has been making leaps and bounds towards technological advances since before covid. Walmart created and launched its first prototype store in Denver, CO for Wal-Mart Pickup in 2013. Allowing customers to order everything they need online and within two hours, the groceries are loaded into the car without the customer having to get out of the vehicle. With a total count of 4,743 stores in the US alone in 2021, it is one of the most powerful multinational retailers. The company employs 1.6 million of the US population and 67% of Wal-Mart's net sales come from its US division. Wal-Mart continues to grow and generate new ideas to improve the shopper experience. Wal-Mart de México y Centroamérica does not currently grant franchises, so there are few established stores of this supermarket chain. Also, the shares of Walmex (BMV) are listed at \$72.87 Mexican pesos.

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Nike: Business in the USA and México

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Abstract

The first Nike-branded shoe the world knew was made in Guadalajara, Mexico. Its success was due to businessman Salvador Lopez Chávez, who knew how to read and adapt to the social changes of the mid-20th century. Their products were durable and affordable with a focus on the male market. According to Knight, Johnson had woken up in the middle of the night saying the name "Nike". This is how the first Nike shoes in history came to light, which were manufactured in Mexico by the Guadalajara company shoes Canada.

In its global production, Nike employs more than one million workers, of which 64,000 come from Latin American factories. With an investment of more than USD \$39 million, a new factory of the multinational FLEX Mexico was inaugurated, for its part, it has 19 production units of the company, 16 of them for the manufacture of clothing and three dedicated to footwear, in the state of Guadalajara Jalisco will be dedicated to the production of high-tech NIKE sports shoes, which initially added 5,000 workers, which may reach 11,000 by the end of 2019. Mexico is among the 10 countries in the world with the highest footwear production, with approximately 254 million pairs per year, which corresponds to a 1.1% share of the world total. In Mexico, Nike more than doubled its digital growth and plans to launch the Nike mobile application in the first half of fiscal year 2022, which begins this month.

Resumen

El primer zapato que conoció el mundo con la marca Nike fue fabricado en Guadalajara, México. Su éxito se debió al empresario Salvador López Chávez, quien supo leer y adaptarse a los cambios sociales de mitad del siglo XX. Sus productos eran duraderos y económicos enfocados en el mercado 'masculino'. Según narra Knight, Johnson se había despertado a mitad de la noche diciendo el nombre de "Nike". Así vieron la luz los primeros zapatos Nike de la historia, los cuales fueron fabricados en México por la empresa tapatía Calzado Canadá.

En su producción mundial, Nike emplea a más de un millón de trabajadores, de los cuales, 64.000 provienen de las fábricas latinoamericanas. Con una inversión de más de USD \$39 millones fue inaugurada una nueva fábrica de la multinacional FLEX México, por su parte, cuenta con 19 unidades productivas de la compañía, 16 ellas para la fabricación de ropa y tres dedicadas al calzado, en el estado de Guadalajara Jalisco estará dedicada a la producción de calzados deportivos NIKE de alta tecnología, que inicialmente sumó el ingreso de 5 mil operarios, que pueden llegar a 11 mil a fines de 2019. México está dentro de los 10 países del mundo de mayor producción de calzados, con aproximadamente 254 millones de pares anuales, que corresponde a una participación del 1,1% en el total mundial. En México Nike duplicó con creces su crecimiento digital y planea lanzar la aplicación móvil Nike en el primer semestre del año fiscal 2022 que comienza en este mes.

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Messaging Emotional Intelligence: Investigating the Influence of Emotional Intelligence to Motivating Language

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Abstract

Leadership techniques help to motivate employees toward organizational goals and objectives which lead to positive outcomes for both the firm and employees. Emotional Intelligence (EQ) and Motivating Language (ML) have been chosen as two important leadership tools which leaders may utilize to bring about positive results within them and their subordinates. The research study examined and provided contributions toward a research gap in literature in examining how EQ skills are articulated through ML. The researcher also examined the moderating factors of age and tenure and tested this relationship. By filling in this gap in literature, this research will contribute to the many research studies on EQ and ML and bridge some of the gaps between the linkages of these two constructs. The theoretical frameworks used to conduct the study and gather background information were EQ (through examining emotions) and ML Theory.

The study used Partial Least Squares - Structural Equation Modeling (SEM-PLS) to analyze the data and test the hypotheses. The results indicated that the Emotional Intelligence skill of Self-Management had a positive relationship with ML, and ML is highly utilized by leaders within the United States. Conclusions, recommendations, and limitations were also included to support the findings.

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The Impact of Market Orientation and Organizational Citizenship Behavior on Firm Performance: The Moderating Role of Psychological Empowerment

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Abstract

Market orientation is a dynamic capability generation mechanism of the firm, and empirical evidence shows that it affects performance. Prior studies have approached market orientation as an antecedent of employee job satisfaction and organizational commitment. Previous market orientation research (a) has not examined that market orientation can be an antecedent of organizational citizenship behavior (OCB), and (b) has not examined the relative contribution of market orientation and psychological empowerment to the OCB. In this study, we proposed market orientation as an antecedent of OCB. Drawing on the dynamic capability and social exchange theory, this study investigates how market orientation affects OCB. A conceptual model is developed that illustrates how market orientation serves as an antecedent of OCB, psychological empowerment moderates the market orientation-OCB relation, and OCB affects firm performance. This paper collects data from computing & electronics and health care firms operating in the USA and China. This study employs confirmatory factor analysis to test construct validity. Findings from structural equation modeling show that market orientation positively affects the OCB, psychological empowerment moderates the relationship of market orientation and OCB, and OCB positively affects the firm performance.

Keywords: market orientation, organizational citizenship behavior, psychological empowerment, firm performance

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Leadership, the Nigerian Democracy, and Its Dividends: The Moderating Roles of Insecurity, Corruption, Infrastructure, and Inflation

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Abstract

This paper is an empirical assessment of the democratic leadership in the Nigerian state in sub-Saharan Africa to determine if any democracy dividends accrue to the citizens. Using Warp-PLS, a structural equation modeling statistical tool of analysis, a 20-year annual data (1999-2019) of the Nigerian state was collected and analyzed. The results suggest that the Nigerian leadership needs to enforce the independence of the anti-corruption institutions and submit to the scrutiny of these institutions in the fight against corruption while focusing on fixing other economic issues which are the moderating variables in this study. Leadership has a positive and significant influence on democracy dividends. However, the variables such as inflation rate, infrastructure, and insecurity negatively moderate the relationship between leadership performance and democracy dividends, thus, punctuating leadership impact history. The evidence from the second model suggests that boosting GDP per capita is critical to poverty reduction in Nigeria.

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General Motors: Business in the USA and México

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I. General Motors Corporation

General Motors Company (GMC o simplemente GM) es una compañía estadounidense que fabrica automóviles, camiones y motores. Es la empresa automotriz número uno en ventas a nivel mundial. Además de diseñar, producir y comercializar automóviles, General Motors desarrolla tecnología en telecomunicaciones y satélites, aviación, servicios financieros y seguros. General Motors está conformada por distintas marcas además de Chevrolet como son Pontiac, Buick, Cadillac, GMC, Saturn, Hummer, Saab, Opel, Vauxhall, Holden, Oldsmobile, Isuzu y Suzuki, entre otras. GM tiene empleados alrededor de todo el mundo. Con la sede central en Detroit], Michigan]], EE.UU., GM fabrica sus coches y camiones en 33 países. GM opera una empresa de finanzas, GMAC Financial Services, que ofrece financiación y seguros de automóvil, residenciales y comerciales. La subsidiaria de GM, OnStar, es proveedora de servicios de información y seguridad de vehículos.

II. Historia

General Motors. (General Motors Corporation) siglas en Inglés GM, es una de las empresas más grandes del mundo especializadas en autos, con un siglo desarrollando vehículos y sacando nuevos modelos de coches al mercado. General Motors Company es una compañía estadounidense que fabrica automóviles, camiones y motores. Fue fundada el 16 de septiembre de 1908 con el nombre de General Motors Corporation y reestructurada a partir del año 2009 bajo su actual denominación. Su sede central se encuentra en la localidad de Detroit, Michigan, Estados Unidos.

GM a través de los años en México:

1908

- General Motors Corporation nació en 1908 en Detroit, Michigan.

30s

- GM de México inició operaciones con 36 empleados.
- Se empiezan a ensamblar automóviles de la marca Chevrolet modelo Club Coupé Sedán.

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40s

- Se comienzan a producir vehículos de marcas pertenecientes a GM.
- La planta de México alcanza una superficie de 51,280 m².

50s

- Récord de 12,000 unidades anuales y 32.87 unidades diarias.

60s

- Inician producción las plantas de Motores y Fundición en Toluca, Estado de México.

70s

- Proveemos el vehículo oficial del Papa Juan Pablo II a México, una Chevrolet Cheyenne.

80s

- Se inauguró la planta de ensamble de GM en Ramos Arizpe, Coahuila.
- José López Portillo, Presidente de México, inauguró la planta de ensamble de GM en Ramos Arizpe, Coahuila.

90s

- Juan Pablo II visita México por segunda ocasión y GM desarrolla el "Papamóvil", una Chevrolet Cheyenne C-20.
- Inicia operaciones la Planta de Ensamble de camiones de Complejo Toluca.
- Se desarrolla el Centro Regional de Ingeniería en Complejo Toluca.
- Se inaugura el Centro de Servicio de Posventa de GM.
- El Presidente Ernesto Zedillo inauguró el Complejo Silao en Guanajuato.
- Se inauguran las nuevas oficinas corporativas de GM en la Ciudad de México.

00s

- Se inauguran las nuevas oficinas corporativas de GM en la Ciudad de México.
- Se inaugura el Complejo San Luis Potosí con la producción de Chevrolet Aveo.

2010

- Nace Brigada Cheyenne, un proyecto de Responsabilidad Social de nuestra marca Chevrolet.

2011

- Ernesto M. Hernández, es el primer mexicano en obtener el cargo de Presidente y Director General.

2013

- OnStar, empresa subsidiaria de General Motors Company, inició operaciones en México.

2017

- Inauguramos la Torre GM, actuales oficinas corporativas de GM de México.

2019

- Nombramiento de Francisco Garza como nuevo Presidente y Director General.

2020

- Complejo Toluca inicia producción de mascarillas N 1 y N95 en apoyo a la lucha contra la pandemia de COVID-19

Con sede en Detroit, Michigan, y empleados en todo el mundo, General Motors es una empresa con escala y capacidades globales.

- Empleando a más de 155.000 personas.
- Al servicio de los seis continentes.
- Operando en 22 zonas horarias.
- Con una fuerza laboral diversa que habla 75 idiomas.

Durante los últimos más de 100 años, General Motors ha estado a la vanguardia de la revolución automotriz. A medida que trabajan hacia un futuro con cero accidentes, cero emisiones y cero congestiones, se dedican a hacer crecer el futuro de las comunidades a las que brindan servicio.

III. Principales logros en México

- General Motors de México (GM) se posicionó como la empresa líder en el sector de manufactura en el ranking de las “100 empresas más importantes de México”, ello con los resultados obtenidos en lo que va de este año, siendo así, un ejemplo de competitividad empresarial.
- Actualmente, el gigante automotriz opera con un total de cuatro complejos de manufactura en cuatro entidades del país (Estado de México, Ramos Arizpe, Coahuila, Silao, Guanajuato y San Luis Potosí) y con oficinas centrales en la Ciudad de México.
- General Motors es una empresa que a lo largo del tiempo ha tenido grandes logros como su expansión a México.
- Ha producido varios modelos de automóviles.
- Entre 1980 y 1990 General Motors registró un crecimiento importante. La planta de la Ciudad de México, con 2500 trabajadores tenía una capacidad de producción de 71,000 unidades anuales.
- Actualmente la fábrica de GM en San Luis Potosí, México; se produce la cantidad de 131,000 unidades anuales.
- La red de distribuidores de General Motors está conformada por 165 matrices, que hacen posible que GM de México tenga presencia en toda la república mexicana al distribuir las marcas en los siguientes canales: Chevrolet, GMC, Buick, Cadillac, etc.

IV. Ramo económico

La empresa es del sector automotriz, compra y venta de autos nuevos, servicio y refacciones.

General Motors tiene un giro industrial, ya que realiza actividades de transformación al agregar valor e incorporar procesos, pero también de giro comercial, porque tiene el compromiso de vender los mejores vehículos.

V. ¿Por qué se seleccionó la compañía?

Tomamos la decisión de escoger GM debido a que es una de las empresas más grandes del mundo especializadas en autos, con un siglo desarrollando vehículos, sacando nuevos modelos de coches al mercado marcando la pauta entre evolución de ventas y fabricación.

VI. Modelo LESCANT

Lengua (Language)

El lenguaje es crucial para la comunicación, sobre todo en los negocios. Esto sucede porque el lenguaje puede hacer relaciones más afectivas y amenas, incluso ahorra tiempo cuando se usa de manera correcta ya que según De miguel (2019) “El lenguaje determina la calidad de nuestras conversaciones y la calidad de nuestras relaciones “. Por lo tanto, si las subsidiarias en México y Estados Unidos de General Motors de México están en sintonía con el mismo lenguaje es más posible llegar a un acuerdo cuando surja un problema o se tome una decisión ya sea simple o crucial.

Tiempo (Time)

El tiempo es relativo al sitio en donde nos ubicamos, los horarios entre Estados Unidos y México son distintos, por lo que es importante tomar muy en cuenta este elemento. Si queremos una buena comunicación se tiene que mantener en claro los horarios de ambos países, en estos años las respuestas necesitan ser inmediatas es por ello por lo que el control constante del tiempo evitara malos entendidos.

Autoridad (Authority)

Es indiscutiblemente importante que tanto una subsidiaria estadounidense y una subsidiaria mexicana tenga bien definido a sus líderes y autoridades, ya que estas o estos tomaran decisiones en base a la comunicación que sostengan, lo que dará rumbo y forma a todo lo relacionado con estas decisiones, y además serán los encargados de transmitir los mensajes a sus compañeros o afiliados, concluyendo finalmente con el logro de objetivos de la empresa sin problema alguno.

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Honeywell: Business in the USA and Mexico

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Today, Honeywell is a company that focuses its technology in many categories: airplanes, buildings, homes, performance materials and technology, safety and productivity. The beginning of Honeywell originated in Minneapolis, Minnesota, originally named Butz Thermo-Electric Regulator Company, after Albert Butz created the furnace regulator and alarm in 1885. By 1893, Butz's business and his patents were acquired by Consolidated Temperature Controlling Company and then renamed Electric Heat Regulator Company. The Honeywell Heating Specialty Company was formed and named after engineer Mark Honeywell. At this point in their history, their company manufactured hot water heat generators as a part of the plumbing and heating business. Allied joined with Signal Companies in 1985, increasing its aerospace, automotive, and engineered materials operations. Many other acquisition deals were executed, including the purchase of Universal Oil Products, Metrologic Instruments, and Intelligrated. Honeywell has a clear history of merging, acquiring, and collaborating with other companies which is a distinct characteristic they possess. Another characteristic of the humanities of the company is their customer support and satisfaction.

The company focuses a lot on its employees and customers. This can be shown through the many Forbes Lists they have been on such as World's Best Employers 2021, Best Employers for New Grads 2021, America's Best Employers 2021, along with being on multiple other lists. Honeywell's company principles show who they are as a company and what they believe should be important for their employees as well. Their first principle is that they are committed to integrity and ethics. They believe that when doing business, they want it to be in line with their ideals and beliefs. They also focus on diversity and believe that inclusion is extremely important both within their own business and for their customers. Within their support and focus on diversity, they expect respect within the workplace and with their customers. They have a zero-tolerance policy for harassment or discrimination. One thing that is not directly stated in their principles but something they want their employees to have is a growth mindset. Within that growth mindset, they want their employees to focus on the customers and create products for them that they would want, further showing their dedication to their employees.

In 2020, the world was overtaken by Covid-19. The world quickly fell into a pandemic and is still struggling with it today. Honeywell is now using its technology and innovation to help keep the United States safe and to make people feel more comfortable with going out again. Specifically, Honeywell worked with the Carolina Panthers to try and make their stadium a safer place for fans to come and watch the games during the pandemic. They worked on the air quality within the stadium using Honeywell Forge, a subunit of Honeywell, using humidity and climate sensors. Honeywell Forge works specifically with data and then creates decisions based on said data. Through this, Honeywell Forge helped to eliminate viruses within the stadium and created an airflow that made the fans feel safe. Another way to stay safe through the pandemic is by following social distancing. For a stadium filled with fans, this can be difficult. Honeywell once

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again used its technology to help find a solution to this problem. They put in sensors that could detect the number of people to further help the stadium to enforce social distancing within the stadium. Even with the unpredictableness of the world today, Honeywell uses its technology to make people feel safer and more secure.

Proyecto. México – Universidad Autónoma de la UAT Reynosa-RODHE

Industrias

Las soluciones de productividad y seguridad (SPS) de Honeywell ofrecen productos, software y soluciones conectadas que mejoran la productividad, la seguridad en el lugar de trabajo y el rendimiento de los activos para nuestros clientes en todo el mundo.

Las tecnologías de Honeywell ayudan a que aviones, edificios, plantas de manufactura, cadenas de suministro y trabajadores estén más conectados, para que nuestro mundo sea más inteligente, más seguro y sostenible.

Honeywell sólo cuenta con un centro de servicio que atiende a nivel nacional. Actualmente la compañía se ocupa de facultarlo para atender garantías y contratos de manera regional.

Hoy, con cinco oficinas representantes (Baja California, Chihuahua, Nuevo León, San Luis Potosí y el Distrito Federal) y más de 14 mil empleados en México, Honeywell es, entre otros ámbitos, referente para el canal de distribución en el desarrollo y producción de tecnología para puntos de venta y manejo de producto.

Y es precisamente el canal de distribución lo que, en palabras de voceros de la marca, ha sido fundamental en el logro del éxito comercial que la misma ha tenido en nuestro país.

Honeywell cuenta con una impresionante infraestructura para responder de inmediato y brindar apoyo técnico a los distribuidores en caso de desperfectos de origen o averías en los equipos comercializados en todo el país.

Apple: Historia breve, ramo económico y ¿Por qué se seleccionó?

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Resumen

Historia breve

La primera tienda de Apple en México, ubicada en el número 3800 de la avenida Vasco de Quiroga en Lomas de Santa Fe, abrió sus puertas al público en general el 24 de septiembre del año 2016 con promociones como seis meses sin intereses en todos sus productos y pagos mensuales para

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la adquisición del, en aquel entonces, nuevo iPhone 7. Durante un primer vistazo del local a medios de comunicación, Enrique Atienza, director ejecutivo de retail para Apple Latinoamérica, dijo que México fue seleccionado por ser un centro neurálgico para toda América Latina.

Ramo económico al que pertenece la empresa

Apple pertenece al sector secundario, directamente a la venta al consumidor y las industrias específicas en las que opera son: Hardware, Software, Electrónica de consumo, Distribución digital.

¿Por qué se seleccionó a la compañía?

La compañía ha sido seleccionada por todos los integrantes del equipo, ya que es una empresa con un pasado muy interesante e impresionante, además que estamos admirados de cómo ha sabido expandirse fuera de su país de origen, además recordemos que es una de las empresas con uno de los más altos prestigio en el mercado, esto debido al excelente sistema operativo que ofrecen y con los cuales cuentan todos los dispositivos que fabrican esta inmensa compañía, sin contar la estética y diseños de alta tecnología a la modernidad del producto.

Abstract

Brief History

The first Apple store in Mexico, located at #3800 Vasco de Quiroga Avenue in Lomas de Santa Fe, opened its doors to the general public on September 24, 2016, with promotions such as six months with no interest on all of its products and monthly payments for the acquisition of the, at the time, new iPhone 7. During a first glimpse of the venue by the Mexican media, Enrique Atienza, executive retail director for Apple Latin America, said that "Mexico was selected for being a nerve center for all of Latin America.

Economic Branch to Which the Company Belongs

Apple belongs to the secondary sector, directly to the sale to the consumer and the specific industries in which it operates are: Hardware, Software, Consumer Electronics, and Digital Distribution.

Why Was the Company Selected?

The company (Apple) has been selected by all the members of the team, since it is a company with a very interesting and impressive past, in addition to being amazed at how it has managed to expand outside its country of origin, also, it's important to remember that it is one of a handful the companies with a highly prestigious status in the market, this due to the excellent operating system they offer which is included in all devices manufactured by this immense company, not mentioning the modern aesthetics and high-tech design of the product.

Grupo Lala: International Operations

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Resumen

El objetivo de esta investigación es conocer las operaciones que realiza la empresa Grupo Lala en México y Estados Unidos para comprender la interacción que la empresa mexicana ha llevado a cabo para poder expandirse a uno de los países que más consumen lácteos en el mundo y como es que ha logrado la solidez y el éxito en ambos países. Así como también identificar las diferencias y similitudes de sus operaciones de un país en comparación con el otro.

Actualmente Grupo Lala es una empresa mexicana enfocada principalmente en la industria de los lácteos, cuenta con más de 70 años de experiencia en la producción, innovación y comercialización de leche y sus derivados bajo altos estándares de calidad. Opera a nivel global 31 fábricas, 173 centros de distribución y con más de 40,000 colaboradores, siendo México el país donde tiene una mayor concentración desde 1949, mientras que en Estados Unidos inició la expansión en 2008 al comprar una fábrica en Nebraska, actualmente cuenta con 2 fábricas y más de 250 colaboradores.

Como parte de sus operaciones fuera de México, durante 2008, Grupo Lala adquirió una empresa de lácteos en Guatemala, su primera planta manufacturera en Estados Unidos y la compañía Gelatinas Art en México, para ampliar su oferta de postres. En 2009, Nuplen se escindió de Grupo Lala. Nuplen se enfoca en comercializar alimentos para ganado, que vende a productores de leche. Después, en 2012, la empresa inauguró las instalaciones del Centro de Investigación, Desarrollo e Innovación LALA en La Laguna, el cual le permite fortalecer el desarrollo tecnológico y la innovación en alimentos a nivel nacional, lo que nos da la posibilidad de incrementar su posicionamiento frente al consumidor. En 2014, siguió creciendo en Centroamérica con la construcción de su nueva planta de yoghurt y leche en Nicaragua, cuya primera etapa de construcción quedó concluida en mayo de 2015. Para complementar su crecimiento y acelerar su expansión hacia mercados de alto potencial, a finales de 2014 adquirió los activos de la marca Eskimo en Nicaragua, Honduras, El Salvador y Costa Rica.

Al expandirse a otros países Grupo Lala ha tenido un gran crecimiento tanto en el ámbito económico como culturalmente, logrando con ello una autenticidad en sus productos que ha cautivado mercados extranjeros, beneficiándose todas las partes involucradas.

Abstract

The objective of this research is to know the operations conducted by the Grupo Lala company in Mexico and the United States to understand the interaction that the Mexican company has conducted in order to expand to one of the countries that consumes the most dairy products and how it has achieved solidity and success in both countries. We also seek to identify the differences and similarities of its operations in one country compared to the other.

Currently, Grupo Lala is a Mexican company focused mainly on the dairy industry. It has more than 70 years of experience in the production, innovation and marketing of milk and its low derivatives with high quality standards. It operates globally with thirty-one factories, 173 distribution centers and with more than 40,000 collaborators, with Mexico being the country where it has had the greatest concentration since 1949. While in the United States, it began expansion in 2008 by buying a factory in Nebraska. Currently, it has two factories and more than 250 collaborators.

As part of its operations outside of Mexico, during 2008, Grupo Lala acquired a dairy company in Guatemala, its first manufacturing plant in the United States, and the Gelatinas Art company in Mexico, to expand its dessert offerings. In 2009, Nuplen was spun off from Grupo Lala. Nuplen focuses on marketing cattle feed, which it sells to dairy farmers. Later, in 2012, the company inaugurated the facilities of the Lala Research, Development, and Innovation Center in La Laguna, which allows it to strengthen technological development and innovation in food at a national level, which gives us the possibility of increasing its positioning in front of the consumer. In 2014, it continued to grow in Central America with the construction of its new yogurt and milk plant in Nicaragua, whose first stage of construction was completed in May 2015.

To complement its growth and accelerate its expansion into high-potential markets, at the end of 2014, it acquired the assets of the Eskimo brand in Nicaragua, Honduras, El Salvador, and

Costa Rica. By expanding to other countries, Grupo Lala has had great growth both economically and culturally, thereby achieving an authenticity in its products that has captivated foreign markets, benefiting all parties involved.

Transcendental Leadership: The Path for True Leaders

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Abstract

This paper presents the development of transcendental leadership theory and a pilot group test. The focus of this research is to study the constructs of leadership identity, followership, leader/follower relationship, leadership educational process, and organizational context in relation to transcendental leadership. We validated the dimensions of the constructs of the research cause-effect model with qualified experts in the field of leadership, using their feedback to adjust the measurement instruments and survey perspective. Additionally, content validity was made through content analysis of extant literature review and content expert item analysis. We established preliminary construct validity and reliability based on the confirmatory factor analysis of pre-test data from the pilot group, using a questionnaire for transcendental leadership in the workplace. The final transcendental leadership scale (based on 7 points of Likert) showed robust preliminary explicit theoretical grounding, suggesting that the initial conceptualization of the cause-effect model was positively related, and its measurement was comprehensive. The preliminary results of the pilot group have revealed that creating a positive work environment is essential to developing future leaders in all levels. The study will be implemented in a sample of Mexican industries in the private sector, located in the state of Nuevo Leon, Mexico. Contributions of the present research on transcendental leadership are discussed in the concluding section.

Key Words: transcendental leadership, leader identity, followership, effective leadership.

I. Introduction

New ways and approaches in leadership are emerging to face the challenges of our actual human communities and organizations. As cited by Avolio, Walumbwa, & Weber (2009 p. 422): “Leadership is no longer simply described as an individual characteristic or difference, but rather is depicted in various models as dyadic, shared, relational, strategic, global and a complex social dynamic”.

We argue that, in the past, most researchers have paid little attention to the essence of leadership which is embedded in our human nature of living and developing with dignity, prosperity, and quality of life. Transcendental leadership fulfils this perception.

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Transcendental leadership has previously incorporated features of other leadership approaches, such as transactional and transformational leadership. In short, the notion of transcendental leadership has been defined by Cardona (2000) as a contribution-based exchange relationship. In this relationship, the leader promotes unity by providing fair extrinsic rewards, appealing to intrinsic motivations of the followers, and developing their transcendent motivation. Later, Sanders, Hopkins & Geroy (2003) proposed that the transcendental theory of leadership comprises three dimensions of spirituality (consciousness, moral character, and faith) that incorporate the managerial facets of transactional theory and the charismatic aspects of transformational theory to enhance leadership effectiveness.

However, research has failed to clearly state the relationship among these theories with transcendental leadership. Liu's (2008) research on Transcendental Leadership and Organizational Citizenship Behavior recalled that existing leadership and motivation theories based on the assumptions of a stable environment, certainty, and cognitive rationality are unable to solve the existential vacuum. So, Liu found that it is necessary to recognize the significance of spirituality in the workplace as a new approach to motivate employees effectively and help organizations to compete and cooperate successfully in the global economy.

Additionally, Dent, Higgins & Wharff (2005) stated that leaders showing spirituality at work can inspire and motivate employees to develop purpose and meaningful behaviors to transcend their personal interest and increase leadership effectiveness. Moreover, Mitroff & Denton (1999) mention that spirituality is the ultimate competitive advantage of organizations and Hammer (2010) defined spirituality as an emergent process of progressive psychological integration to higher levels of transcendence and consciousness, considering the person's frame of reference. Sanders et al. (2003) proposed that leaders must integrate spirituality into all aspects of their life, so they can place spirituality where it belongs to: consciousness in the mind, moral character in the heart, and faith in the soul. Therefore, these lines of research suggest that effective leadership should be founded in the spiritual dimension of leadership.

Last, Probert & Turnbull-James (2011) proposed that renewing the organization's leadership concept, which comprises all the assumptions an organization has embedded in its culture about leadership, is the most important role of leadership development initiatives. Hannah, Sumanth, Lester, & Cavarretta (2014) stated that certain unique skills, knowledge, orientations, identities, attributes, and other individual factors promote or enable a leader to act authentically in a transformational role, and so forth. They also believe that it is critical to identify those factors to inform effective leader development.

In this paper, we are proposing that leadership should not continue to be studied as a process or a style but approached as a social philosophy of human relationship. We are posing a new perspective based on the essence of leadership and the creation of prosperity, quality of work life, and sustainability in organizations. The aim of our study is to analyse the constructs of leadership identity, followership, leader/follower relationship, leadership educational process, and organizational context in relation to transcendental leadership in a sample of Mexican industries in the private sector, located in the state of Nuevo Leon, Mexico, and contribute to literature with a new model of leadership effectiveness in organizations.

In summary, our study reviewed the theoretical framework of transcendental leadership and leadership effectiveness in organizations, proposed a transcendental leadership model based on the essence of leadership, developed a scale, ran a pilot group, analysed preliminary results, integrated a discussion of the research, and point out some conclusions of relevant findings.

II. Theoretical Framework

From literature review, we found that Cardona (2000) proposed the original concept of transcendental leadership. Cardona's idea of transcendental leadership implies viewing the transcendental leader as a "servant leader", so this notion only allows to infer the possible implications of this facet for leadership effectiveness. Although he proposes that transcendental leadership incorporates features of transactional and transformational leadership, it is not clearly

established what is the relationship between these theories. While Cardona's approach of transcendental leadership is based on the follower's intrinsic motivations development (in which their needs are aligned with the needs of the leader), our viewpoint is on the enhancement of individual and organization development, prosperity, and sustainability.

Later, Sanders et al. (2003), proposed a conceptual model of transcendental leadership which integrates and builds on existing leadership theories. Specifically, their model displays transactional, transformational, and transcendental theories of leadership as being linked along a common continuum of locus of control, effectiveness, and spirituality. However, their perspective is unclear on how to relate the different constructs of the three theories and how dependent/mediator variables are related to independent variables regardless of focusing only on leader effectiveness. In contrast, we are building our transcendental leadership theory on five constructs that generate a positive effect on transcendental leadership, thus creating a process of individual and organizational development, prosperity, and sustainability.

We intend to study the relationship between the constructs of leadership identity [*defined by Day (2001) as the way oneself thinks about him/her self as a leader*], followership [*a relational role played by followers to influence leaders and contribute to organizational goals (Crossman & Crossman, 2001)*], leader/follower relationship [*established when leader fits into the followers concept of a leader's profile, and then, leader is accepted and followers are willing to get involved in high performance behaviours (Tajfel & Turner, 1986)*], leader educational process [*defined as every form of development which promotes and motivates leader's acquisition of knowledge and mastery to improve his/her potential and performance as a leader (Collins, 2001)*], and organizational context [*conceptualized by Amagoh (2009) as a supporting environment, which actively values and promotes a culture of leadership development*], and their influence in transcendental leadership development, so we may contribute to literature with the Transcendental Leadership 5D Model.

2.1 Leader Identity

Muir (2014) mentions that identity research sheds light on several issues which have tremendous impact on our understanding of the leadership process. As Lord & Hall (2005) stated, an individual's self-conception as a leader is an essential part of an outstanding leadership development. They also set three statements for the key nature of this identity creation: a) it gives a structure to integrate the new knowledge of leadership and skills development; b) it becomes a source for a leader to access new developmental opportunities; and c) also becomes a source of personal strength to motivate others.

Per literature, there are two types of self-identity: independent and interdependent. Banaji & Prentice (1994) mention that independent type of self-identity is based on an individual sense of uniqueness, self-sufficiency, or independence from others, and the interdependent self-identity is grounded on the extent an individual defined oneself in relation to others or by becoming part or a member of a social group. Additionally, Luhrmann & Eberl (2007) explored the dynamics of identity construction and suggested four relevant aspects related to leader identity: motivations, conformity and authenticity, power, and relationships.

By contrast, Wilber (1979) defined a very simple process to establish an identity. When someone tries to answer the question "Who am I?" a very simple event happens; one sets a mind limit that crosses all the field of experience, thus what is inside that limit is perceived as myself and what remains outside is excluded from oneself. By this way, the identity totally depends on the place we establish the limit. Besides, when an individual identifies him or herself, they choose mainly one facet of their totality which is more representative of his or her authentic reality. That receives different names: mind, personality, psyche, or ego. This view is connected to Mitroff & Denton (1999b) perspective, in the sense that spirituality is the basic feeling of being integrated by one's complete self, others, and the entire universe.

Even though there are many different definitions of leader identity, we selected the one by Day (2000), defined as the way oneself thinks about him/herself as a leader. As well, we found three more relevant dimensions for leader identity development: leader self-concept [*the actual*

identity in action according to three components: self-perspective, present goals and possible choices of self (Lord & Brown, 2004)], authenticity [defined by the individual virtues and ethical choices, showing the relation between oneself and immediate experience (Rogers, 1961)], and spirituality [an emergent process of progressive psychological integration to higher levels of transcendency and consciousness (Hammer, 2010)].

Finally, we reviewed some relevant studies of leader identity. One of them investigated the role of leader identity and the motivation to lead, and it showed that emphasis on behavior modeling which can be used to develop identity and motivation factors which produce leadership effectiveness (Waldman, Galvin, & Walumbwa, 2012). Findings suggest that behavior modeling is a technique to develop transformational leadership behavior. Another one observed how the power dimension is involved in identity construction and identity deconstruction. Nicholson & Carroll (2013) found evidence to demonstrate how power is displayed among members of a group as well as between members of the group and authority figures. Hence, power use has the potential to influence options, interactions, situations, and meaningful personal discoveries. Therefore, considering the relationship between leader identity and the motivation to lead and leadership effectiveness, we propose that leader identity influences transcendental leadership growth, thus:

Hypothesis 1: Leader's identity influences performance of transcendental leadership in organizations.

2.2. Followership

The concept of followership has recently become an important field of research in leadership literature. Kellerman (2008) mentions that an enormous quantity of studies has been done on how to be a good leader, but there is only a minimum literature on how to be a good follower. Organizational members in followership positions may exhibit proactive behavior that does not conform to conventionally docile notions of followership (E Cunha, Rego, Clegg, & Neves, 2013). As said by E Cunha et al. (2013), transcendent followers are those who contribute within and across each of the levels of self, others, and the organization. These kinds of followers, who display high competence at all levels, will contribute to the enhancement of company sustainability in dynamic environments, as well as generate a high level of firm performance.

In line with this notion, Crossman & Crossman (2011) proposed that followership is a relational role in which followers can influence leaders and contribute to organizational goals. In other words, followership is the way in which the traits, attributes, and behaviours of followers have influence on leadership effectiveness, and consequently high impact on results and organizational performance.

In addition, Singh & Pethe (2003) found that subordinate development could be another dimension of leadership, which needs to be explored in the context of influence effect on leaders, empowerment, counselling, mentoring and inspiring behaviours. This means that followers development refers to increasing subordinate's competence, enhancing their self-worth, and encouraging them to perform beyond expectations. Higher competence not only improves the performance but also amplifies the self-image of an individual. In the same way, follower development takes place when the superior is willing to develop subordinates. Moreover, Meindl, Ehrlich, & Dukerich (1985) proposed a social constructionist theory to illustrate the relationship between followership and leadership, arguing that the way followers build their understanding of the leader is in terms of a leader's personality, behaviours, and effectiveness, and this understanding affects leadership significantly.

Furthermore, Shamir (2007) suggested that leadership effectiveness is both a product of good followers and good leaders. So, more work needs to be done studying how follower's needs, identities, expectations, values, and attitudes determine leader behaviour; how follower's support and acceptance of the leader affects leader's behaviour, self-efficacy, and self-confidence; and how followership is constructed across different fields and cultures.

Last of all, we have discovered that research of followership construct is in its infancy and defined as a relational role played by followers to influence leaders and contribute to organizational goals (Crossman & Crossman, 2001). Also, it is important to examine three dimensions of followership: competency and personal growth patterns [*one's capacity to be aware of personal strengths and weaknesses, and become responsible to develop and manage oneself effectively (Kelley, 1988)*], values [*the concepts or beliefs guiding the election or evaluation of behaviours according to relevance of specific situations or events (Cropanzano et al., 1992)*], and performance motivations [*the improvement of follower's performance motivations to enhance his/her capacity, increasing own value of his/her self, and willingness to perform above expectations (Singh & Pethe, 2003)*].

In summary, after our review of followership research, we found little literature on the topic and mainly qualitative and theoretical studies. This is not surprising due to the novelty of the construct in leadership research. In a recent study, Cunha et al. (2013) proposed that transcendent follower is someone who displays competence in managing relations with self, other constituencies, and the organization. They found that followers with a high level of competence in the three domains will contribute to sustain the organization in dynamic environments. Therefore, transcendent followers with high levels of competence in all domains will be associated with high levels of organizational performance compared to followers with any other combination of competences. In another research project, Benson, Hardy, & Eys (2015) used a constructivist approach to investigate how interpretations of followership are observed in different settings where leadership and followership emerge. As a result of their research, they realized that the presence of outsiders, the character of the task, the phase in the decision making process, the appropriateness of the objective, and relational dynamics influenced which follower behaviors were perceived as suitable from the leader's perspective. Therefore:

Hypothesis 2: Followership is positive related to transcendental leadership and will contribute to high levels of organization's performance in dynamic environments

2.3 Leader/Follower Relationship

As illustrated by Gerstner & Day (1997), the central idea of the Leader-Member Exchange theory is that the quality of the relationship between leader and followers alters the impact on the relevant outcomes. Thus, leadership occurs when leaders and followers are capable of developing effective relationships, resulting in mutual and incremental influence (Uhl-Bien, 2006).

In a recent study on the role of spiritual leaders, Rego, E Cunha, & Oliveira (2008) suggest that leaders who promote followers personal development and self-determination, respect for their personal inner lives, foster positive interpersonal relationships, and are courageous, open minded, kind, compassionate, loyal and respectful of their followers, stimulate several positive effects. Collaborators become happier, more committed to work, develop better social exchanges with leaders, and increase their sense of self-worth. Findings also indicate that leaders who abuse their power, disrespect personal and inner life of collaborators, instigate bad interpersonal relationships among team members, and are dishonest, cruel, unkind, lazy and discriminative of followers, produce a number of negative consequences among followers and teams. Negative effects of this kind of leaders are: low performance, higher turnover, bad team climate, passivity, retaliation, disobedience, and psychological damage of employees.

Leader behaviour is one of the main influences in leadership, even though follower traits are important too. Also, the personal characteristics of followers can influence the way they experience leader behavior. When followers viewed fair treatment by leaders as more positive, they developed organizational citizenship behaviors (Asgari, Silong, Ahmad, & Samah, 2008). Similarly, Uhl-Bien, Riggio, Lowe, & Carsten (2014) mention that the basic assumption of a leadership process approach is that leadership only occurs through combined acts of leading and following. Therefore, the constructionist approach, studies how individuals engage in following behaviours in order to construct leadership. Additionally, making a break between the traditional

conception of leadership -based on the leader and its traits- and a new conceptualization of a more open leadership, suggests that other constructs like followership, organizational context, and leadership educational process should be integrated.

In Avolio, Bass & Jung's (1999) concept of transformational leadership effectiveness, the leader should: purport to raise the employees level of consciousness about making valuable contributions in their work; promote that followers engage in collective benefit instead of self-interest; inspire and motivate followers to strive beyond their prescribed duties; stimulate employees to look at new ways of solving problems and consider rational solutions; and provide individualized consideration by showing respect, acting as a mentor, and treating employees with dignity.

Therefore, we embraced leader/follower relationship definition of Tajfel & Turner (1986), where the relationship is established when the leader fits into the follower concept of a leader's profile, then the leader is accepted and the follower is willing to get involved in high performance behaviours. Moreover, as we analyzed different perspectives of leadership studies, we hit upon three relevant dimensions concerning the leader/follower relationship: trust [*related to the degree of reliability one individual place in another and is willing to depend upon (McKnigh, Cummings & Chervany, 1998)*], leader/follower traits [*defined by the set of characteristics of a leader, emerging to develop different relationships with followers and affecting the quality of relations, and producing important alterations in relevant results for leader and followers (Gerstner & Day, 1997)*], and adopted leadership roles [*leadership configurations that appear when different players enter the space of leadership (Chreim, 2015)*].

To summarize our analysis of diverse studies on leader/follower relationship, we selected two empirical investigations that shed light on the impact of leader/follower relations in leadership effectiveness. Zhu, Avolio, & Walumbwa (2009) research established two relevant hypotheses: (a) follower work engagement will be moderated by follower traits, thus the relationship between transformational leadership and follower work engagement will be stronger when followers have more positive qualities; and (b) when leaders observe that follower's positive traits are less than the follower's self-reported characteristics, follower's work engagement will be negative. The results of the experiment concluded that the two hypotheses were confirmed ($\gamma = .31$, $\rho < .05$; $\gamma = -.02$, $\rho < .01$). Therefore, it is evident that examining follower's traits, followership research, perceived roles, and leader's perception of followers, is relevant in future leadership studies.

In the second study, Soane, Butler, & Stanton (2015) theorized that follower personality may influence leadership perceptions and that the effective perceived leadership may affect performance. They used Social Identity Theory, Transformational Leadership, and personality theory to develop their research on leadership effectiveness and performance. Results displayed that transformational leadership was related to leadership effectiveness and performance ($r = .87$, $\rho < .001$), and personality influenced perceptions of leadership. The key implication is that leaders should take followers personalities into account, and adapt their leadership style accordingly to create better performance. Consequently:

Hypothesis 3: The leader/follower relationship positively affects transcendental leadership effectiveness and performance in organizations.

2.4 Leadership Educational Process

As suggested by Groves (2007), a formal leadership development program is the systematic effort to plan and improve the competence and quality of leadership in organizations. Leadership development programs have become a priority of the leading companies in the industry. In fact, the speed of changes in the business world, in technology, and in political and social environments, have increased the need for effective leadership development programs (Cacioppe, 1998).

In a meta-analysis conducted by Collins (2001), in 54 studies from 1984 to 2000, it was found that a more systemic approach to leadership development has emerged, and 16 other studies had focused organizational performance as an expected outcome of leadership development.

Furthermore, it has been shown that leadership development programs are more important to global organizations than traditional ones, due to the proliferation of communication channels, matrix organizational structures, cross functional responsibilities, distance, time, and cultural backgrounds (Friedman, 2000).

Recently, Cumberland, Herd, Alagaraja, & Kerrick (2016) suggest that globalization in the XXI century has become a key issue. Therefore, the evaluation and development of global competencies of leadership is a relevant topic of the human resources agenda, including personality aspects, knowledge, skills and behaviours. Even in organizations that adopt a wide range of perspectives, we can find four relevant standpoints: self-awareness development, didactic training, experiential assignments, and total immersion experiences.

Brungardt & Crawford (1986) consider that the leadership educational process involves every form of development to promote, motivate, and expand the knowledge and required mastery, to increase the leadership potential and performance of individuals in leadership positions.

Last, we may define the leadership educational process as every form of development which promotes and motivates leader's acquisition of knowledge and mastery to improve his/her potential and performance as a leader (Collins, 2001), and conclude that it has a great impact on leadership effectiveness due to essential factors which include: self-awareness development [*knowledge about one self, own values, believes, organizing principles, and feeling structure and their consequences in the current experience of own life (Ryle, 1949)*], assimilation of positive mental models [*manner of simplifying the environment, using established patterns to understand every new experience or situation (Rhinesmith, 1992)*], and key business and leadership competencies [*required specific knowledge, skills and traits to be effective in the work (Lucia & Lepsinger, 1999)*].

Finally, after an extensive review of literature, we were unable to obtain any quantitative investigations on the topic of leadership educational process, so we selected two qualitative studies to shed light on the positive relation between the leadership educational process and leadership effectiveness. The first study by Hind, Wilson, & Lenssen (2009) explored how organizations can develop leaders who have the necessary competences to ensure sustainability of an organization. Results reveal that, whilst the qualities and skills of responsible leadership can be identified, a further mediating concept to be considered is "reflexive abilities", which are posited to explain their transformation into individual managerial behaviours. In the second one, Baron & Parent (2015) analyzed the process of developing authentic leadership in a training context. The results presented a process starting with an exploration phase, in which participants increased their self-awareness and identified their leadership issues, new behaviors to address those issues and tried those behaviors to evaluate the outcomes. The results also showed that training practices activated and enabled participants to develop three dimensions of authentic leadership: self-awareness, relational transparency, and balance treatment of information. For that reason:

Hypothesis 4: Leadership educational process influences transcendental leadership self-awareness, relational transparency, and sustainability in organizations.

2.5 Organizational Context

During the last few decades, organizations have recognized the importance of positive organizational context to promote leadership development. A positive climate provides leaders a safe environment to face challenges without fear about honest pitfalls. Therefore, organizations which promote learning cultures will reinforce the value and meaning of failures as a source for positive acumen of a leader's success (Avolio & Hannah, 2009). Following the same line of thought, Bass (1999) refers that leader who endorse organizational renovation will encourage the emergence of warm organizational cultures that are oriented towards creativity, problem solving, experimentation and risk taking.

Beugré, Acar, & Braun (2006) mention that transformational leadership will emerge as a dominant form of leadership when existing perception of the external atmosphere is volatile and ambiguous. They argue that transformational leadership is not a consequence of leaders attributes, but a response of leaders and organizations when facing an external environment behaviour. External factors such as globalization, strong business competition, and technological change create objective uncertainties and relevant facts which create the need of adaptation in an organization.

On the other hand, Avolio, Gardner, Walumbwa, Luthans, & May (2004) suggest that relevance of meaningful work has become more and more important for organizations, aiming to keep a healthy climate and quality life at work, and better performance of employees. Also, Giacalone & Jurkiewicz (2003) argue that spirituality contributes to organizational performance and generates individual benefits: physical and mental health of employees, personal growth, resilience, self-worth feelings, developing of potential, and stress reduction. Liu (2008) mentions that spirituality has increase its importance in the administration of organizations and many definitions and measurements have being proposed to apply in the context of management (eg. Conger, 1994; Benefiel, 2003; Freshman, 1999; Mitroff & Denton, 1999; Sheep, 2004), and concluded that, spirituality is a mediator variable in the work place, where spirituality has a positive effect on organizational citizenship behavior, which is positively related to organizational effectiveness.

On the other hand, Amagoh (2009) argues that formal mentoring is a fundamental component of leadership development programs and produces great benefits to organizations, such as: improvement of individual and organizational effectiveness, career advancement, and organizational development. However, the main focus of mentory has been improving management and little attention has being placed on mentoring for leadership development (Muir, 2014).

In conclusion, we appreciated that there is a strong tendency in organizations to generate conditions and positive environments for leadership development, as well as to cultivate leader competencies to establish a work atmosphere where people can improve their performance and quality of work life. Additionally, Amagoh (2009) conceptualized organizational context as a supporting environment, which actively values and promotes a culture of leadership development. Three dimensions which may produce and contribute to positive organizational context are: mentoring [*a process where a more experienced individual (mentor) and a less experienced one (protegee) of the organization or proffesion, establish a one to one relationship to benefit the development of protegge (Mullen, 1994)*], organizational values [*key factors affecting the organizational climate and influence the way of management in the organization (Hendel & Kagan, 2014)*], and a positive work environment [*nurturing work environment to support employees development of skills and required capacity to face challenges at work in appropriate manner (Boverie et al., (2013))*].

After reviewing many studies on organizational context related to transcendental leadership, we selected two of them. The first one was an empirical research by Woolley, Caza, & Levy (2011) which examined how leaders and follower's attributes influence results in follower development and authentic leadership. They investigated how the psychological capital was related to authentic leadership and suggested that positive work environment is a mechanism mediating this relation. They confirmed that positive work environment is a mediator between authentic leadership and psychological capital ($\beta = .83$ & $\rho < .05$). The second study by Hendel & Kagan (2014) analyzed the association between perceived organizational values and organizational commitment in relation to ethnocultural background. They consider that organizational values are the bond between individuals and their organization and found a significant positive correlation between organizational values and organizational commitment ($r = .25$ & $\rho < .01$). The association between perceived importance of values and organizational commitment, related to demographic profile, modified the effect of organizational values on organizational commitment. For example, in a hospital in Israel, when the individual is male, Muslim, orthodox religion, and has a lesser academic education, the effect of organizational values on organizational commitment is higher. Hence:

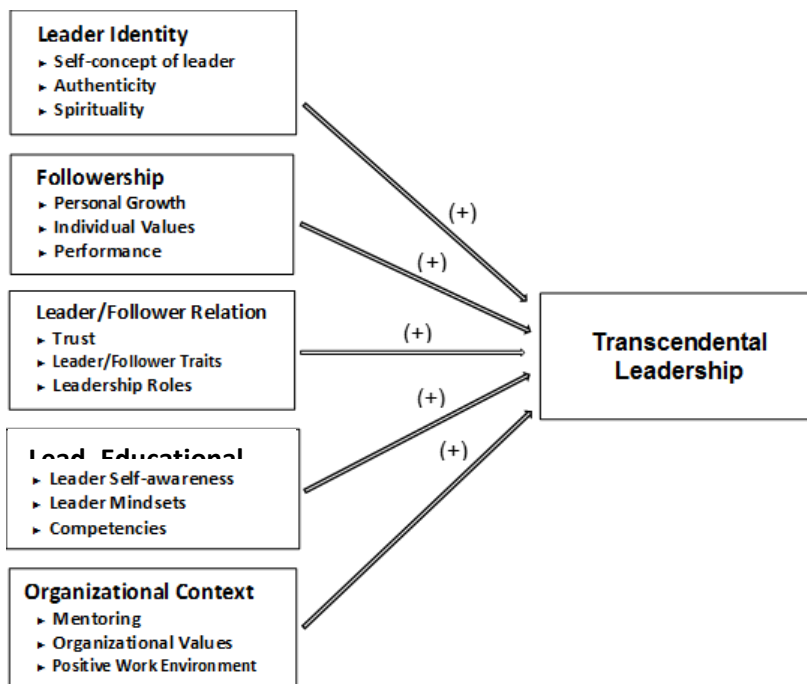
Hypothesis 5: When the organizational context is positive and supportive, it will affect transcendental leadership process in organizations.

III. The Model Matters

We assumed from those theoretical and empirical studies on the topic, that it is a great opportunity to advance in transcendental leadership research, due to scarcity of empirical studies, and the possibilities to contribute on theory building for leadership effectiveness in organizations, as it is proposed by Sanders et al. (2003): transcendental leadership goes beyond a simple transaction of incentives for work performance because the main purpose is to inspire individuals' development of internal locus of control and a more spiritual orientation. So, we consider that in leadership improvement and effectiveness the choice of model concerning the kind of leadership is critical for leadership process development. This is because leadership development needs to be contextualized. There are conditions, knowledge, values, abilities, and individual and organizational traits which promote effective leadership in specific organizational and cultural contexts in which followers and leaders engage. In addition, we suggest that, depending on the maturity of an organization, certain kinds of leadership approach may be more suitable than others. We propose a theoretical foundation of leadership based on the existentialist philosophy of Heidegger (1962). Our idea of leadership is based on a context where leaders and followers are in a partnership and the leader concept is: "The being that helps and lets others fulfill their potential of being".

Taking into consideration that the model is based on the phenomenological perspective of the being, we ponder it is a newer way of approaching leadership in organizations. This is because it is not conceptualized as a style but rather as a philosophy of life and social relations in organizations. This theorization rests on two main ideas of leadership: (a) the leadership philosophy requires focusing on leader identity, followership, and leader/follower relationship; and (b) the leadership strategy needs to build on leadership educational process and organizational context. In our proposed model, we hypothesize that the mentioned constructs are positively related to transcendental leadership (Figure 1).

Figure 1: Transcendental Leadership 5D Model



IV. The Method

As we mentioned, the focus of this research is to study the constructs of leadership identity, followership, leader/follower relationship, leadership educational process, and organizational context in relation to transcendental leadership.

4.1 Scale Methodology

In the first phase of the study, we validated the dimensions of the constructs of the research cause-effect model with qualified experts in the field of leadership. Using their feedback, we adjusted the measurement instruments and survey perspective. We also developed two questionnaires for transcendental leadership in the workplace using a 7 points of Likert scale, if we could use later in a comparative sample between top executives/directors and managers, even though in the present study we are including only individuals in managerial levels.

4.2 Pilot Group

A pilot test was run to verify preliminary construct validity and reliability of dependent and independent variables (Cronbach alphas) in a sample of Mexican industries in the private sector, located in the state of Nuevo Leon, Mexico (including managers of diverse industrial and business sectors). OLS estimations were used to calculate independent and dependent variables relation in the pilot group (42 participants).

Construct's reliability

The pilot test showed a satisfactory reliability of the constructs (Table 1). Leader Identity (Xli) scored an $\alpha = .89$; Organizational Context (Xoc) got an $\alpha = .91$; Followership (Xf) rated an $\alpha = .74$; Leader/Follower Relation (Xlfr) scored an $\alpha = .64$; Leadership Educational Process (Xlep) rated an $\alpha = .70$; and Transcendental Leadership (Ytl) got an $\alpha = .93$.

Table 1: Reliability of Constructs for Transcendental Leadership Model

Variable	α
Ytl (dependent)	.93
Xli (independent)	.89
Xf (independent)	.74
Xlfr (independent)	.64
Xlep (independent)	.70
Xoc (independent)	.91

According to Garson (2013), it is acceptable for the preliminary purpose of a study that Cronbach alpha coefficient be .60 or above, and .70 for final confirmatory calculations.

V. Preliminary Results

First preliminary results using SPSS to calculate OLS estimation of the model showed no conclusive results for the constructs of Followership (Xf), Leader/Follower Relation (Xlfr), and Leadership Educational Process (Xlep), so we will enlarge the sample to find better measurements of the cause-effect dynamics in the Transcendental Leadership Model.

Initial data analysis reflects a strong positive relation between Leader Identity (Xli) and Organizational Context (Xoc) with Transcendental Leadership (Ytl) development (Table 2).

Table 2: OLS Estimation for the Transcendental Leadership Model

Variable	β	ρ
Xli (independent)	.521	.002
Xf (independent)	-	-
Xlfr (independent)	-	-
Xlep (independent)	-	-
Xoc (independent)	.613	.000

In summary, preliminary results of the pilot group have established a positive validation for the constructs of the Transcendental Leadership perspective as a philosophy of leadership development to create individual and organizational prosperity, quality of life, and sustainability in the long term, even though we only confirmed the positive relation of Leader Identity and Organizational Context with Transcendental Leadership in the pilot test.

As this research on Transcendental Leadership is still in progress, we are expecting to undertake a more robust data analysis in the following phase of the investigation. This will allow us to get new insights on Transcendental Leadership knowledge and relevant areas for future work.

VI. Discussion

Our 5D Model has integrated 5 dimensions that have not previously been studied as we propose. We aim to explain that creating a positive work environment in organizations, recognizing an employee's potential, and prizing good behaviors and performance are essential to develop future leaders in all levels.

We assumed from preliminary results of our study that there is a great opportunity to advance in transcendental leadership research, due to the scarcity of empirical studies. Also, with this research, it will be possible to contribute to theory building for leadership effectiveness in organizations. As mentioned by Boverie & Kroth (2001) in their Model of Occupational Intimacy, when an organization provides a nurturing environment and meaningful work, conditions are set to develop a place where individuals love their job and may feel their work is meaningful. Consequently, this creates opportunities to improve employee's engagement and performance. Additionally, Vardiman, Houghton, & Jinkerson (2006) suggest that organizational leaders will be better prepared to generate the environment for future leaders to grow when they really understand the contextual factors necessary to develop effective leaders.

We consider that it is relevant to study this topic in the Mexican context because it contributes a different way to approach leadership and develop more positive work environments in

organizations, where people can engage in high performance processes. More supportive and democratic environments create the right kind of ambiance for nurturing leader-follower interactions instead of authoritarian type relationships.

Therefore, as transcendental leadership is cultivated in organizations, it is expected that individual and organizational prosperity may increase as well as improve the quality life at work and organization sustainability in the long term.

Another major strength of this research is its methodological rigor. Special attention has been placed to different perspectives of leadership and leadership development, so the conceptualization and operational definition of transcendental leadership has explicit theoretical grounding. Also, the items for the scale were developed based on existing literature attributed to dimensions of leadership and validated with experts in the field of leadership.

VII. Concluding Remarks

After a broad review of literature on leadership development and effectiveness in organizations, we observe great opportunities of advancement in the topic of effective leadership and transcendental leadership. This study presents the development of transcendental leadership theory and a pilot group test, validation of the scale with experts and literature review, and a confirmation of positive relation of Leader Identity and Organizational Context with Transcendental Leadership at this point of the research. The limitations of the size of the sample allowed only partial results of the research, but we are expecting to undertake a more robust data analysis in the following phase of the investigation, which will let us to get new insights on Transcendental Leadership knowledge and relevant areas for future work. As pointed out by Sanders et al. (2003): transcendental leadership goes beyond a simple exchange of performance and economics because its purpose is to inspire individuals to develop an internal locus of control and a more focused spiritual orientation.

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Some Antecedents, Mediators, and Moderators of Environmental, Performance, and Social Sustainability Outcomes

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Abstract

This research studies sets of relationships between sustainable leadership, organizational ethical climate, empowerment, green work climate, employee well-being at the workplace, and engagement and their effects on turnover intention, job satisfaction, employee innovativeness, employee green behavior, and organizational citizenship behaviors towards the environment. The study highlights the centrality of leadership and organizational effects upon indicators of social, environmental, and economically important sustainability indicators. In addition, we look at the effects of different constructs arrangements on model results.

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A Moderated Mediation of the Relationship between Proactive Personality and Creative Behaviors

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Abstract

In this study, we examine the relationship between proactive personality and creative behaviors. We first propose whether leader-member exchange (LMX) is a mediating mechanism through which proactive personality influences creative behaviors. Additionally, we argue that the relationship between proactive personality and LMX varies depending on the degree of the employee's political skill. As such, we propose and empirically test a moderated mediation model based on data collected from 153 subordinate-supervisor dyads by using hierarchical linear modeling. The findings of the study confirm both of our hypotheses by showing that LMX mediates the relationship between proactive personality and creative behaviors and that political skill positively moderates the relationship between proactive personality and LMX. Theoretical and practical implications are discussed.

Keywords: proactive personality, creative behaviors, political skill, LMX, moderated mediation

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Logistechs: The Impact of Exponential Technologies on International Trade

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Abstract

The Fourth Industrial Revolution, also known as Industry 4.0, is changing how businesses operate and the environments they participate in and compete. This industrial revolution highlights the use of exponential technologies such as blockchain, cybersecurity, data analytics, artificial intelligence, augmented and virtual reality, and the Internet of Things (IoT). Industry 4.0 advances the convergence and integration of these digital-based technologies in designing new industrial and supply chain models capable of competing in flexibility and cost. This accelerated convergence effect is the main reason exponential technologies will significantly impact our lives. This effect occurs when the different technologies grow exponentially, and their growth curves intertwine. These interactions are what allow us to race towards the digital transition.

Logistechs is a concept that has emerged from Industry 4.0. It refers to the impact that exponential technologies have on logistics. Logistechs can be classified as the exponential technologies that support the transport of goods, those that improve their handling, and the technologies that expedite their customs clearance. Speed, competitiveness, productivity, and timing have always been essential in logistics. Today, as supply chains become increasingly complex with more participants, there are endless documents to verify and lengthy processes to follow. Exponential technologies are vital in handling, treating, and analyzing information and managing physical processes. These advances translate into continuous improvement of the supply chain.

Robots, autonomous vehicles, and the automation of paperwork verification will eliminate the simple and repetitive work scattered throughout logistics processes, leading to a higher quality of service. Big data analytics and AI will allow companies to analyze their customers' past transactions and shipments, forecast highly accurate demand, and adjust their warehouse space and personnel to reduce time-to-market and costs. Cloud computing and machine learning can aid in materials classification, valuation, and tariff compliance. Blockchain has the potential to allow businesses and port authorities global shipment visibility that improves tracking and compliance in secure, real-time shared ledgers. These digital ledgers can generate total linkage between manifests and invoices, allowing for the supervision of the entire logistics process and data sharing across multiple customs organizations and users.

Technological development is transforming the supply chain from beginning to end, changing how goods are produced, shipped, and cleared. Logistics companies, customs brokers, trucking companies, and port authorities all stand to benefit greatly.

Keywords: Exponential Technologies, Logistics, International Trade, Innovation, Industry 4.0

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Geographical Scale and Economic Development: The Case of Ports-to-Plains

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Abstract

The implementation of the North American Free Trade Agreement (NAFTA) in 1994 was welcomed with much fanfare by proponents of manufacturing for export as a framework for boosting economic development in the three member countries. Optimism was coupled with concerns that the Interstate 35 corridor linking Laredo to Duluth was insufficient to connect many areas hoping to participate in that trade, which led to legislation to fund construction of Interstate I-69. Furthermore, stakeholders in South Texas, West Texas and the Great Plains proposed improvements to existing highways connecting the Middle Rio Grande Region of South Texas to Canada's Prairie Provinces by way of the Great Plains. The latter idea, the Ports-to-Plains Corridor, garnered the attention of lawmakers, the private sector, and other economic development stakeholders beginning in the mid 1990s. This paper is a case study that explores the underlying policy implications of the corridor and the emerging political partnerships to bring it about.

In tandem with the renegotiation of NAFTA and resulting USMCA (United States-Mexico-Canada Agreement) is legislation filed in the US House of Representatives in 2020 and approved in 2021 that designates Ports-to-Plains as an essential trade corridor. The designation largely paves the way for the expansion of Interstate I-27 beyond its present route in West Texas to enhance trucking infrastructure, and ultimately to form the backbone of highway connection between Mazatlán, Sinaloa and Canada's Western Prairie Provinces. The paper provides a brief identification of the economic regions along the corridor in Texas, a discussion of the history of the plan, and commentary on the ways that the corridor is promoted to potential users in the energy, agricultural, and manufacturing sectors. It explores five rail-served industrial facilities (four of which are rail transload facilities) along the corridor that facilitate the movement of bulk loads, and factor in the marketing of the corridor. The research reveals that Texas is further along than other states or provinces in promoting the corridor for public-sector funding, though the State of Coahuila is driving the Mexican effort to bring the corridor about. The qualitative research methods involved in the study are described, and the chapter concludes that the case study method and open-ended interviews are useful in the sub-discipline of economic geography concerned with cargo transportation policy and development. It further concludes that existing plans to market the corridor's intermodal capability, or the handling of shipping containers and their transfer between rail and trucking, are premature. The corridor illustrates that economic development initiatives occur at multiple scales, from the entirety of North America, to functional economic regions consisting of adjoining counties and municipalities, to each locality along the route.

Key Words: USMCA, NAFTA, freight transportation infrastructure, economic geography, economic development, West Texas, South Texas, Northern Mexico

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Experimenting with Smoothing Constant Alpha in Exponential Smoothing Forecast: Some reflections and Takeaways

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Abstract

It is rather well known that the exponential smoothing forecast models are very popular forecasting models for a variety of reasons. The reasons for the popularity of exponential smoothing forecast models include, exponential models are surprisingly accurate, they are easy to formulate, they involve little computation, they are quite transparent, and need somewhat minimal computer data storage. Further, it is also well known that, on a conservative basis, the smoothing constant alpha for exponential smoothing forecast purpose is chosen within the range of 0 to 0.3. Typically, Exponential smoothing forecast models are considered a suitable choice, when the demand being forecast is rather stable or there is a trend present.

Utilizing a simple system dynamic model to capture the customer order patterns and the resulting forecasts based on exponential smoothing model, we seek to understand the rationale behind the conservative estimation of smoothing constant alpha between 0 and 0.3. Further, we seek to experiment with alternate ranges of smoothing constant alpha to discern if such variations are suitable for other patterns of customer demand scenarios. We present our results of such experimentation and the possible insights from such experimentations in this study.

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Supply Chain Finance Arrangements and Shareholder Benefits

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Abstract

This study focuses on the metamorphosis of the dyadic relationship of trade finance into a three-party relationship with the help of supply chain finance arrangements. Given there is no concrete evidence of the benefits of introducing a financial intermediary into the relationship, I explore whether such arrangements are mutually beneficial to the originating parties and whether the benefits, from the buyer's perspective, trickle down to the investor. In my preliminary analysis I find that firms taking part in a supply chain finance arrangement do differ in the three components used to measure working capital, certain financial ratios, and tend to be highly leveraged.

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Do or Die: Analysis of Bankruptcy Risk from Research and Development Perspective

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Abstract

Arguably, R&D remains one of the main drivers for signaling and its essence in reducing bankruptcy risk (BR) is critical. I revisit the literature and debate to examine R&D effect on firms' bankruptcy risk. My results are summarized as follows. Stylistically, I find that since 1982, R&D investment has, on average, been increasing at an annual rate of 0.033%, while BR, on average, has been decreasing at an annual rate of 9.02%. Empirically, I find consistent evidence that R&D investment reduces BR. However, a cautionary tale to R&D investment, as R&D investment has a diminishing return on firm survival rate from BR. Also, using a delimiter of the September 11 attack in the US, firms, since then, that have engaged in R&D investment are less likely to bankrupt. Examining the additional effects using a quantile regression approach shows that firms with a higher likelihood of bankruptcy have higher marginal benefit from incremental investment in R&D. Additional results suggest that capital structure matters in how R&D facilitates the reduction in BR. Lastly, I examine R&D investments and other signaling strategies. I find that share purchases and the engagement in R&D signaling heighten BR. However, either the pursuant of dividend payout or acquisitions in conjunction with R&D investment reduces BR.

Keywords: R&D, Bankruptcy Risk, Zero-Leverage, Dividend Policy; Acquisition.

JEL classification: O3, G3, H6, M4

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Do Macro-level Nonperforming Loans (NPLs) Matter? Using Fintech to Mitigate in Sub-Saharan Africa

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Abstract

The threat of nonperforming loans (NPLs) in the Sub-Saharan African countries is a concern to governments and policymakers. This study uses non-parametric partial least square-structural equation modeling (PLS-SEM) to analyze financial technology (MOM, ATM, and Mobil wallet-SAVINGS) and NPLs. Using a sample of 46 countries spanning 2004-2019, I provide evidence on (1) Mobile money (MOM) and NPLs, (2) Automated Teller machines (ATMs) and NPLs, and (3) household savings accumulated on mobile wallets (SAVINGS) and NPLs. The evidence indicates ATMs reduce NPLs (statistically supported). Also, I find MOM directionally reduces NPLs but was statistically not supported. Finally, I find that SAVINGS contributes to the reductions of NPLs directionally (not statistically supported).

In sum, the findings of the study show financial technology (ATM, MOM, and Mobil wallets) contributes to mitigating the level of nonperforming loans in the region.

Keywords: Nonperforming loans; Mobile money; Mobile wallet (SAVINGS); ATMs; Financial Technology.

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Relación de la autopercepción de liderazgo gerencial con el tamaño de las empresas restauranteras en los Mochis, Sinaloa

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Resumen

La autopercepción del liderazgo de los gerentes o directivos es significativo ya que puede explicar el comportamiento empresarial, pero este puede ser diferenciado según el tamaño de la empresa. En vísperas de la posibilidad de internacionalización, se realizó un estudio sobre la autopercepción de liderazgo que tienen los gerentes en relación con el tamaño de las empresas restauranteras en Los Mochis Sinaloa, en 2019. A través de un estudio de corte cuantitativo, utilizando una encuesta con una escala de Likert y realizando pruebas t para la comprobación de las diferencias se encontró que a) a diferencia de las empresas medianas y pequeñas, las grandes empresas son familiares y tienen líderes de mayor edad, que tienen una mayor antigüedad y una mayor dispersión en niveles educativos; además operan también fuera de la localidad y tienen una mayor intención en internacionalizarse y b) que entre mayor sea el estrato del tamaño de la empresa mejor es la autopercepción de liderazgo de sus directivos.

Palabras clave: autopercepción de liderazgo, tamaño empresarial, empresas restauranteras.

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Relationship of Self-Perception of Managerial Leadership with the Size of Restaurant Companies in Los Mochis, Sinaloa

Abstract

The self-perception of the leadership of managers or directors is significant and it can explain business behavior, but this can be differentiated according to the size of the company. On the eve of the possibility of internationalization, a study was carried out on the self-perception of leadership that managers have in relation to the size of restaurant companies in Los Mochis Sinaloa, in 2019. Through a quantitative study, using a survey with a Likert scale and performing t hypothesis testing to check the differences, it was found that a) unlike medium and small companies, large companies are family-owned and have older leaders, who are more senior and more widely dispersed educational levels; In addition, they also operate outside the locality and have a greater intention to internationalize and b) that the larger the stratum of the size of the company, the better the self-perception of leadership of their managers.

Keywords: self-perception of leadership, business size, restaurant companies

Leadership for the Common Good: A Bibliometric-Based Review

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Abstract

This article presents a brief bibliometric analysis regarding common good leadership and leadership for the common good to determine the evolution and potential of the field. Analyses were performed using the Web of Science and Scopus databases and Vos Viewer software. The aim of the analysis is to evaluate the importance and impact of published materials revealing the areas that have received increased attention.

Keywords: Common good, Leadership, Bibliometric analysis.

I. Introduction

The vertiginous advance of information and communication technologies has marked the constant increase of knowledge and development. Scientific literature in all areas of knowledge has shown unprecedented growth and dynamism (Pinto-López, Montaudon-Tomas, De la Vega Meneses, 2019). Currently, large volumes of scientific information stored in various repositories can be accessed and analyzed, for example, the Web of Science (Dejian, Wanru, Wenyu & Shuaj, 2018), Scopus (Chen et al., 2019), Google Scholar (Meho & Yang, 2007), and VOSviewer (Van & Waltman, 2010), among others.

Bibliometric analysis has increasingly been used as a tool to provide quantitative analysis of written publications. Its use has been gaining popularity in recent years due to the accessibility of various bibliometric software and scientific databases (Donthu et al., 2021). Bibliometric analysis has been used to uncover emerging trends in a specific domain in the existent literature, and establish collaboration patterns and other relevant information about a research topic. Available techniques for bibliometric analysis can be classified into two main categories: performance analysis and science mapping. "Performance analysis accounts for the contributions of research constituents, whereas science mapping focuses on the relationships between research constituents" (Donthu, et al., 2021, 287).

The aim of using a bibliometric analysis for the present study was to determine the importance of the field of common good leadership in terms of the number of published materials and other relevant statistical data. It is important to state that information is limited to the data

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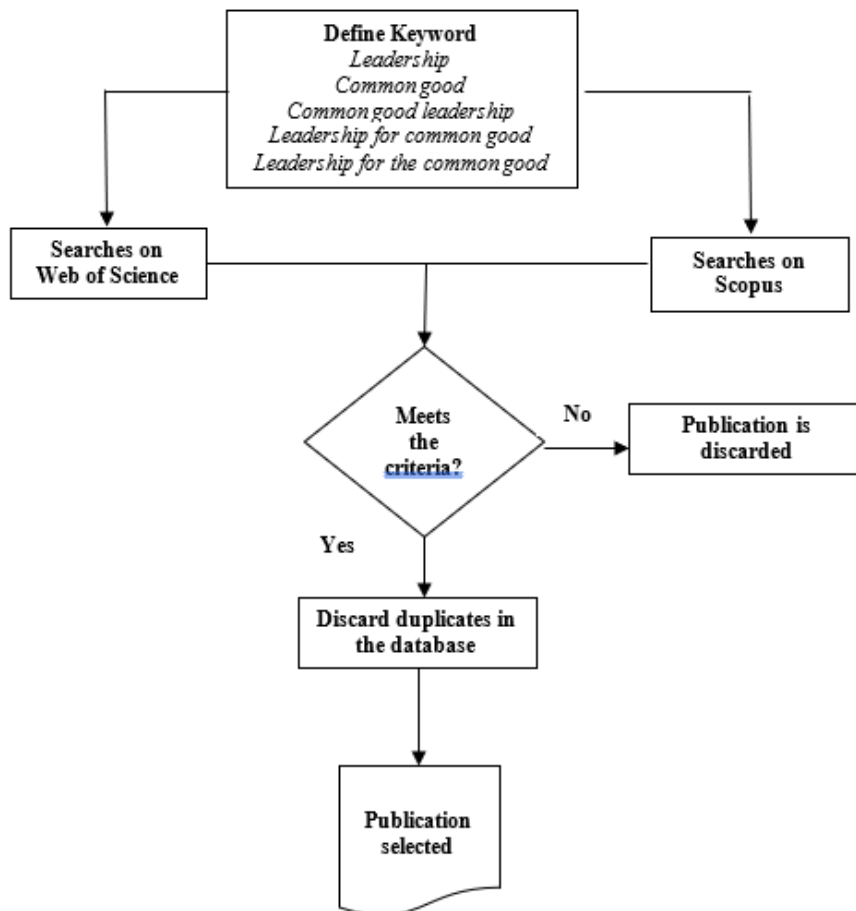
published in the selected scientific databases until the date of retrieval and that additional publications might not be reflected in this search.

II. Main Focus of the Article

The main objective of this article is to carry out a bibliometric analysis of the published research on the topic of leadership for the common good. Firstly, the historic scientific production of the keywords that constitute the topic is shown, where the leadership keyword and the common good keyword are analyzed separately. Secondly, the scientific production resulting from the merging of the leadership and common good variables is analyzed. Then, the topic of leadership for the common good is studied through different bibliometric indicators: the number of published articles, the general structure of the citations, keywords, authors, journals, organizations, and countries, among others. This study considers the research published in the Web of Science and Scopus databases in the period from 1872 to the first semester of 2021. For a better understanding, maps are presented with the information collected for each of the bibliometric indicators; these allow identifying existing connections.

III. Methodology

Figure 1: Selection process



Source: Developed by the authors, 2021.

The growth of scientific production in recent decades and its compilation in automated bibliographic databases have promoted the use of bibliometrics and the generation of indicators to measure the results of scientific and technological activity (Angulo-Cuentas, Galvis-Lista, González-Zabala & Fuentes-Cuadrado, 2018). Performance analysis is descriptive in nature and includes different research constituents, including authors, institutions, countries, and journals. The most relevant measures include the number of publications and citations per year and the h-index, which combines citation and publication metrics. Science mapping identifies intellectual interactions and structural connections among constituents, including citation and co-citation analysis, bibliographic coupling, co-word analysis, and co-authorship analysis (Donthu et al., 2021).

In this particular case, the information used to carry out the bibliometric analysis comes from the Web of Science and Scopus online platforms. Both repositories store information on high-quality multidisciplinary research that has been published in leading journals around the world in science, social sciences, arts, humanities, technology, and medicine, among others (Pinto-López & Montaudon-Tomas, 2021; Chen, Feng, Li, [Zhang, and Yang](#), 2019); they contain databases of bibliographic information and information analysis resources that allow evaluating and analyzing research performance (Deusto, 2021); and include intelligent tools to monitor, analyze, and visualize the information collected (Elsevier, 2021).

The process to identify and select the information to be considered in the study is divided into three stages (see Figure 1). In the first stage, the search criteria are identified and defined; in the second, the search is carried out in both Web of Science and Scopus, and the results that meet the established criteria are identified; and in stage three, an analysis is made to determine if there is duplication of results in the databases, in case of duplication, only one result is counted.

IV. Results and Discussion

Data for the study was obtained from the Web of Science and Scopus in December 1st, 2021. The analysis period runs from 1872 to December 2021. The keywords used are “leadership”, “common good”, “common good leadership”, “leadership for common good”, and “leadership for the common good”. The citation indexes that were used are Arts & Humanities Citation Index (A & HCI), Book Citation Index - Science (BKCI-S), Book Citation Index - Social Sciences & Humanities (BKCI-SSH), Conference Proceeding Citation Index - Science (CPCI- S), Conference Proceeding Citation Index - Social Science & Humanities (CPCI-SSH), Emerging Sources Citation Index (ESCI), Science Citation Index Expanded (SCI-Expanded), and Social Sciences Citation Index (SSCI). The fields considered in the search are article title, abstract, author keywords, and keyword plus. The analysis of bibliometric indicators is shown in the following sections.

V. Leadership, Common Good, Leadership and Common Good

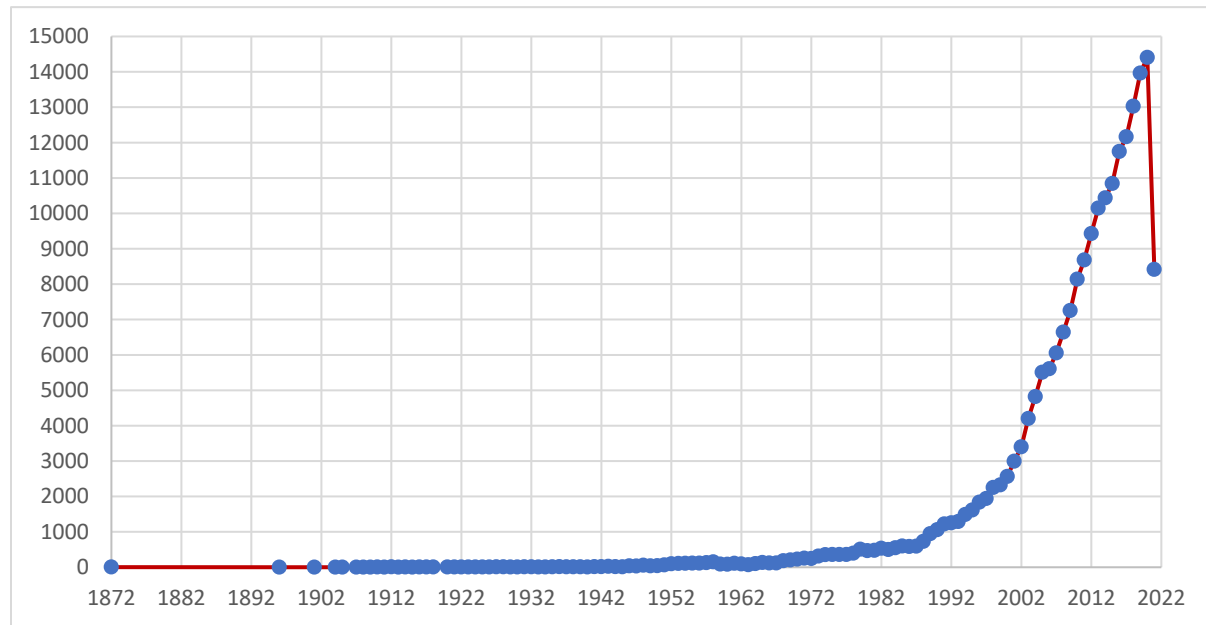
1. Leadership

Numerous matches were found for the keyword leadership. Out of the 208,704 results in this field, 20.61% (43,008) were identified as open access; the distribution of the articles is shown in Figure 2.

The first references to publications on leadership date back to 1872. By the end of the 19th century, an average of 2 articles was reported per year; in the first half of the 20th century, an average of 12.28 articles was published per year. For the second half of the 20th century, this number increased to 567 publications per year. By the year 2000, around 2565 articles were published yearly; in 2010, this number increased to 8141, and by 2020 around 14,406 articles were published, reflecting a very significant increase in topics related to leadership. As of June 2021, 8413 publications were reported.

Similarly, there is a growing trend in the number of citations that publications on leadership issues have reached; some of them have reached 6,000 citations. Another element to highlight relates to the large number of areas of science interested in leadership issues, among the categories that published the most are Management, Education and Educational Research, Business, Political Science, Applied Psychology, Nursing, Environmental, Occupational Health, Health Care Sciences and Services, Economics, History, and Interdisciplinary Social Sciences.

Figure 2: Number of annual publications about leadership in the WoS and Scopus since 1872



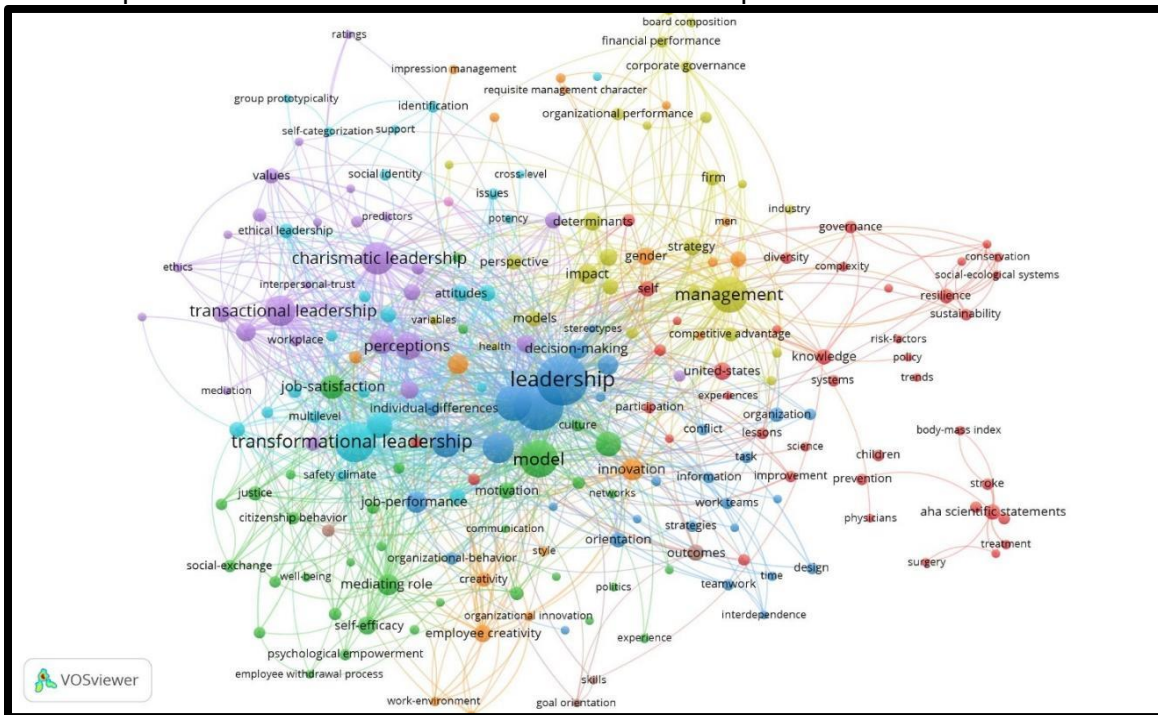
Source: Developed by the authors with data from the Web of Science and Scopus.

The bibliometric map of keywords was carried out with the information of the 500 publications with the highest number of citations (see Figure 3). The map allows identifying the proximity relationships of the keywords related to the leadership topic. Nine groups were identified, each group with a finite number of items. The number of items per group and the most relevant keyword in each group are as follows: leadership (30 items), transformational leadership (25 items), management (28 items), charismatic leadership (27 items), model (35 items), innovation (19 items), outcomes (4 items), and components (1 item). However, leadership for the common good is not mentioned in any of the groups or of the items.

Co-word network visualization was done using Vosviewer. Each color represents a thematic cluster. Each node in a network represents an entity, and the size of the node reflects the occurrence of the keyword or the number of times in which the keyword occurs; the thickness of the link signals the occurrence of co-occurrences between keywords. This means that the bigger the node, the greater the occurrence of the keyword, and the thicker the line between nodes, the greater the occurrence of co-occurrences (Donthu et al., 2021).

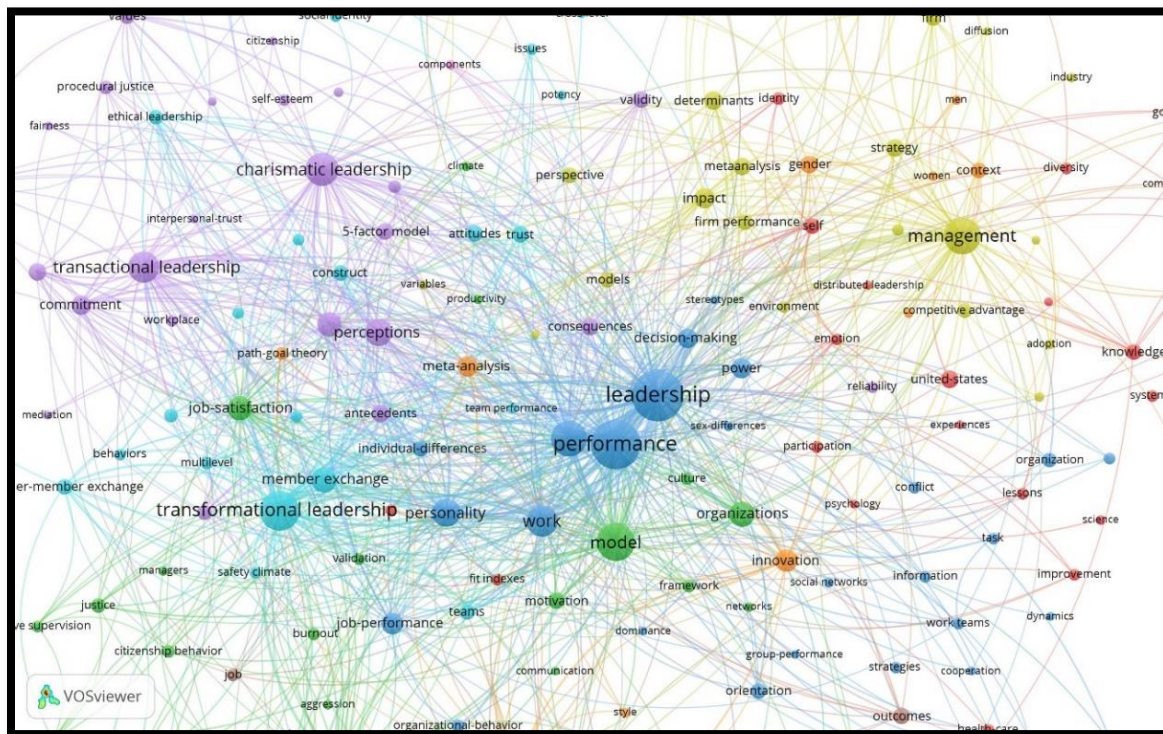
As can be observed in Figures 3a and 3b, leadership is connected to a variety of other keywords, particularly leadership styles, traits, characteristics, and leadership actions or job-related functions. Most of the topics are close together and well-knit, although a particular cluster of the area of health sciences appears almost separated. Among the most frequently cited leadership styles are transformational leadership, transactional leadership, and charismatic leadership.

Figure 3a: Bibliometric mapping of co-occurrence of keywords of documents published in leadership with a threshold of 210 and the 1000 most representative connections.



Source: Developed by the authors using VOSviewer and data from the Web of Science and Scopus.

Figure 3b: Detailed bibliometric mapping of co-occurrence of keywords of documents published in leadership with a threshold of 210 and the 1000 most representative connections.

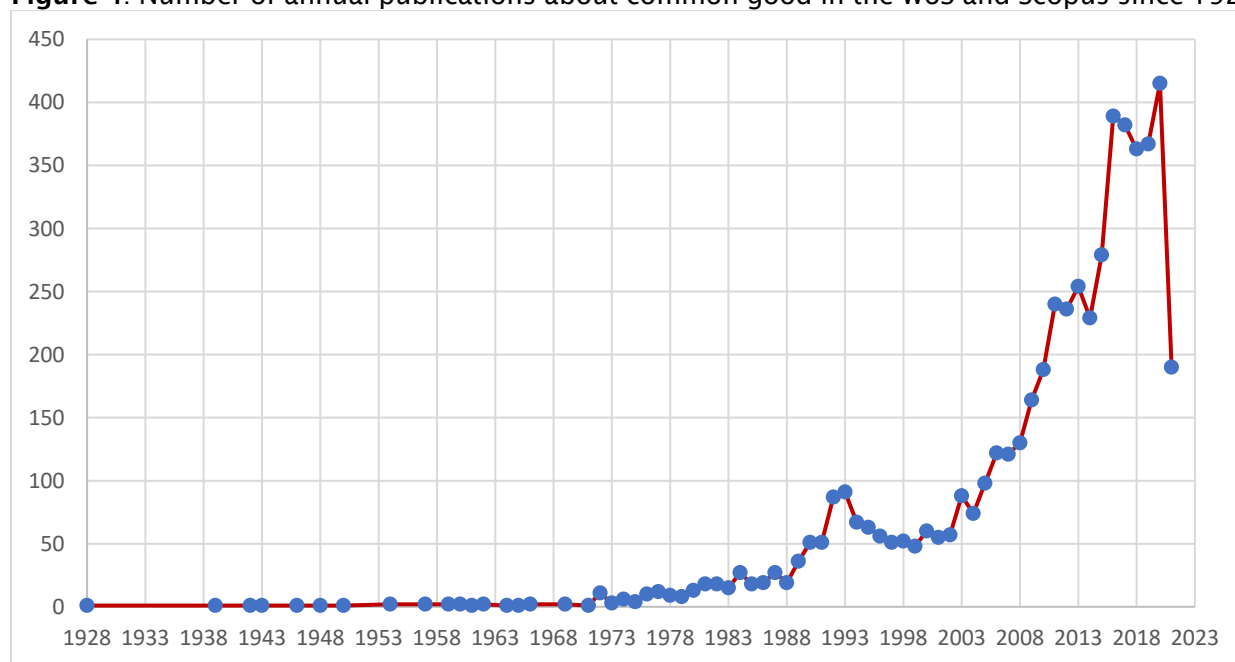


2. Common Good

For the common good topic, 5416 matches were identified, of which 21.56% (1168) are reported as open access. The distribution of the articles is shown in Figure 4. The first references to published articles that address common good issues date back to 1928; during the following decades, and until the first half of the 20th century, very little was published on these issues. For the second half of the 20th century, the number of publications increased with an average of 22.73 publications per year. Starting in the 21st century, the interest in publishing in this area increased considerably, from dozens of publications to hundreds. In the last two decades, an average of 204.59 articles have been published yearly. Furthermore, 65.21% of all publications on common good issues have been generated in the last decade.

There is also a growing trend for the number of citations; some articles have exceeded 7,000 citations. In the Web of Science, the topic reports 34,567 citations in 37,146 articles in the period from 1980 to July 2021. The categories that report the most articles related to the common good are Religion, Philosophy, Ethics, Education and Educational Research, Political Science, Business, History, Law, and Economics.

Figure 4: Number of annual publications about common good in the WoS and Scopus since 1928

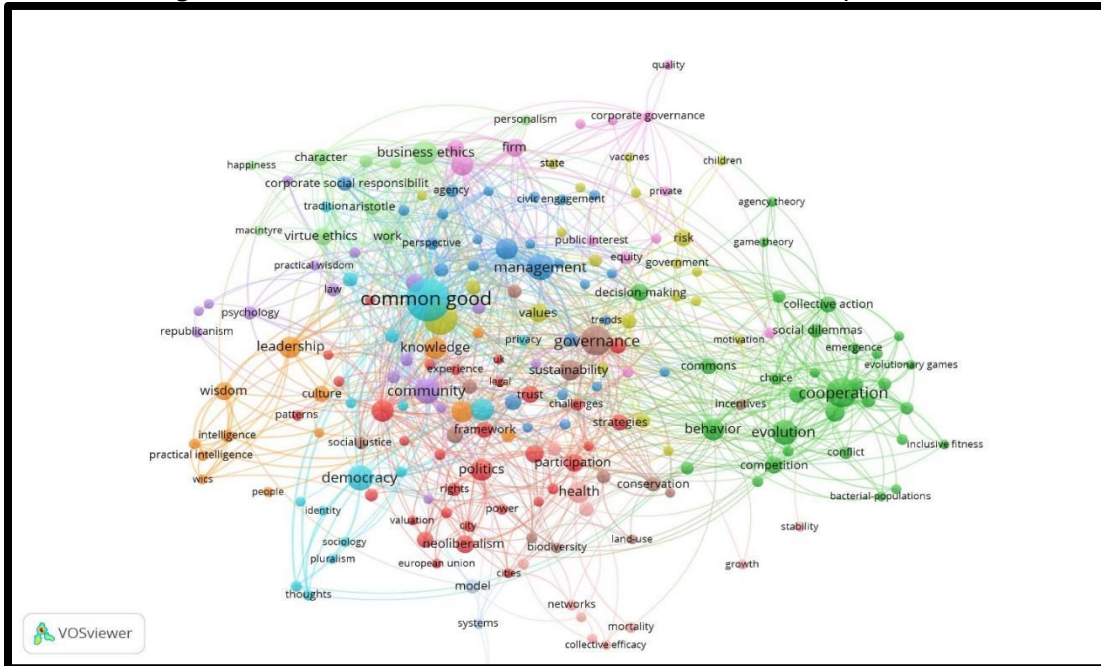


Source: Developed by the authors with data from the Web of Science and Scopus.

The bibliometric map of keywords was carried out with the information of the 500 publications with the highest number of citations to identify the proximity relationships with the common good topic (see Figure 5). 12 groups were identified, each group with a finite number of items. The number of items per group and the most relevant keyword in each group are as follows: citizenship (32 items), cooperation (31 items), management (26 items), ethics (21 items), community (16 items), common good (16 items), leadership (13 items), governance (13 items), virtue (13 items), health (11 items), business ethics (10 items), and model (6 items).

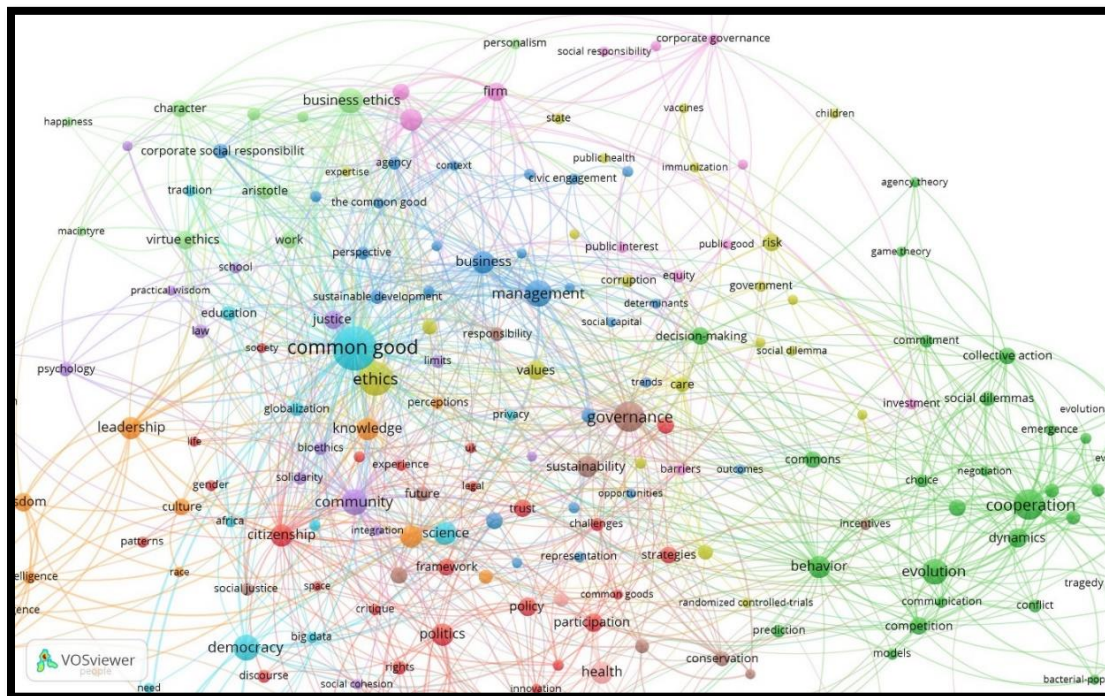
As can be observed in Figures 5a and 5b, leadership is located with an important proximity relationship in the research of the common good. However, the leadership for the common good topic is not mentioned in any groups or items. The most common topics associated with common good are governance, community, cooperation, management, democracy, evolution, ethics, sustainability, politics, and leadership.

Figure 5a: Bibliometric mapping of co-occurrence of keywords of documents published regarding the common good with a threshold of 209 and the 1000 most representative connections.



Source: Developed by the authors using VOSviewer and data from the Web of Science and Scopus.

Figure 5b: Detailed bibliometric mapping of co-occurrence of keywords of documents published with regards to common good with a threshold of 209 and the 1000 most representative connections.

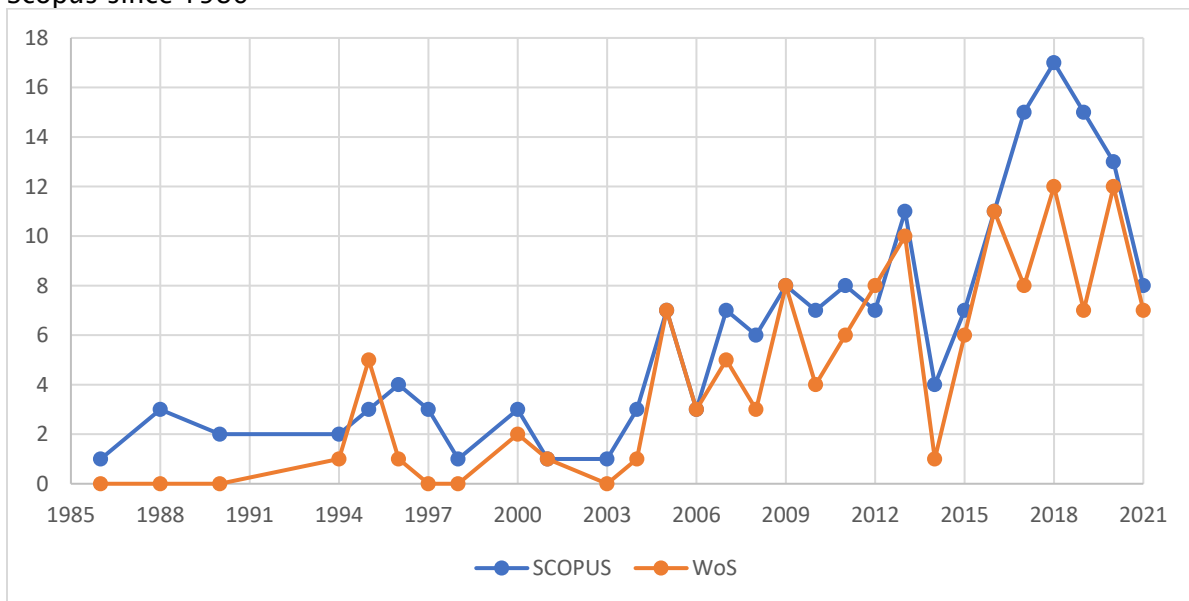


3. Leadership and Common Good

The search for articles that include both leadership and common good topics yielded 181 coincidences in Scopus, out of which 17.68% (32 articles) are reported as open access; and 129 results were identified in the Web of Science, of which 17.05% (22 articles) are reported as open access. The distribution of the articles is shown in Figure 6. The first references of published articles that address topics that involve both terms are identified at the end of the 20th century. Between 1985 and 1999, very few publications were made (10.5%). The work published in the 21st century constitutes 89.5% of the total publications for this topic, of which 67.95% were made in the period from 2010 to 2021.

There is also a growing trend in the number of citations. By June 2021, 2,037 citations were reported in 1,920 articles, some of them exceeding 200 citations. The categories that report the most articles are Education and Educational Research, Business, Management, Ethics, Applied Psychology, Religion, Interdisciplinary Social Sciences, Public Administration, and Economics.

Figure 6: Number of annual publications about leadership and common good in the WoS and Scopus since 1986



Source: Developed by the authors with data from the Web of Science and Scopus.

The similarity analysis was performed with the keywords. 585 words are included, leading to identifying 31 groups; among the most important are (see Figure 7): Leadership, common good, ethics, governance, organizations, ethical leadership, communities, wisdom, and climate change. It is important to note that in no co-occurrence of the 585 analyzed do the keywords related to leadership for the common good appear.

As can be observed in Figures 7a and 7b, leadership styles associated with common good and leadership are ethical leadership, authentic leadership, transformational leadership, and public leadership. Ethics appears as one of the most relevant and prevalent keywords, along with management, Corporate Social Responsibility, sustainability, communities, performance, and business.

4. Bibliometric Analysis for the Keywords: "Common Good Leadership", "Leadership for Common Good", "Leadership for the Common Good".

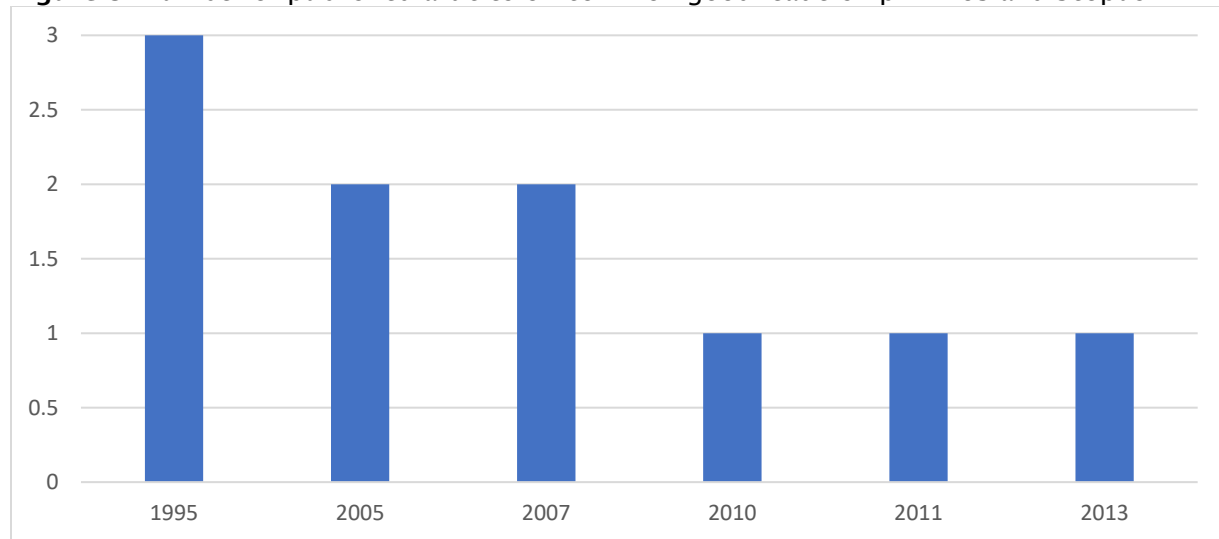
To carry out the analysis, the topics of "common good leadership", "leadership for common good", and "leadership for the common good" were considered.

a) Number of Published Articles

Regarding the number of articles, 9 coincidences were identified in Scopus, of which 7 are reported as articles and 2 as book chapters. In the Web of Science, 9 results were identified; the distribution is shown in Figure 8.

The first references to publications that address issues on leadership for the common good are identified in the last decade of the 20th century, and it was between 2005 and 2013 that 70% of all documents on the matter were published. Research related to leadership for the common good has been incipient, the frequency of publications has not been constant, and the trend appears to be decreasing. In the last eight years (2014 - 2021), no publication on this topic has been reported.

Figure 8: Number of published articles on common good leadership in WoS and Scopus



Source: Developed by the authors with data from the Web of Science and Scopus.

b). General Structure of Citations

One of the indicators that shows the impact of publications is the number of citations (Pinto-López & Montaudon-Tomas, 2021). In terms of leadership for the common good, the Web of Science reports a total of 99 citations in 9 articles, with an average of 11 citations per item in the period from 1995 to 2021. Scopus reports a total of 127 citations in the same period. Table 1 presents the details of the published articles (TP) and the total citations (TC). The number of citations per article is also shown in Figure 9.

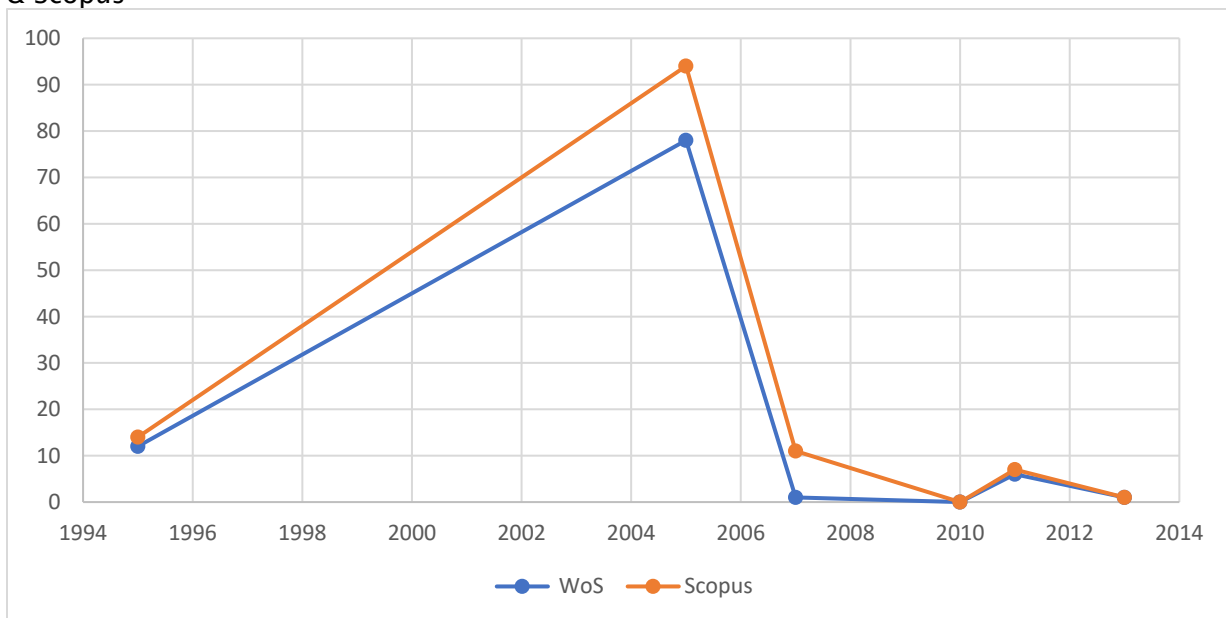
As can be seen, the number of citations shows a varying frequency, which allows us to identify that this area of study has not been sufficiently explored. The articles with the most citations were published in 2005; these articles explain the theoretical bases of leadership for the common good. More recent articles have had a low impact, and the trend in terms of citations has been decreasing (see Figure 9).

Table 1: Annual citation structure

Year	TP	TC WoS	TC Scopus	>= 50	>=25	>= 10	>= 5	>= 1
1995	3	12	14	-	-	1	-	-
2005	2	79	94	1	-	-	-	1
2007	2	1	11	-	-	1	-	-
2010	1	-	-	-	-	-	-	-
2011	1	6	7	-	-	-	1	-
2013	1	1	1	-	-	-	-	1
Total	10	99	127	1	0	2	1	2

Source: Developed by the authors based on WoS & Scopus 2021. Abbreviations: TP: Total Papers, TC: Total Citations; >= 50, >=25, >=10, >=5, >=1 = Number of papers with equal or more than 50, 25, 10, 5 and 1 citations.

Figure 9: Number of annual citations of common good leadership articles in the Web of Science & Scopus



Source: Developed by the authors with data from the Web of Science and Scopus.

c) Published Articles

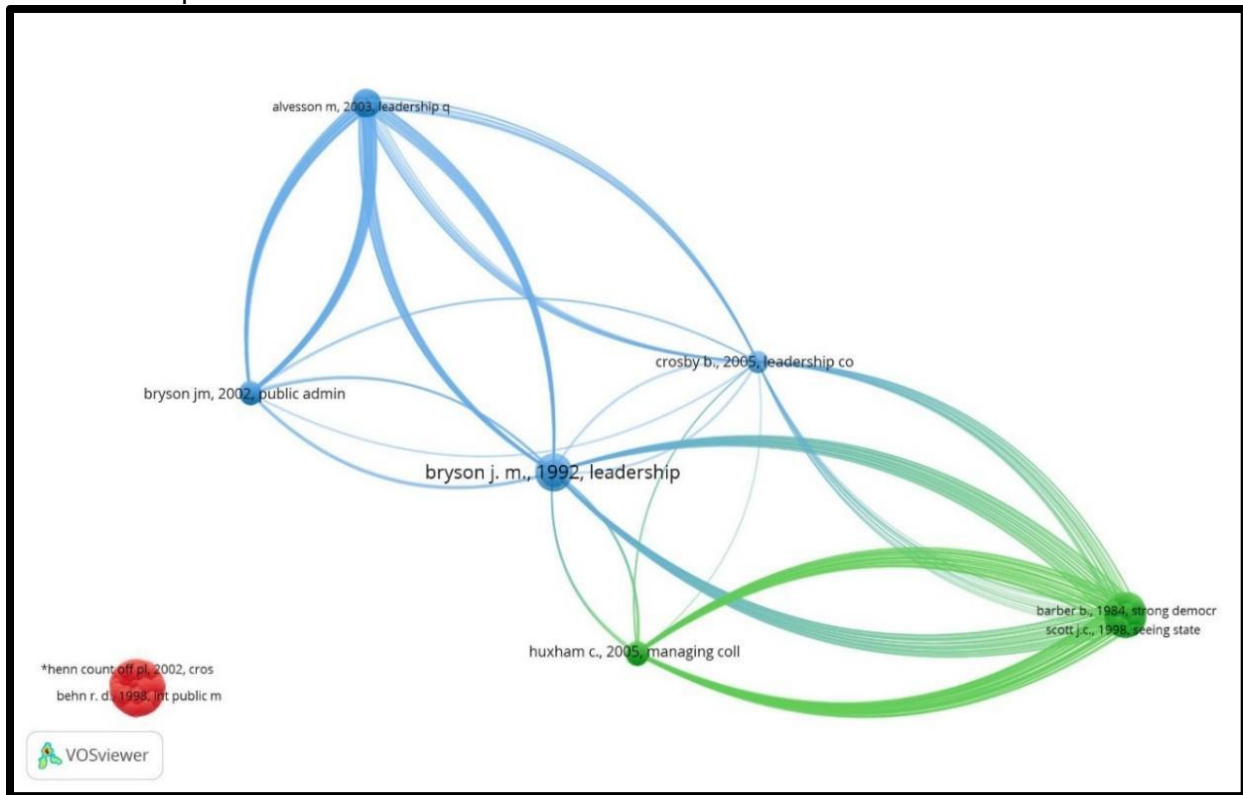
Table 2 shows the articles that have been published; it includes the name of the article, author/s, type of document, journal, year of publication, total of citations, and average of citations per year. Figure 10 presents the bibliometric map of co-citations to identify the co-occurrence relationships that occur when two items of the existing literature are cited together by a third (Miguel, Moya-Anegón & Herrero-Solana, 2007). Three groups are identified, the group represented in red with 150 items, the group represented in blue with 40 items, and the one represented in green with 22 items. The categories in which publications on leadership for the common good are identified are shown in Table 3.

Table 2: Published articles

R	Title	Author/s	Type	Journal	Year	TC WoC	TC Scopus	C/Y WoS	C/Y Scopus
1	A leadership framework for cross-sector collaboration	Crosby, B. C., Bryson, J. M.	Article	PMR	2005	76	92	4.75	5.75
2	Leadership for the Common Good – Tackling Public Problems in a Shared-Power World-Bryson, JM, Crosby, BC.	Innes, JE	Book Review	JPER	1995	12	14	0.46	0.54
3	Glasgow's Winter Festival: Can cultural leadership serve the common good?	Foley, M., McPherson, G.	Article	ML	2007	-	11	-	0.78
4	Common good leadership in business management: an ethical model from the Indian tradition	Alexander, J. M., Buckingham, J.	Article	BEER	2011	6	7	0.6	0.7
5	Challenges of Introducing Leadership into the Public Affairs Curriculum: The case of the Humphrey Institute	Crosby, B. C., Bryson, J. M.	Article	JPAE	2005	2	2	0.12	0.12
6	Business, Management Education, and Leadership for the Common Good	Aspling, A.	Article Book Chapter	SFBE	2013	1	1	0.12	0.12
7	Leadership for the Common Good Creating Regimes of Mutual Gain	Bryson, J. M., Crosby, B. C.	Article Book Chapter	TPLC	2007	1	-	0.07	-
8	Leadership for the Common Good – Tackling Public Problems in a Shared-Power World-Bryson, JM, Crosby, BC.	Lucy, W. H.	Book Review	JAPA	1995	-	-	-	-
9	Leadership for the Common Good – Tackling Public Problems in a Shared-Power World-Bryson, JM, Crosby, B	Vogelsangcoomb, V.	Book Review	PAR	1995	-	-	-	-
10	The league of nations and problems of health and the environment: Leadership for the common good in historical perspective	Callahan, M. D.	Book Chapter	LES	2010	-	-	-	-

Source: Developed by the authors based on WoS and Scopus 2021. Abbreviations: R: Ranking; TC WoS: Total citations in Web of Science; TC Scopus: Total citations in Scopus; C/Y: Citations per Year; PMR: Public Management Review; JPER: Journal of Planning Education and Research; ML: Managing Leisure; BEER: Business Ethics-A European Review; JPAE: Journal of Public Affairs Education; SFBE: Shaping the Future of Business Education: Relevance, Rigor, and Life Preparation; TPLC: Transforming Public Leadership for the 21st Century; JAPA: Journal of the American Planning Association; PAR: Public Administration Review; LES: Leadership for Environmental Sustainability; ML: Managing Leisure.

Figure 10: Bibliometric mapping of articles co-citations with a threshold of 153 citations and the 1000 most representative connections.



Source: Developed by the authors using VOSviewer and data from the Web of Science and Scopus.

Table 3: Areas of research that have published documents about common good leadership

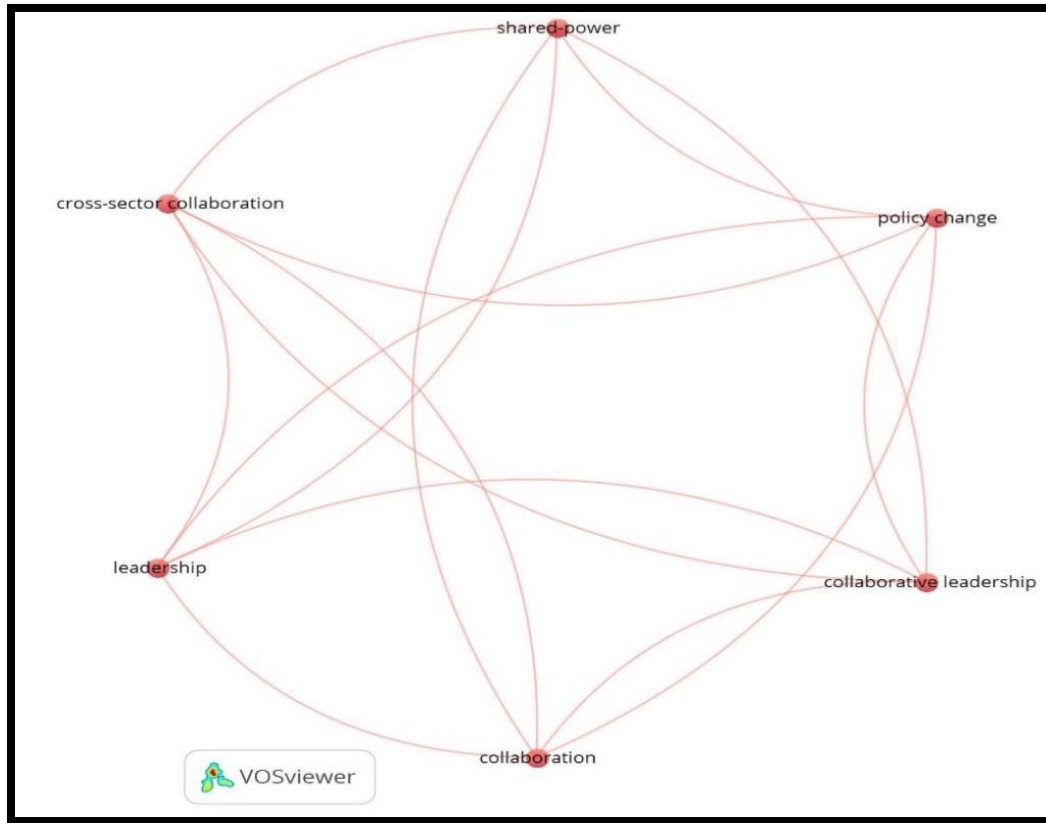
R	Area of research	TP Web of Science	TP Scopus
1	Public Administration	3	-
2	Business	2	-
3	Education and Educational Research	2	-
4	Regional Urban Planning	2	-
5	Urban Studies	2	-
6	Economics	1	-
7	Ethics	1	-
8	Management	1	-
9	Business, Management, and Accounting	-	5
10	Economics, Econometrics, and Finance	-	5
11	Social Sciences	-	4

Source: Developed by the authors based on Web of Science & Scopus 2021. Abbreviations: R: Ranking; TP: Total Papers; TC: Total citations

d) Keywords

A high percentage of publications do not have keywords; for this reason, only the map of the relationship co-occurrence - author keywords could be made with a group of 6 items (see Figure 11). The map shows a weak relationship with a very limited set of keywords.

Figure 11: Bibliometric mapping of co-occurrence – author keyword with a threshold of 6 and the 100 most representative connections.



Source: Developed by the authors using VOSviewer and data from the Web of Science and Scopus.

e) The Most Productive Authors

Table 4 shows the most productive authors in terms of research on the topic of leadership for the common good. The table considers the authors reported in the Web of Science and Scopus and includes the total number of publications (TP), total of citations per author (TC), the average of citations per publication (C/P), and the number of articles per author grouped into five intervals based on the number of citations. These ranges consider articles that have between 1 and 4 citations, between 5 and 9 citations, between 10 and 25 citations, between 25 and 49 citations, and articles that have 50 or more citations. The current university to which authors are affiliated and the country (C) are also presented.

As can be seen in Table 4, the number of authors reported is very small; of these, 66.67% are located in the United States according to the Web of Science, and 50% according to Scopus. Among the most prominent authors are Bryson and Crosby, who are the pioneers on this topic, and whose most important contributions were reported in 2005.

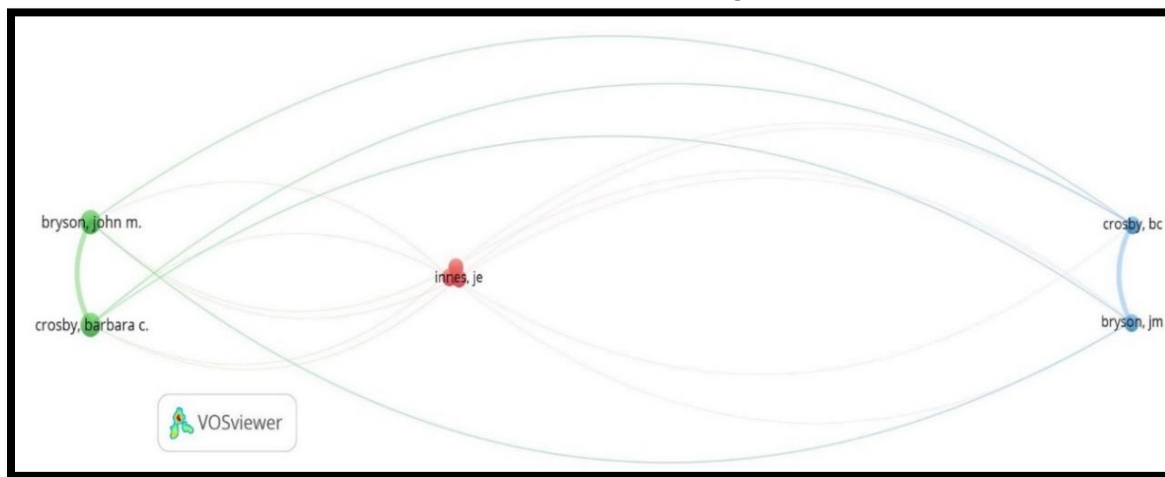
Figure 12 shows the proximity relationship between the authors. Three groups are identified; however, two of them refer to the same authors, Bryson and Crosby. The almost inexistent relationship between the different authors is reflected on the map.

Table 4: Most relevant authors

R	Name	TP	TC	C/P	>= 50	>= 25	>= 10	>= 5	>= 1	U	C
Web of Science											
1	Bryson, John M.	3	79	26.33	1	-	-	-	2	UM	USA
2	Crosby, Barbara C.	3	79	26.33	1	-	-	-	2	UM	USA
3	Innes, Judith Eleanor	1	12	12.00	-	-	1	-	-	UCB	USA
4	Alexander, John Matthew	1	6	6.00	-	-	-	1	-	NUMC	USA
5	Buckingham, Jane	1	6	6.00	-	-	-	1	-	UC	New Zealand
6	Asplig, Anders	1	1	1.00	-	-	-	-	1	GF	Belgium
SCOPUS											
1	Bryson, John M.	3	94	31.33	1	-	-	-	2	UM	USA
2	Crosby, Barbara C.	3	94	31.33	1	-	-	-	2	UM	USA
3	Innes, Judith Eleanor	1	14	14.00	-	-	1	-	-	UCB	USA
4	Foley, Malcom T.	1	11	11.00	-	-	1	-	-	GCU	United Kingdom
5	McPherson, Gayle	1	11	11.00	-	-	1	-	-	UWS	United Kingdom
6	Alexander, John Matthew	1	7	7.00	-	-	-	1	-	NUMC	USA
7	Buckingham, Jane	1	7	7.00	-	-	-	1	-	UC	New Zealand
8	Asplig, Anders	1	1	1.00	-	-	-	-	1	GF	Belgium

Source: Developed by the authors based on Web of Science & Scopus 2021. Abbreviations: R: Ranking; TP: Total Papers; TC: Total citations; C/P: Citations per paper; >= 50, >=25, >=10, >=5, >=1 = Number of papers with equal or more than 50, 25, 10, 5 and 1 citations; U: University; C: Country; UM: University of Minnesota Twin Cities; UCB: University of California Berkeley; NUMC: Nassau Univ Med Cent; UC: University of Canterbury; GF: GRLI Fdn; GCU: Glasgow Caledonian University; UWS: University of the West of Scotland.

Figure 12: Bibliometric mapping of authors with at least 25 bibliographic couplings, a threshold of 10, and the 1000 most representative connections. 3 groups.



Source: Developed by the authors using VOSviewer and data from the Web of Science and Scopus.

f) The Most Influential Journals

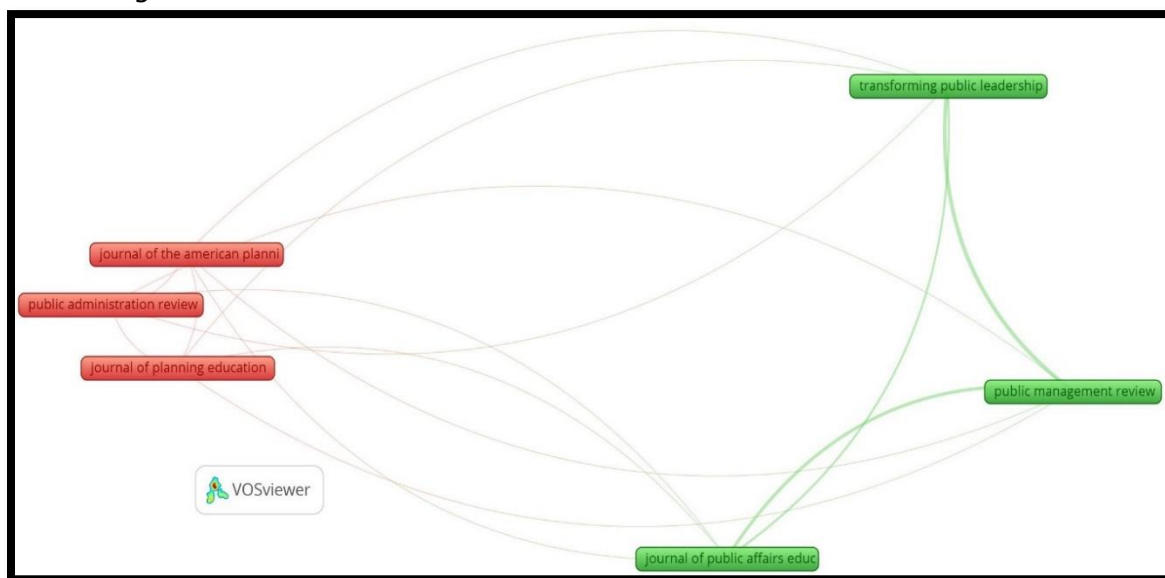
There are 11 journals that have published articles on leadership for the common good (see Table 5). Table 5 also shows information on the total number of publications (TP), the total number of citations (TC), the average number of citations per publication (C/P), and whether the article is published both on the Web of Science (WoS) and in Scopus, of the total articles 66.63% are found in both databases.

Table 5: The most influential Journals

R	Journal	TP WoS	TC WoS	C/P WoS	TP S	TC S	C/P S	W&S
1	Public Management Review	1	76	76	1	92	92	✓
2	Journal of Planning Education and Research	1	12	12	1	14	14	✓
3	Managing Leisure	-	-	-	1	11	11	
4	Business Ethics a European Review	1	6	6	1	7	7	✓
5	Journal of Public Affairs Education	1	2	2	1	2	2	✓
6	Shaping the Future of Business Education: Relevance, Rigor, and Life Preparation	1	1	1	1	1	1	✓
7	Transforming Public Leadership for the 21ST Century	1	1	1	-	-	-	✓
8	Atlantic Economic Journal	1	0	0	1	0	0	✓
9	Leadership for Environmental Sustainability	-	-	-	1	0	0	
10	Journal of the American Planning Association	1	0	0	-	-	-	
11	Public Administration Review	1	0	0	-	-	-	

Source: Developed by the authors based on WoS and Scopus 2021. Abbreviations: R: Ranking; TP WoS: Total Papers in the Web of Science; TC WoS: Total citations in Web of Science; C/P: Citations per Year in Web of Science; TP S: Total papers in Scopus; TC Scopus: Total citations in Scopus; C/Y: Citations per Year in Scopus; W&S: Papers in Web of Science and Scopus.

Figure 13: Bibliometric mapping of journals. Bibliographic coupling with a threshold of 8 and considering the 1000 most influential connections.



Source: Developed by the authors using VOSviewer and data from the Web of Science and Scopus.

The proximity relationships and the impact that the publications of the different Journals have had are analyzed through the bibliographic coupling indicator (see Figure 13). Two groups are identified, each of the groups with three items. It is possible to observe that around 45.45% of the Journals do not appear in the graph, which denotes little similarity between the publications.

g) The Most Influential Institutions

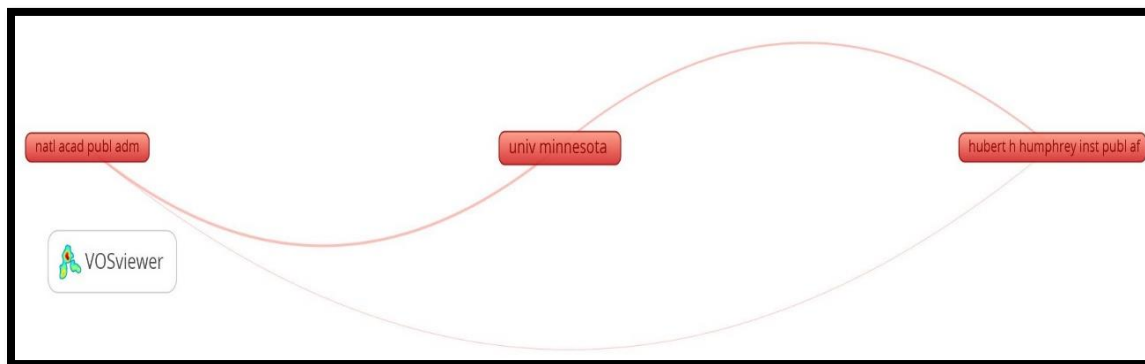
The role of institutions, mainly universities, is essential in promoting research. The Web of Science reports a total of 11 universities that have been interested in and conducting research on leadership for the common good since 1995. For its part, Scopus reports 9; the details are presented in Table 6. It is important to note that the universities that carry out research on the topic analyzed are located mainly in the United States (50%) and India (21.43%).

Table 6: The most influential institutions in terms of research about leadership for the common good

R	I	Country	TP W	TC W	C/P W	TP S	TC S	C/P S	W&S
1	UMTC	USA	3	79	26.3	2	95	46	✓
2	UCB	USA	1	12	12	1	15	15	✓
3	GCU	United Kingdom	-	-	-	1	11	11	
4	LCC	India	1	6	6	1	7	7	✓
5	UM	India	1	6	6	1	7	7	✓
6	UC	New Zealand	1	6	6	1	7	7	✓
7	HHSPA	USA	1	2	2	-	-	-	
8	LIBA	India	-	-	-	1	7	7	
9	NAPA	USA	1	1	1	-	-	-	
10	PUCP	Peru	1	1	1	-	-	-	
11	TU	China	1	1	1	1	1	1	✓
12	UV	USA	1	0	-	-	-	-	
13	KU	USA	-	-	-	1	0	-	
14	CSU	USA	1	0	-	-	-	-	

Source: Developed by the authors based on WoS and Scopus 2021. Abbreviations: R: Ranking; I: Institutions; TP W: Total Papers in Web of Science; TC W: Total cites in Web of Science; C/P W: Citations per paper in Web of Science; TP S: Total papers in Scopus; TC S: Total cites in Scopus; C/P S: Citations per Paper in Scopus; W&S: Papers in Web of Science and Scopus. UMTC: University of Minnesota Twin Cities; UCB: University of California Berkeley; CSU: Cleveland State University; HHIPA: Hubert H. Humphrey School of Public Affairs; LCC: Loyola College Chennai; NAPA: National Academy of Public Administration; PUCP: Pontificia Universidad; Catolica del Peru; TJU: Tongji University; UC: University of Canterbury; UM: University of Madras; UV: University of Virginia; GCU: Glasgow Caledonian University; KU: Kettering University; LIBA: Loyola Institute of Business Administration.

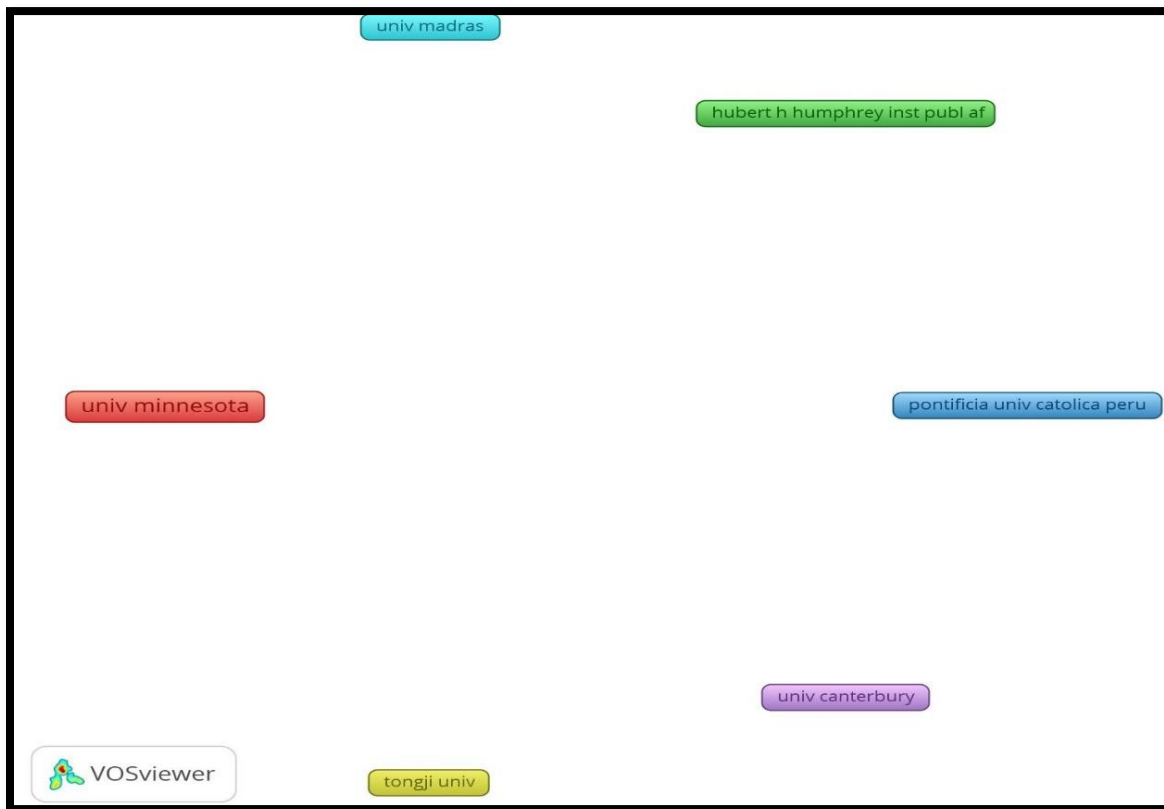
Figure 14: Bibliometric mapping of universities with more than 25 bibliographic couplings considering the 1000 most influential connections and a threshold of 7.



Source: Developed by the authors using VOSviewer and data from the Web of Science and Scopus.

Figure 14 shows the proximity relationships between the universities, a single group with three items is identified, including the University of Minnesota, the Hubert H. Humphrey School of Public Affairs, and the National Academy of Public Administration. The other universities do not have a close relationship between them and the research on leadership for the common good, which can also be corroborated with the citation map in Figure 15, where it can be observed that there is no link between them.

Figure 15: Bibliographic mapping of universities citations with a threshold of 7 and the 1000 most influential connections.



Source: Developed by the authors using VOSviewer and data from the Web of Science and Scopus.

h) The Most Influential Countries

Identifying the countries that contribute to research on leadership for the common good is another indicator of interest. Table 7 and Table 8 show the countries that have contributed to research on this topic. The countries have been ranked according to the number of publications (TP), the number of citations (TC), and the citations per publication. Additionally, Table 8 includes information on the number of publications per country considering the total population (TP/Po) and the number of citations per country based on the total population (TC/Po). As can be seen, the United States is the country that accounts for 54.54% of the publications. The countries do not have any proximity relationship between them (see Figure 16).

Table 7: The most productive and influential countries

R	Country	TP W	TC W	C/P W	TP S	TC S	C/P S	W&S
1	USA	6	92	15.33	5	110	22	✓
2	INDIA	1	6	6	1	7	7	✓
3	NEW ZEALAND	1	6	6	1	7	7	✓
4	PEOPLES R. CHINA	1	1	1	1	1	1	✓
5	PERU	1	1	1	-	-	-	
6	UNITED KINGDOM	-	-	-	1	11	11	

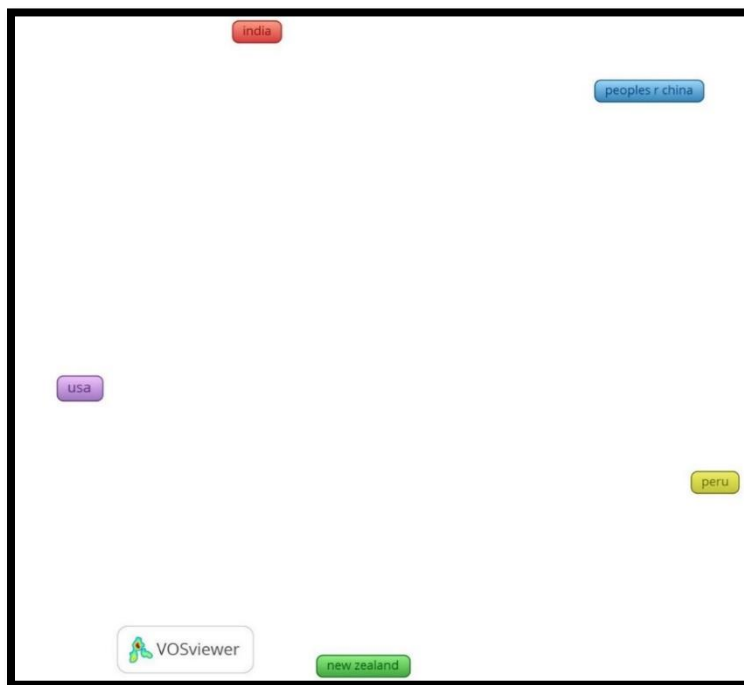
Source: Developed by the authors based on WoS and Scopus 2021.

Table 8: The most productive and influential countries by million inhabitants

R	Country	TP W	TC W	C/P W	TP S	TC S	C/P S	W&S	Po	TP/Po	TC/Po
1	USA	6	92	15.33	5	110	22	✓	329.0	0.0182	0.0043
2	INDIA	1	6	6	1	7	7	✓	1375.8	0.0007	0.0051
3	NEW ZEALAND	1	6	6	1	7	7	✓	4.9	0.2041	1.4286
4	PEOPLES R. CHINA	1	1	1	1	1	1	✓	1395.2	0.0007	0.0007
5	PERU	1	1	1	-	-	-		32.5	0.0308	0.0308
6	UNITED KINGDOM	-	-	-	1	11	11		66.6	0.0150	0.1652

Source: Developed by the authors based on WoS and Scopus 2021.

Figure 16: Bibliographic mapping of countries' citations with a threshold of 5 and the 1000 most influential connections.



Source: Developed by the authors using VOSviewer and data from the Web of Science and Scopus.

As can be observed in figure 16, country research on the topic of common good leadership is not connected.

VI. Further Studies

The limited number of publications on the topics of leadership for the common good and common good leadership shows that there is a gap in literature because the area is under-explored. It also helped to identify a lack of empirical studies about common good leadership, which creates an interesting window of opportunities for further studies.

VII. Conclusions

The bibliometric analysis provided a picture of scientific research in the field of common good leadership. As can be observed, this is a field that is yet to be studied due to the importance of both leadership and common good.

As has been observed, the published scientific research on leadership for the common good is very limited, unlike the terms that compose it, as leadership and common good separately. The analysis carried out allows observing that there are no robust relationships of proximity between the different authors that have written about leadership for the common good, but rather that the publications are isolated. Furthermore, there are no robust proximity relationships between organizations and countries.

Publications on this topic have not had constant growth, but rather it seems that they stopped, since the last publication reported in the analyzed databases is from 2013. In the same way, no significant growth is observed with respect to the number of authors interested in this topic.

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La comunicación como estrategia organizacional de una empresa MYPE de diseños gráficos en Saltillo, Coahuila en tiempos de pandemia COVID-19

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Resumen

El estudio de caso contiene datos importantes cuantitativos que resuelven de un estilo cruzado de escala de Likert, abarca factores importantes sobre las funciones y la actitud de servicio en la participación de la relación interpersonal y departamental de las funciones de los puestos de los clientes internos y el resultado de esa relación con el cliente externo en una empresa del giro de imprenta de diseños gráficos.

La metodología básica de administración y la importancia de la cultura organizacional en pequeñas empresas brindan garantía de crecimiento armonioso, que atiende necesidades de desarrollo de empleados con planeación estratégica que ayuden a la composición alineada de los factores ideales como lo son el tiempo, la calidad y el ahorro.

Las empresas, que antes estaban acostumbradas a tener el control al 100 por ciento de sus empleados, han tenido que aprender a confiar en lo que cada uno hace en casa; aunque esto no es unidireccional, los empleados han tenido que adaptar espacios en sus hogares para realizar su trabajo diario, les han ahorrado a las empresas los costos de servicios básicos, renta de locales y gastos básicos, como papel de baño, café e incluso papelería, el proceso del producto terminado y las entregas continúan realizándose desde la empresa.

Se concluye que la administración que omite interés en la comunicación entre las relaciones interdepartamentales convierte un factor clave de la cultura organizacional en un disruptivo inverso, que provoca el ralentizado de proceso, apatía e ignorancia en los trabajadores de las pequeñas empresas.

Palabras claves: Cultura organizacional, trabajo a distancia, pandemia, comunicación

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Estudio teórico sobre los factores que influyen en la generación de trabajo significativo en las PYMEs de la industria del acero en el estado de Nuevo León

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Resumen

Es importante señalar que la industria del acero en todo el mundo está sorteando obstáculos que se derivan de la pandemia COVID-19, sin embargo; se mantiene en el núcleo de la sociedad. Los productos de acero forman parte de la recuperación económica mundial, incluso han cambiado su producción al priorizar equipos necesarios para la comunidad para enfrentar las necesidades de insumos y aparatos de la industria médica ante la contingencia sanitaria. Para mantener el crecimiento de esta industria, el factor humano es indispensable, por lo que esta investigación contribuye al desarrollo del trabajo de los empleados lo que permitirá que la industria sea más competitiva en este sector. Determinar los factores personales del directivo y los factores de gestión directiva que permiten ejercer una influencia en la generación de un trabajo significativo en los empleados de las empresas medianas de la Industria del acero localizadas en el Estado de Nuevo León. El liderazgo adaptativo, la asertividad en la toma de decisiones la capacitación, la retroalimentación y la autonomía como generan un trabajo significativo en los empleados de las empresas PYMES. Para identificar las cualidades de los líderes de enfrentar dificultades que frenan el camino hacia la meta y poseer la capacidad de inspirar y conducir a un grupo de personas hacia la meta marcada. Con ello, las personas que experimentan un trabajo significativo manifiestan mejor salud, bienestar, actitud positiva para el trabajo en equipo y compromiso hacia la organización; fortalecer su resiliencia y capacidades de ver los errores como oportunidades de aprendizaje en lugar de fracasos. Esta investigación es documental y desde un enfoque teórico.

Palabras claves: Liderazgo, trabajo significativo, clima organizacional

Abstract

It is important to note that the steel industry around the world is dealing with obstacles stemming from the COVID-19 pandemic, however; remains at the core of society. Steel products are part of the global economic recovery, they have even changed their production by prioritizing equipment necessary for the community to meet the needs of supplies and devices of the medical industry in the face of health contingency. To maintain the growth of this industry, the human factor is essential, so this research contributes to the development of the work of employees, which will allow the industry to be more competitive in this sector. To determine the personal factors of the manager and the factors of managerial management that allow exerting an influence in the generation of significant work in the employees of the medium-sized companies of the Steel

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Industry located in the State of Nuevo León. Adaptive leadership, assertiveness in decision making, training, feedback and autonomy as they generate significant work in the employees of small and medium size businesses. To identify the qualities of leaders to face difficulties that slow down the path to the goal and have the ability to inspire and lead a group of people towards the goal set. With this, people who experience meaningful work show better health, well-being, a positive attitude for teamwork and commitment to the organization; strengthen their resilience and abilities to see mistakes as learning opportunities rather than failures. This is a documentary research and from a theoretical approach.

Keywords: Leadership, meaningful work, organizational climate

An Examination of the Asset Growth Effect Using a Path Model

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Abstract

The asset growth effect is a well-documented negative correlation between asset growth and stock market returns. Because asset growth is identified using audited financial statements, this manuscript uses accounting data to explain the effect. The path model estimated compares one path from assets directly to market returns, as specified in the theory and an alternative path from assets through revenue and net income on the income statement.

Keywords: Asset Growth Effect, Financial Statements, Market Anomalies, Partial Least Squares, Structural Equation Modeling

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Employing WarpPLS in a Doctoral Course on Structural Equation Modeling: First Student Project

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Abstract

This presentation will discuss the first of three student projects conducted as part of a course on structural equation modeling. The project employed the software WarpPLS to test a model with several hypothesized relationships among variables. The student team independently collected data to test their model, which addressed the following topic: “Within – Country Diversity and Economic Performance: The Role of Financial Technology.” Theoretical reviews and analyses or previously published empirical studies informed the development of the model with hypothesized relationships. Additional tests were conducted to ensure confidence on the results of the analyses, including multicollinearity tests.

Keywords: WarpPLS, Multiple Regression, Partial Least Squares, Structural Equation Modeling, Multicollinearity.

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Employing WarpPLS in a Doctoral Course on Structural Equation Modeling: Second Student Project

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Abstract

This presentation will discuss the second of three student projects conducted as part of a course on structural equation modeling. The project employed the software WarpPLS to test a model with several hypothesized relationships among variables. The student team independently collected data to test their model, which addressed the following topic: "The Impact of Information Communication Technology on Sustainable Development: Mediating Effects of Global Competitiveness, Freedom, GDPPC, and Green GDP." Theoretical reviews and analyses or previously published empirical studies informed the development of the model with hypothesized relationships. Additional tests were conducted to ensure confidence on the results of the analyses, including multicollinearity tests.

Keywords: WarpPLS, Multiple Regression, Partial Least Squares, Structural Equation Modeling, Multicollinearity.

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Employing WarpPLS in a Doctoral Course on Structural Equation Modeling: Third Student Project

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Abstract

This presentation will discuss the third of three student projects conducted as part of a course on structural equation modeling. The project employed the software WarpPLS to test a model with several hypothesized relationships among variables. The student team independently collected data to test their model, which addressed the following topic: "Impact of ICT Exports and National Factors on Urbanization." Theoretical reviews and analyses or previously published empirical studies informed the development of the model with hypothesized relationships. Additional tests were conducted to ensure confidence on the results of the analyses, including multicollinearity tests.

Keywords: WarpPLS, Multiple Regression, Partial Least Squares, Structural Equation Modeling, Multicollinearity.

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Influence of State Level Culture (Social Capital & Individualism/Collectivism) On Firm's Earnings Management

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Abstract

There are many models that explain earnings management in the accounting literature. We examine the influence of state-level cultural constructs (individualism (IND), Social Capital (SOC_CAP) and their interactions with individualism (IND*SOC_CAP) on firms' propensity to manage their earnings either through accruals or real activities approaches. We find that the Mountain West and the Great plains are individualistic states in United States of America and have less incentive to commit earnings management. As such individualism has negative relationship with earnings management. The Southern states were collective (high social capital) and thus States with high social capital has positive relationship with earnings management. Earnings management either by Accruals-ACC or Cash flow -CFO means are pronounced in the states with high social capital mainly the Deep South states. On the contrary, firms situated in the Mountain West and Great Plains did not have the incentive to manage their earnings both ways (ACC and CFO methods). Hence the negative relationship. Our contribution is that each of these constructs have been studied individually and analyzed as to how they influence earnings management. However, there is paucity of literature on the interaction of these two constructs (IND*SOC_CAP) which we find to be negatively related with earnings management. This evidence indicates that United States is very individualistic society (Kim,1994) and individualistic construct is widespread. Taken together, these state level cultural constructs influence the earnings management of firms domicile in them.

Keywords: Social cultural construct; Individualism; Collectivism; Social Capital; Earnings Management; Accruals; Cash flow from Operation.

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Feasibility of Rejections and Discount Offers for Insurance Policies at GNP Seguros

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Abstract

This paper is based on an international study that seeks to determine if it is feasible for the Mexican Insurance company, GNP Seguros, to accept or reject insurance policies, and whether it is feasible or not to offer discounts to certain portion of applicants regarding habit preference and gender. This study discusses four major points: the feasibility for GNP to give discounts to women, the feasibility in not giving any discounts to men, the feasibility in giving discounts to non-smokers, and the fairness in rejecting people from insurance policies based on their age. The purpose of this research is to examine whether the company of GNP Seguros is completely justified to accept or reject insurance policies and offer discounts based on their criteria and internal statistical studies.

I. Background on GNP

Grupo Nacional Provincial (GNP Seguros) is an insurance company in Mexico that has been in operation for 120 years. It forms a part in Grupo BAL, next to important Mexican companies in various sectors of the economy. GNP offers services such as vehicle insurance, insurance for major medical expenses, life insurance, retirement plans, and home insurance. GNP is validated by the Comisión Nacional de Seguros y Fianzas (CNSF) (National Commission of Insurance and Finance) and by the Comisión Nacional Para La Protección y la Defensa de los Usuarios de Servicios Financieros (CONDUSEF) (National Commission for defense and protection for users of financial services). The main purpose of CONDUSEF is to promote, advise, protect and defend the rights and interests of users against financial institutions; they supervise and regulate according with the provisions of the laws relating to the financial system. That way, they ensure the protection and interests of financial users. The CNSF is a decentralized body of the ministry of finance and public credit; it is in charge of supervising operations of insurance companies and makes sure they follow regulatory framework, preserving the solvency and financial stability of the insurance institutions. In simple terms, these institutions monitor the activities in the insurance sector and supervise that promises by insurance companies like GNP Seguros are kept and fulfilled for the benefit of users.

II. Background on Sources

There are six sources being used for this project: four academic, two governmental. Three of the academic articles being used in this research are peer reviewed. "Why did life expectancy decline in the United States in 2015? A gender-specific analysis" is a peer reviewed article written in 2017 by Francesco Acciai and Glenn Firebaugh. It has analysis with evidence that demonstrates how men, in average, have a shorter life expectancy compared to women by an average of 5 years.

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This gender specific study covers a wide area of parameters such as: chronic and degenerative diseases, communicable diseases, external causes, accidents, and other causes. "The impact of pharmaceutical innovation on cancer mortality in Mexico, 2003-2013" is peer reviewed and it was written by Frank R. Lichtenberg in 2017. In this article, figure 1 shows direct correlation between cancer and smoking; an important statistic relevant to the analysis. "Gender equality and the sex differential in mortality from accidents in high income nations" is an article written by Fred C. Pampel in 2001. This peer reviewed article is important to the subject because it provides graphs that demonstrate how men are more prone to being in fatal car accidents. "Prostate cancer, first place of mortality in men after the age of 60, in Mexico" is an article written by CE Noticias Financieras in 2021. The information written in this article explains how men are prone to getting prostate cancer after the age of 60. This is an important thing for insurance companies to consider if men above 60 try to apply for health insurance. "Lo que debes saber sobre seguros" is a governmental article written by the Mexican government in 2012. Its objective is to provide knowledge for people who consider purchasing insurance in Mexico. It discusses the different types of insurance such as: home, health, car, educational, and life insurance. It includes accurate information regarding each type of insurance. "Requisitos de Participación de la Convocatoria de la Licitación Publica Electrónica Nacional" is also a governmental article written by the Mexican government. This article states the laws and regulations that allow GNP Seguros to run their business the way it is being currently run. This article exhibits how everything fits within a legal margin; however, this research will provide multiple hypotheses that will be substantiated with the previously listed sources. The research will not focus on the legal margin, but on whether if GNP Seguros is being justifiable or not with its clients.

III. Examination Method

In life insurance policies, GNP Seguros is known for making discounts to two strata from its total population of clients. The two strata are smoking preference and gender. In life insurance, GNP gives a financial quote primarily based on how much a person will invest in a project and their age. However, GNP gives discounts to women and to non-smokers. A person's actual age is displayed in the system, if they tell their insurance agent they do not smoke, two years are deducted. If they are women, 3 years are automatically deducted. This gives a good discount to people who are fit for such qualifications. If you don't happen to meet the requirements for the discount, there are no penalizations for being a smoker; the prospect just start the project at your actual age.

This leads to the first hypothesis: It is feasible for GNP to give discounts to non-smokers. People who do not smoke generally tend to live healthier lives with lower risks of fatal diseases such as cancer. GNP is not obligated to give discounts to smokers. The company is already taking more risk by giving protection to someone who has a self-inflicting habit in the long run. Smoking is directly correlated to diseases such as lung cancer. There is a 34% of cancer mortality rate (Lichtenberg, 4), and smoking leads a person to be part of that 34% proportion. Lichtenberg provides a graph that shows the direct positive correlation between smoking and cancer (Lichtenberg, 4). In figure 1, you can see how there is a decrease in age of male and female ASR in cancer mortality rates. Both men and women are dying at younger ages as years progress. In 1994, men died on average at 77 years of age, and women died on average at 72 (Lichtenberg, 4). In 2014, men died on average at 65 years of age, and women died on average at 61 (Lichtenberg, 4). Both genders are dying younger because during the years 2005-2015 there was an increase in smokers. This substantiates the hypothesis that it is feasible for GNP to not give discounts to smokers. The company has to deal with higher potential risk which would negatively affect their bottom line if they give smokers the discount.

The second research hypothesis is: it is feasible for women to get discounts purely based on their gender. A person that is not knowledgeable on the subject might assume that this is a sexist principle that discriminates men. However, there is more behind this reasonable choice made by GNP. On statistical average, the hypothesis that women live longer than men can be substantiated

by the gender specific study written by Francesco Acciai and Glenn Firebaugh. This gender specific study determines proportional risk and it is measured with age. There are multiple factors that analyze the mortality rates of men and women such as: chronic and degenerative diseases (cancer, mental illnesses, diabetes), communicable diseases (influenza, HIV), external causes (suicide, alcoholic liver diseases, transport accident, falls), and other causes. In 17 out of 20 of the mortality factors of this 2015 study by Acciai and Firebaugh, women live longer than men (Acciai and Firebaugh, 175). The total average of life expectancy for men in 2015 is 76.752; the total average for women is 81.586 (Acciai and Firebaugh, 175). This substantiates the hypothesis that women live longer than men; and that it is feasible for GNP to give discounts to women based on their gender. It is justifiable to give them a discount for their age since the risk the company is minimized. By offering a three-year discount on a woman's insurance policy, it is a way of making the project more appealing, offering a better price availability for the potential client, and a way of ensuring them to be protected with life insurance.

The third hypothesis is: it is feasible for GNP Seguros to not give men a discount on their life insurance policies. Although this might seem like a sexist principle, there is a justifiable reason on why it is not feasible for the company to offer discounts to men. The point of having life insurance is to "cover risks of death for any cause and to cover permanent disability suffered" (Secretaria De Hacienda Y Credito Publico, 24). Men are more prone to be in accidents, which makes it valid for the company to not offer a discount on what is substantiated to have more risk. In the study "Gender equality and the sex differential in mortality from accidents in high income nations" by Fred C. Pampel, data shows that throughout a 39-year time period, male mortality rates have a combined mean of 31.0 fatalities while women only have 8.99 fatalities on average (Pampel, 408). That is three times higher the fatality rate of women fatalities. In other accidents resulting in fatalities, the average for men is 37.8, and the average for women is 19.5 (Pampel, 408). That is almost twice the fatalities in men as it is in women. Therefore, it is justifiable for GNP to use Sex as a variable when it comes to giving the customer a discount on their life insurance. It is important to keep in mind that men do not have to pay anything extra, they just pay the original price with no discount offer. The company has to assume certain risk factors, and since men are more prone to be in vehicle accidents, other types of accidents, and are more likely to die first it is justified that the male gender gets no discount for their gender.

The fourth hypothesis is that it is feasible for GNP to reject people from life and health insurance policies based on their age and health conditions. When an insurance company protects a client, they have the moral compromise of paying when things go wrong. A company will never want to assume a risk that has a high probability of happening. Take for instance the rejection of older applicants in life and health insurance policies. It is no surprise that the company will most likely reject the application form. Prostate cancer after the age of 60 in men is the first place of mortality in men (CE Noticias Financieras). "In Mexico, [Dr. Hector Manuel Sanchez Lopez] added, it ranks first in incidence and mortality in men after the age of 60, also in men is the most important cancer both in incidence and mortality, and a situation that makes this situation more problematic is that 75 percent of these patients go to the doctor when the disease is already in advanced stage..." (CE Noticias Financieras). That is exactly why it is not feasible for GNP to give out health insurance plans to older people, because it is already too late to assume the risk. This is an important thing for insurance companies to consider if men above 60 try to apply for insurance. Nevertheless, it is important to know that in some cases, the company will accept older applicants; the only thing is that since the company is assuming a high risk, the applicant has to pay a higher price.

IV. Conclusion

The analysis for this research included government data and academic secondary data. By analyzing the previous information, it could be determined that the criteria for acceptance, rejection, and discounts of Insurance Policies at GNP Seguros are justified. It is feasible for GNP Seguros to charge different rates for smoking and gender; there is also legal justification to back

this up. The company of GNP does not make the rules; Hacienda (IRS) and Comisión Nacional De Seguros Y Fianzas (National Commission of Insurance and Finance) have very strict guidelines for this criteria and that allows GNP seguros to make these factors influence the total cost of the Life insurance you are buying. The following statement was made by the Procuraduría Federal del Consumidor (Federal Consumer Attorney) under the “Life Insurance” section of “Lo que debes saber sobre seguros,” “Life insurance costs may vary with age, gender, health status, whether or not the person is a smoker, sum insured, savings plan, and additional coverage that the policy has” (Procuraduría Federal del Consumidor). All of this is allowed by Mexico’s federal government. They base their conclusion on their own internal data recollection which is clearly substantiated with external second-hand studies.

V. Use of Research and Suggestions for Future Research

The research on this article is not only kept within the scope of GNP Seguros; it could be used as a general guide for other insurance companies in Mexico and across the world. The article contains information that is used to substantiate the acceptance or rejection for insurance policies at GNP, however, other companies may also base their acceptance or rejection of policies based on this research provided.

If someone wishes to further extend on this topic about insurance justifications, I would highly encourage the inquisitor to research if people who are transgender are discriminated against when applying for insurance policies. One could research topics of gender identity dealing with user satisfaction on how comfortable they might feel with the variety of genders that could be accepted by insurances around the world. Another good point to further extend this research could be if insurance for major medical expenses offers justifiable waiting periods for the user and if the exclusions listed on the policy are fair as well. These topics could further expand on the research based on the acceptance and rejection criteria of GNP Seguros on insurance policies and offer a wider spectrum of research available.

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Crecimiento de industrias maquiladoras-IMMEX de 2016 a 2019, periodo de incertidumbre y múltiples cambios.

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Resumen

Las crisis financieras cíclicas denotan la importancia del capital intelectual dentro de las industrias, fomentarlo, fortalece la economía de todos los directamente involucrados en la empresa y su entorno circundante. Aporta una perspectiva innovadora de un sector productivo prioritario para la economía de México. Las empresas maquiladoras (en la actualidad definidas empresas IMMEX por el gobierno Federal, a partir de 2007), no sólo proveen trabajo, también generan conocimiento, así como inducen a desarrollar y fomentar las habilidades en el personal. Estas competencias adquiridas por los empleados, les otorga fortaleza, contribuye al desarrollo personal y del sector productivo ahora analizado.

Para ello, se establece una comparación entre el inicio del 2016 y hasta el final del 2019, periodo de turbulencias económicas y presiones externas a la industria mexicana.

Palabras claves: competitividad, conocimiento, estrategia, fortaleza, industria maquiladora.

Abstract

The cyclical financial crises denote the importance of intellectual capital within industries, encouraging it, strengthens the economy of all those directly involved in the company and its surrounding environment. It provides an innovative perspective of a priority productive sector for the economy of Mexico.

The maquiladora companies (currently defined IMMEX companies by the Federal government, as of 2007), not only provide work, but they also generate knowledge, as well as induce the development and promotion of personnel skills. These skills acquired by employees, gives them strength, contributes to personal development and the productive sector now analyzed.

For this, a comparison is established between the beginning of 2016 and until the end of 2019, period of economic turbulence and external pressures on Mexican industry.

Keywords: competitiveness, knowledge, strategy, strength, maquiladora industry.

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Desarrollo de un Chatbot para mejorar las habilidades de comunicación en idioma inglés de los despachadores de empresas logísticas y de transporte

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Resumen

La industria del transporte y logística entre los Estados Unidos y México, y particularmente entre Laredo, Texas y Nuevo Laredo, Tamaulipas, tiene presencia en el World Wide Web (WWW) a través de portales de Internet. El WWW es un punto de acceso para que clientes, futuros clientes, proveedores de productos y servicios, además de empleados realicen sus operaciones a través del portal web. Las empresas de esta industria monitorean el tránsito utilizando herramientas telemáticas y de comunicación para dirigir sus operaciones de transporte terrestre, con la ayuda de despachadores logísticos. Los despachadores logísticos coordinan las operaciones a través de mensajes de voz y texto en inglés, por teléfono y computadora para comunicarse con operadores de carga. En este contexto, presentamos la siguiente hipótesis: mediante el desarrollo de un Chatbot (asistente de comunicación con voz y texto) específicamente diseñado se pueden mejorar las habilidades de comunicación en idioma inglés de despachadores logísticos. En la presente comunicación proponemos el desarrollo de un Chatbot que auxilie en el entrenamiento de habilidades de comunicación en idioma inglés al despachador logístico. Como una primera aproximación en el desarrollo del Chatbot el proceso de retroalimentación de respuestas lo realizará un maestro universitario experto en idioma inglés como segunda lengua. En una segunda aproximación serán utilizados algoritmos de inteligencia artificial en el desarrollo del Chatbot para que haga la labor de retroalimentación de las respuestas que proporcionan los operadores. Para el desarrollo de esta propuesta se tiene contemplado el uso de herramientas de desarrollo de Chatbot y el estudio de la labor que desempeña el despachador logístico. Como trabajo futuro, el Chatbot desarrollado será utilizado en una fase de experimental con alumnos de la carrera de Técnico Superior Universitario Logística área Transporte Terrestre y se discutirán los resultados de esta propuesta.

Palabras clave: Chatbot, despachador, logística.

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Developing a Chatbot to Improve English Communication Skills of Dispatchers in Logistics and Transport Companies

Abstract

The transport and logistics industry between the United States and Mexico, and particularly between Laredo, Texas and Nuevo Laredo, Tamaulipas is present on the World Wide Web (WWW) through Internet portals. WWW is an access point for customers, potential customers, product and service suppliers, and employees to manage their operations in website. Companies in the industry use telematics and communication tools to run ground transport operations monitored by logistics dispatchers. Logistics dispatchers coordinate operations by means of voice and text messaging in English, via phones and computers to communicate with cargo operators. It is in this context that we present the following hypothesis: it is possible to improve English communication skills of logistics dispatchers by developing a chatbot (a voice and text communication assistant) that is specifically designed. We propose to develop a chatbot to assist in training logistics dispatchers' English communication skills. The first step in developing the chatbot is to gather a dataset of responses, which will be collected by a university teacher who is an expert in English as a second language. The following step involves applying AI algorithms to program the chatbot to provide responses given by cargo operators. Our proposal contemplates using chatbot developing tools and an analysis of the logistics dispatcher job. In a future development, we will implement the chatbot in an experimental stage with university students at a logistics degree specialized in ground transport and will discuss the results obtained.

Keywords: chatbot, dispatcher, logistics

Como incide la inteligencia emocional en la productividad de las microempresas del sector servicios

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Resumen:

El concepto de inteligencia emocional es un concepto innovador que ha despertado el interés de los profesionales en la dirección de empresas por el impacto que genera en el desarrollo personal y profesional. Por ello en esta investigación se determinará cómo la inteligencia emocional incide en la productividad en las microempresas del sector servicios. Analizaremos las variables que conforman el constructor de inteligencia emocional y por medio de ecuaciones estructurales se analizará cómo estas impactan la productividad. Determinando de esta manera las variables más representativas en el estudio, creando con ellas estrategias que aporten en el incremento de la productividad en las microempresas.

Palabras Clave: Inteligencia emocional, productividad, microempresas, sector servicios

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Patrones espaciales del consumo de pepino en los hogares de México

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Resumen

El propósito de este trabajo es identificar los determinantes de la cantidad demandada de pepino de los hogares de México, así como verificar si existen patrones regionales de demanda en los estados. Para ello se propone la estimación de un modelo de demanda por el método de Mínimos Cuadrados Ordinarios (MCO) para una especificación doble logarítmica, donde la variable dependiente es la cantidad demandada de pepino por parte de los hogares de México y las regresoras son el precio del kilogramo de pepino, el ingreso y las características sociodemográficas de los hogares y jefes de hogar. Para el análisis espacial exploratorio y confirmatorio de la demanda se agregó el gasto de los hogares en pepino a nivel estatal y se consideró un criterio de contigüidad tipo Reyna. Se encontró que, a nivel de hogar, resultaron significativas todas las regresoras, a excepción de la edad y el sexo del jefe del hogar, con coeficientes de elasticidad menores a 1 en todos los casos, cumpliéndose una relación negativa con el precio y positiva con el ingreso. En el caso de las variables cualitativas se encontró que los hogares cuyo jefe de hogar tiene estudios universitarios o que se encuentran ubicados en alguno de los seis estados de la frontera norte, tienen una relación positiva con la regresada, de la misma manera ocurre si aumenta el número de integrantes del hogar. En contraparte, se encontró que un hogar ubicado en una localidad de más de cien mil habitantes tiende a disminuir el consumo de pepino. En el análisis espacial exploratorio se encontró que la demanda de pepino, a nivel univariante, se encuentra autocorrelacionada espacialmente, por lo que en el análisis confirmatorio se encontró el mejor ajuste con la especificación de un modelo de rezago espacial. Para el modelo espacial solo se consideraron dos regresoras, el precio y el ingreso, resultando ambas significativas, sin embargo, el coeficiente de elasticidad del precio fue mayor a 1 y el del ingreso muy cercano a la unidad, que contrasta con los obtenidos a nivel de hogar. Esta discrepancia se puede explicar porque al considerar la vecindad de los estados se observaron aglomeraciones de precios y gastos altos en los estados del norte y niveles altos de consumo en los estados cercanos a los estados líderes en producción, por eso puede obtenerse que el pepino representa un bien de lujo a nivel estatal.

Palabras clave: frontera norte, urbano, demanda, elasticidad, autocorrelación espacial.

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Spatial Patterns of Cucumber Consumption in Mexican Households

Abstract

The purpose of this work is to identify the determinants of the quantity demanded of cucumber from households of Mexico, as well as to verify if there are regional patterns of demand in the states. To do this, we propose the estimation of a demand model using the Ordinary Least Squares (OLS) method for a double logarithmic specification, where the dependent variable is the quantity of cucumber demanded by households in Mexico and the regressors are the price for kilogram of cucumber, income and sociodemographic characteristics of households and heads of household. For the exploratory and confirmatory spatial analysis of the demand, household spending on cucumber at the state level was added and a Reyna-type contiguity criterion was considered. It was found that, at the household level, all the regressors were significant, except for the age and sex of the head of the household, with elasticity coefficients lower than 1 in all cases, with a negative relationship with price and a positive relationship with income. In the case of qualitative variables, it was found that households whose head of household has university studies or who are located in one of the six states of the northern border, have a positive relationship with the returned one, in the same way it happens if it increases the number of household members. In contrast, it was found that a household located in a town with more than one hundred thousand inhabitants tends to reduce cucumber consumption. In the exploratory spatial analysis it was found that the demand for cucumber, at the univariate level, is spatially autocorrelated, so in the confirmatory analysis the best fit was found with the specification of a spatial lag model. For the spatial model, only two regressors were considered, price and income, both of which were significant; however, the price elasticity coefficient was greater than 1 and that of income was very close to unity, which contrasts with those obtained at the level of home. This discrepancy can be explained because when considering the neighborhood of the states, agglomerations of high prices and expenses were observed in the northern states and high levels of consumption in the states close to the leading states in production, which is why it can be obtained that cucumber represents a luxury good at the state level.

Keywords: northern border, urban, demand, elasticity, spatial autocorrelation.

Percepción de estudiantes universitarios sobre la Norma Oficial Mexicana 051: Especificaciones de etiquetado para alimentos y bebidas no alcohólicas

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Resumen

La población mexicana que padece sobrepeso y obesidad aumentó cerca de cuatro puntos porcentuales de 2012 a 2018, pasando de 71.3% a 75.2% en adultos de más de 20 años, mientras que las personas que viven con diabetes pasaron del 9.2% al 10.3% representando 8.6 millones de personas enfermas de acuerdo con la Encuesta Nacional de Salud y Nutrición.

La encuesta refleja que el 64.6% de los niños entre 5 y 11 años consume botanas, dulces y postres y el 35.4% de personas de 20 años o más consumen estos productos cotidianamente; asimismo, el consumo de bebidas endulzadas es de 85.7% para estos mismos grupos de edad, lo que incrementa la ingesta de calorías, sodio, azúcares y grasas saturadas en la dieta.

Por lo anterior, es necesario implementar estrategias y líneas de acción dirigidas a la prevención y el control del sobrepeso y la obesidad de niñas, niños, adolescentes y población adulta; la modificación de la Norma Oficial Mexicana NOM-051-SCFI/SSA1-2010, publicada en el Diario Oficial de la Federación el 27 de marzo de 2020, permitirá que los consumidores puedan tomar decisiones informadas al momento de elegir alimentos y bebidas no alcohólicas preenvasadas.

El presente trabajo busca identificar la opinión de los consumidores en el sentido de ver si con el nuevo etiquetado afecta el consumo de este tipo de productos.

Para llevar a cabo este estudio, se aplicó una encuesta a 220 estudiantes del nivel superior que actualmente residen en la ciudad de Nuevo Laredo Tamaulipas, México. Los datos fueron procesados y analizados con el paquete estadístico SPSS versión 24.

Entre los principales resultados se encontró que la mayoría de los encuestados siguen consumiendo este tipo de productos aun y cuando se advierte en las etiquetas su alto contenido calórico o grasas. Así mismo, la mayoría mencionó consumir entre 5 y 7 productos de este tipo por semana. Se considera conveniente realizar algún evento de concientización para los estudiantes, donde se aborden los riesgos que conlleva el consumir este tipo de productos.

Palabras clave: Obesidad, Productos chatarra, Nom 051

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Trade Compliance Diagnosis in a Small Exporter Mexican Company

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Abstract

An indicator of business competitiveness, at a global level, is the presence in international markets. It results in an extremely complex issue when the legal framework for this purpose is not known. Trade Compliance is defined as the observance of tariff and non-tariff barriers for the legal compliance of the considered country in the international planning of a company's operations. The objective of this work was to carry out a Trade Compliance diagnosis in a small, Mexican company of the chemical industry for construction with 15 years in the market, through the revision of the procedures that the company performs for the development of international markets, based on the changes in the Mexican legislation to the year 2022. It is an applied case study with descriptive scope and non-experimental design. A verification guide was used to collect information based on the current legal framework, in addition to documentary information from secondary sources. The results show that the company complies with the guidelines of both Mexican regulations and global rules of origin. A continuous review of the import-export processes and their consequent adaptation to the International Treaties on International Trade is proposed.

Key words: International Trade, Trade Compliance, Rules of Origin

I. Introduction

Since the entry into force of the World Trade Organization's Trade Facilitation Agreement, various international institutions have taken part in the quest for freer, less regulated, and more competitive trade. Institutions such as the World Customs Organization (WCO), World Health Organization (ILO), the International Labor Organization (ILO), as well as the United Nations Trade and Development Organization (UNCTAD), have been collaboratively developing the global framework to keep international trade operations within legality and ethical business practices.

Derived from the above is the WCO SAFE Framework of Standards (2021), which states:

The SAFE Framework sits on the three pillars of Customs-Customs network agreements, Customs-Business partnerships, and Customs cooperation with other public authorities. The three-pillar strategy has many advantages. The pillars involve a set of standards that are consolidated to ensure ease of understanding and rapid international implementation. In addition, this instrument builds directly

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on WCO security and facilitation measures and programs developed by member administrations (WCO, 2021, p.3).

The objective of this work is to carry out a Trade Compliance diagnosis of a small Mexican company in the chemical industry for construction, which is established in the city of Leon, in the state of Guanajuato (Mexico), with 15 years in the market. The company's procedures for the development of international markets will be reviewed, taking as a basis the changes that have been made to the Mexican legislation to the year 2022. For this purpose, the context of the chemical and construction industry in Mexico, where the case study company is inserted, is described firstly; subsequently, the importance of this sector in the state of Guanajuato is addressed; then, some conceptual references related to the incorporation of Trade Compliance as part of the international business strategy are defined, as well as the legal regulations from the Mexican customs system related to import and export operations. In addition, the United States-Mexico-Canada Agreement (UMSCA) is analyzed from its legal bases.

Thereupon, the methodology is stated, and the results are presented based on a verification guide. The final section concludes by highlighting the usefulness of replicating this study in other similar companies to identify the feasibility of entering international markets.

The Mexican Chemical and Construction Industry

Economic data derived from the Economic Censuses of the National Institute of Statistics and Geography (INEGI, 2014), indicate that of the total number of Mexican companies (4,230,745), the manufacturing industry registered 11.6% of activity through 489,530 units which of these, 3,246 are in the chemical industry with 131,269 jobs, and 67.4% corresponded to micro-enterprises. In this industry, 358,336.4 million pesos of products made with own raw materials were reported, of which 30.3% corresponded to the manufacture of soaps, cleaners, and toilet preparations; 25.9% to the manufacture of basic chemical products; and 25.6% to the manufacture of resins, synthetic rubber, and chemical fibers. Likewise, the construction industry has shown a slowdown from 2020 to date. By the end of 2021, it has been slowly recovering (-0.1) from the sustained stagnation figures presented since the beginning of 2020 (INEGI, 2021).

The Chemical and Construction Industry in the state of Guanajuato, Mexico

Data for 2020 related to construction products, ranged in the generation of 273 million dollars; in parallel for the data for the chemical industry, figures indicate that 98 million dollars were created for the same period (COFOCE, 2020). Likewise, since its constitution on December 3, 2015, the Guanajuato chemical cluster has been consolidated as a civil association aimed at promoting the sector in the world. Guanajuato exports reported by the Foment to Exterior Trade Coordinator of the State of Guanajuato (COFOCE) had a value of 206 billion 65 million dollars, concentrated in 45 companies generating 7,250 jobs. The main destination for exports was the United States with 67,185,484 dollars; in second place, Argentina with 34,802,538 dollars, and the third destination was Peru with 18,197,098 dollars. Chile, Colombia, Guatemala, Ecuador, El Salvador, and Japan are the other countries to which the highest percentage of chemical products are shipped from Guanajuato (Clúster Químico Guanajuato, 2016). The main exported products are shampoos and conditioners, beauty and skin care products, makeup, and medicines.

The chemical sector is strategic for the state of Guanajuato and the business community is home to important companies whose investments originate from Germany, Japan, the United States, Italy, France, England, Spain, Canada, Brazil, among others.

The Company Case Study

The organization that is the focus of this research is a small family business of Mexican origin, which carries out international trade operations (import and export). It started in the sector 15 years ago, which has brought it a solid and sustained permanence in the market.

The business is present in countries such as Colombia and Peru and exports intermittently to the United States.

This company's production processes are oriented to the manufacture of products for floor and wall finishes, sealants, and molds for stamping and decorating concrete. Its production processes are endorsed by the Mexican Institute of Cement and Concrete (IMCYC), which in turn is certified by the International Technical Standards Organization ASTM. Both the quality of the products and the level of service are the differentiating factor of this company in the market.

In this diagnosis, the following products are listed as: 1. Color hardener, 2. Release agent, 3. Stamping molds and 4. Sealant.

The enterprise's competitive and differentiating advantage results from the development of chemicals for stamped concrete, as well as tools related to the installation of stamped floors and walls for civil and industrial works.

II. Theoretical Framework

Business Internationalization

Since the dawn of commercial exchange, which gave rise to international trade as a fundamental activity for companies, different theories have been developed. All of them are related to the processes that companies must design to be globally successful and address the role that the state plays in promoting their operations. Table 1 shows the main theories related to internationalization models.

Operations Management and Trade Compliance

García et al. (2013) states that operations management is part of a system that includes the processing of raw materials or inputs to create a finished product. During this activity, people, assets, and elements of the companies that make up and add value to these products are involved. This concept of value is focused on the benefit that the buyer will obtain and is also related to the paid price to acquire that good. On the other hand, Raustiala & Slaughter (2002) identify the term compliance from the fulfillment of a specific rule, between an entity and an actor, in this case, in the commercial field.

The term compliance is defined as the regulatory framework under which importing or exporting companies must meet the requirements of the countries into which the company wishes to expand internationally. These activities include processes such as: tariff classification, compliance with tariff and non-tariff restrictions, as well as application of tariff preferences derived from an economic integration, to anticipate the process of international trade, so that, in due course, the audits that are presented are fully complied with (Arredondo, Caldera & Barradas, 2018).

It is therefore relevant for this research to design the Trade Compliance model based on the international import and export operations of the case study company so that the international process is clear, efficient, and expeditious.

The Trade Compliance Context with the United States

The role of Mexico's trade with the United States is of vital importance. For Mexico, the U.S. market represents 80% of the total trade. For this reason, trade compliance with North America is of natural importance for companies that carry out foreign trade operations with this free trade zone. The Office of the United States Trade Representative (USTR, 2021) indicates that market access barriers go beyond tax evasion. These metrics are determined to further look at U.S. import transactions with the world, which are shown in Table 2.

Table 1: Models of Internationalization

Theory	Author	Postulation
The Wealth of Nations - Absolute Advantage (1776)	Adam Smith	The capacity and performance of producing a good at a lower cost, in relation to the factors of production and the specialization of the companies. It generated the international division of labor.
Comparative Advantage (1817)	David Ricardo	Advantages from the opportunity costs and the specialization developed in the production of a good.
Internalization Theory (1937)	Ronald Coase	The multinational or transnational companies that are inserted in other countries, subcontract the processes (commercialization, research, or market research) of processes leads to companies being able to expand internationally.
Product Life Cycle Theory (1966)	Raymond Vernon	The stages of the product life cycle reside in innovations incorporated in the production processes. You must have flexibility to maintain demand and standardize production. Subsequently, the experience is developed, and economies of scale are generated to reduce manufacturing costs. The final stage leads to the standardization of the product, completely adapted to the market and new competitors will appear who have copied the original product.
Uppsala-Nordic School (1975)	Jan Johanson and Wiedersheim-Paul	The companies will direct their resources gradually, to the countries other than their origin, based on the experience in the activities carried out globally. The stages that the model considers are developed from the establishment of its commercial and production operations: 1. sporadic or intermittent export activities; 2. exports through independent representatives; 3. establishment of a commercial branch in the foreign country; 4. Establishment of productive units in the foreign country.
Eclectic Paradigm (1980)	John Harry Dunning	Proposes that companies direct foreign investment to countries that allow them to increase their international activities, through these conditions: a. Own advantages, such as those derived from the possession of intangible assets. B. Advantages of internalizing your processes. c) Advantages of geographical location.
Strategic Trade Theory (1980)	Brander, Spencer and Krugman	Companies use the subsidies that governments give them to be strategically international.
Competitive advantage (1990)	Michael Porter	The strategic value of the business based on the differentiation of companies from the observation of competitive forces: customers, suppliers, substitute products, new competitors, and the nature of the rivalry of the competition. The primary and support activities that make the business operation solid.

Source: Own elaboration (2022) based on the cited authors.

Table 2: Types of U.S. barriers established at entry customs

Types of barriers	Description
Import policies	Tariffs and amounts-import charges quantitative restrictions, import licenses, pre-shipment inspections, entry customs barriers, commercial facilitation in customs valuation practices and other access barriers.
Technical barriers to trade	Standards, conformity assessment procedures, labeling, or technical regulations that unnecessarily restrict trade, including unnecessary or discriminatory technical regulations or standards for telecommunications products.
Sanitary and phytosanitary measures	Trade restrictions implemented through unjustified measures not based on scientific evidence
Subsidies	Especially applied to exports, they are contingent on export performance and agricultural export subsidies that displace US exports in third country markets) and local content subsidies (for example, subsidies contingent on the purchase or use of domestic goods in place of imported.
Government Public Procurement-Contracting	Closed bids and bidding processes that lack transparency.
Intellectual property protection	Inadequate patent, copyright and trademark regimes and inadequate enforcement of intellectual property rights.
Barriers to services	Prohibitions or restrictions on foreign participation in the market, discriminatory licensing requirements or regulations, local presence requirements and unreasonable restrictions on the services that can be offered.
Barriers to digital commerce and electronic commerce	Obstacles to cross-border data flows, including data localization requirements, discriminatory practices affecting trade in digital goods, restrictions on the provision of Internet-enabled services, and other restrictive technological requirements.
Barriers to foreign direct investment	Limitations on the participation of foreign capital and access to research and development programs financed by foreign governments, local content requirements, technology transfer requirements and export performance requirements, and restrictions on the repatriation of profits, capital, tariffs, and royalties.
Competence	Government-sanctioned anti-competitive conduct of state-owned or private companies that restricts the sale or purchase of US goods or services in foreign country markets or abuse of competition laws to inhibit trade);
Other types of barriers	Barriers that span more than one category, such as bribery and corruption.

Source: Adapted from USTR (2021).

Table 3: The Trade Compliance Model of the Case Study

Variables	Description-indicators
Value chain	Suppliers, the traceability of the inputs or raw materials that the company uses in its production process is analyzed. The qualification of the supplier must obey: Legality, transparency, fair trade, and practices to generate the legal stay in Mexico.
Confirmed criteria to avoid conflicts	Correct tariff classification according to the merchandise coding system (SADCM) and correspondence with the Law of General Import and Export Taxes in Mexico. Documentation necessary to carry out the import-export process Rules of origin.
Risk management	Identify the risk factors in international operations, which the company faces. Deep knowledge of the operation standard to identify the inconsistency error. Legal documentation of all processes related to the international operation (import-export).
Governance	Collaboration with government authorities. Transparency and application focused on the technological process. Automated Foreign Trade Single Window of Contact (VUCEM).
Trade facilitation mechanisms	Trade Facilitation Agreement of the World Trade Organization.

Source: Adapted from Reyes (2022).

Table 2 shows how the U.S. Government has implemented strong policies to control the entry of goods into its territory, in this sense, Mexican exporters must observe each one of these restrictions to have international success in this market. In addition, regarding transparency, the United States has taken a firm stance on government procurement to counteract corrupt and dishonest practices. Even within the U.S.-Mexico-Canada (UMSCA) treaty and the World Trade Organization's Agreement on Government Procurement (WTO, 2021), the requirements for participating governments and the corresponding procurement procedures that entities must comply with to avoid conflicts of interest and prevent corrupt practices are clear.

Table 3 shows the operationalization of the variables through which the research was carried out in the case of study of the company.

The definition of the different categories of analysis that served as the basis for the study will be presented below.

Rules of Origin

The World Trade Organization (WTO, 2019) has established that, derived from globalization, it has become complicated to determine the integral origin of a product, since raw materials are, in turn, manufactured in different parts of the world.

The rules of origin specify on where the products have been made, as well as considering the characteristics of the processes, which have been applied in the production of the goods. They are the criteria used to determine the place of manufacture of a product, and are important for applying other trade policy measures, including trade preferences, quotas, antidumping measures, and countervailing duties; in other words, the rules of origin determine the origin of the goods, both in the import and export process. Determining the origin of goods is of utmost importance for the application of the main trade policy instruments. (GATT, 1993, p. 167)

Another definition of the rules of origin is:

The set of rules and specifications according to which the origin (country) of internationally tradable goods must be qualified. As criteria to establish the origin of a product, the following mechanisms are applied: a. Value added, and b. Substantial transformation and tariff jump. Substantial transformation and tariff jump. The product obtained is considered to have undergone sufficient transformation if it corresponds to a heading, in a systematic nomenclature of goods, different from that applicable to each of the products used in its manufacture. (BANCOMEXT, 2018, p. 3)

The framework of the rules of origin is contained in the Foreign Trade Law published in Mexico in the Official Gazette of the Federation on July 27, 1993. They are trade policy instruments and must be controlled by the Ministry of Finance and Public Credit through the customs administrations (Witker, 1993).

Rules of Origin USMCA

To legally understand the USMCA, 4 origin qualification criteria are established:

- 1) Goods wholly obtained in the Region.
- 2) Goods produced in the region from originating materials.
- 3) Goods produced in the region that comply with the specific Rule of Origin.
- 4) Exception to the tariff classification rule, when the tariff jump is not complied with, it establishes that a product may be originating if it complies with a regional content value rule of 60% of the transaction value or by net cost which will be 50%.

For the application of the origin of goods, chapter 4 of the USMCA (2021) establishes the methodologies to determine the regional content value.

Methodologies to Determine the Regional Value of Content

The USMCA rules of origin consider 3 calculation methodologies:

- 1) Tariff jump.
- 2) Transaction Value.
- 3) Net Cost.

If the product does not qualify with the above methods, a fourth method may be used:

- 4) Accumulation method.

Tariff Jumping

The concept of tariff jump is described as a change in the tariff classification of a good. This procedure is present in the Uniform Regulations for tariff interpretation of the USMCA (2021), whereby for the tariff jump to occur, within the production process of a product (incorporating non-originating raw materials or inputs), there has been a change of tariff classification specified in the established rule, for the tariff provision under which the good is classified.

Determination of the Origin of the Products to be Exported under each Rule of Origin

- In the tables contained in the results section, the Bills of Materials (BOM) of 4 of the company's products are presented: 1. Color hardener, 2. Release agent, 3. Stamping molds and 4. Sealant.
- Each raw material described in the BOM is accompanied by its origin, tariff fraction, description, and the specific rule of origin.
- The analysis of the specific rule of origin is performed and the result is determined.

III. Methodology

This research is designed under the case study, it describes how the company in question has been developing and each element was examined to carry out an in-depth analysis of its foreign trade operations. This is how this research process is systemic and holistic (Hernández and Mendoza, 2018).

It is applied research with descriptive scope and non-experimental design. The instrument was a verification guide with which the company's actual international trade operations (import and export) were analyzed and complemented with documentary information of legal ordinances in Mexico.

IV. Results

Based on the Trade Compliance diagnosis, the following are the results of the investigation for the four products of the company analyzed: 1. Color hardener, 2. Release agent, 3. Stamping molds and 4. Sealant.

Table 4: Product color hardener diagnosis

Finished product	Harmonized Tariff Code	Description based on TIGIE	Fabrication material	Tariff code Raw Material	Origin	USMCA rule of origin	Result
Color hardener	3824.50.0	Preparations based on ground iron, siliceous sand, and hydraulic cement.	Silica sand	N/A.	Mexico	A change to subheading 3823.11 through 3826.00 from any other subheading, including another subheading within that group; or	Complies with the rule of origin by tariff jump
			Portland cement	N/A.	Mexico	No change in tariff classification is required to subheading 3823.11 to 3826.00, provided there is a regional value content of not less than:	
			Iron oxide	2821.10.01	Brazil	(a) 40 percent when the transaction value method is used; or	
			Titanium oxide	2823.00.01	China	(b) 30 percent when the net cost method is used.	

Source: Own elaboration (2022).

First, the tariff item contained in the Import and Export Tax Tariff (TIGIE) published for Mexico in the General Import and Export Tax Law (LIGIE, 2020) is presented. This classification 3824.5001, corresponds to the product color hardener, and is presented in Table 4. In second place, the release agent product is described with the tariff item 3824.90.34, whose diagnosis is presented in table 5. In third place, for the molds to stamp the concrete, according to the tariff fraction 3926.90.07, the results are presented in table 6.

Table 5: Release agent product diagnosis

Final product	Harmonized Tariff Code	Description based on TIGIE	Fabrication materials	Tariff code Raw Material	Origin	Rule of origin USMCA	Result
Release agent	3824.90.34	Antifouling or descaling preparation of concrete	Calcium carbonate	N/A.	Mexico	A change to subheading 3823.11 through 3826.00 from any other subheading, including another subheading within that group; or	Complies with the rule of origin by tariff jump
			Zinc stearate	N/A.	Mexico	No change in tariff classification is required to subheading 3823.11 to 3826.00, provided there is a regional value content of not less than:	
			Magnesium silicate	2839.90.02	USA	(a) 40 percent when the transaction value method is used; or	
			Iron oxide	2821.10.01	Brazil	(b) 30 percent when the net cost method is used	

Source: Own elaboration (2022).

Table 6: Diagnosis of stamping mold products

Finished product	Harmonized Tariff Code	Description based on TIGIE	Fabrication materials	Tariff code Raw Material	Origin	Rule of origin USMCA	Result
Stamping molds	3926.90.07	Other plastic articles, models, or patterns.	Polyurethane in liquid form	N/A.	Mexico	A change to heading 39.16 through 39.26 from any other heading including another heading within that group	Originally manufactured from national materials
			Isocyanate polymer	N/A.	Mexico		
			Kaolin	N/A.	Mexico		

Source: Own elaboration (2022).

Since it is a product manufactured from domestic materials, Article 4.2 called Originating Goods of the USMCA indicates that each party shall provide that a good is originating if it is:

- 1) Wholly obtained or produced entirely in the territory of one or more Parties as defined in Article 4.3 (Wholly Obtained or Produced Goods).

- 2) Wholly produced in the territory of one or more of the Parties using non-originating materials, provided that the good meets all applicable requirements of Annex 4-B (Product-Specific Rules of Origin).
- 3) Produced entirely in the territory of one or more of the Parties, exclusively from originating materials.

Fourth and finally, for the sealant product manufactured by the company, table 7 is presented as a result corresponding to tariff item 3208.20.01:

Table 7: Sealant product diagnosis

Finished product	Harmonized Tariff Code	Description based on TIGIE	Fabrication materials	Tariff code Raw Material	Origin	Rule of origin USMCA	Result
Sealant	3208.20.01	Varnishes based on acrylic polymers dispersed in a non-aqueous medium	Acrylic resin	3906.90.02	Germany	A change to heading 32.07 through 32.15 from any other chapter	Complies with the rule of origin by tariff jump
			Toluene	2902.30.01	Mexico/USA		
			Acetate of butilo	2915.33.01	Mexico/USA		

Source: own elaboration (2022).

According to Table 7, in the case of imports of inputs (toluene and butyl acetate) to produce the sealant, imports from the United States are used when Petróleos Mexicanos, PEMEX, Mexico's state-owned oil company, has shortages and does not deliver domestic products. Thus, changing the source of supply does not represent any inconvenience because these are consumables that have a regional USMCA origin.

Based on results obtain from this analysis, there is compliance with the rules of origin for the USMCA, and at the same time the company is making other free trade agreements operational at the macroeconomic level.

The results show that the small company is generating value chains, both in the development of national and international suppliers; they are diversifying their production processes and obtaining raw materials through the application of the dynamic comparative advantages of international trade, based on economic integration, for example with the USMCA.

V. Conclusion

The global situation has forced companies to align their operations with the requirements and regulations that different countries demand in order to import the products offered; in addition, the current COVID 19 contingency has made tariff regulations or restrictions stricter.

Trade Compliance has been specially analyzed for the USMCA given the importance of the U.S. market for Mexico, both for imports and exports as a free trade area.

In accordance with the stated objective, it can be said that the company complies with the guidelines that Trade Compliance requires to be a subject of entry into the global world, so it can be concluded that the imported goods fully comply with the valuation methods (transaction value and net cost). It is important to note, for example, that the size of the company (small) does not limit the company's needs to fully comply with Trade Compliance for the four products it manufactures.

Therefore, we believe that this study could serve as a basis for the international operation of companies with similar characteristics, ensuring a suitable framework for activities related to compliance, both legal and fiscal, which allows the development and strengthening of companies.

Trade Compliance, as mentioned above, means the verification of regulatory compliance for import and export operations, which is why it is essential for companies to have a road map, such as the one presented in this paper, to make a diagnosis of their areas of opportunity for compliance.

Future work is expected to replicate the verification guides with more companies to achieve a diagnosis at the sectoral or regional level.

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Efectos post Covid-19 en la cadena de suministros como estrategia para fortalecer a las micros y pequeñas empresas ubicadas en Nuevo Laredo, Tamaulipas

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Resumen

El presente estudio permitirá conocer los efectos post Covid-19, en la cadena de suministros de las micros y pequeñas empresas.

Si bien el impacto COVID-19, en la logística de la cadena de suministro afectó primeramente a países del oriente, debido al papel que desempeña en la producción, luego se amplió velozmente por todo el mundo. Estos movimientos de la cadena de suministros generaron importantes aumentos de los costos logísticos que afectaron aún más a la ya disminuida situación económicas de este sector, afectando a los siguientes factores como: el aprovisionamiento de materias primas, disponibilidad de mano de obra, patrones de compra y capacidad operativas y de inventario; La falta de proveeduría ha generado poca capacidad y, por ende, que las empresas no puedan satisfacer la demanda habitual de la localidad.

Se entrevistaron 42 Micro ,63 Medianas y 44 Pequeñas empresas, de las cuales el 40.9% su actividad económica corresponde a servicios de intermediación y de carga, el 20.8 % presta servicios de mensajería y paquetería y el 38.3 % ofrecen servicios de transporte y de carga. Cabe mencionar que el 95.3 % implemento desde el inicio de la contingencia medidas de prevención señaladas por las autoridades de salud. Actualmente el 53.7% realiza las actividades en la empresa, el 16.8 % en home office y el 29.5% en ambas. Es importante mencionar que el 75.8% de las empresas continua en operaciones y el 21.5% opera parcialmente y el 2.7 % clausuró operaciones. Se presenta un análisis de los efectos post Covid-19, en las micros y pequeñas empresas ubicadas en Nuevo Laredo, Tamaulipas; en relación con la cadena de suministros con la finalidad de establecer una estrategia para fortalecer su permanencia en el mercado regional y local.

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Abstract

This study will allow knowing the post-Covid-19 effects in the supply chain of micro and small companies.

While the COVID-19 impact on supply chain logistics first affected Eastern countries, due to the role it plays in production, it quickly spread throughout the world. These movements in the supply chain generated significant increases in logistics costs that further affected the already diminished economic situation of this sector, affecting the following factors such as: the supply of raw materials, availability of labor, purchasing patterns and operational and inventory capacity; The lack of supply has generated little capacity and, therefore, that the companies cannot satisfy the usual demand of the locality.

42 Micro, 63 Medium and 44 Small companies were interviewed, of which 40.9% of their economic activity corresponds to brokerage and cargo services, 20.8% provide courier and parcel services and 38.3% offer transport and cargo services. It is worth mentioning that 95.3% implemented prevention measures indicated by the health authorities from the beginning of the contingency. Currently, 53.7% carry out activities in the company, 16.8% in home office and 29.5% in both. It is important to mention that 75.8% of the companies continue to operate and 21.5% partially operate and 2.7% closed operations. An analysis of the post-Covid-19 effects is presented in micro and small businesses located in Nuevo Laredo, Tamaulipas; in relation to the supply chain in order to establish a strategy to strengthen its permanence in the regional and local market.

Identifying the True Nature of Price Discovery and Cross-Market Informational Flow in the Investment Grade CDS and Equity Markets

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Abstract

We examine the comparative efficiency of systematic investment grade CDS and equity markets using a dynamic VAR model which enables a view of cross-market informational flow along each point in the time-period under investigation by taking into account parameter instability. We obtain smoothing estimates of parameters capturing such flow between CDS and equity markets over 2004-2015 and measure the strength of flow via relative predictive gains. In contrast to prior studies employing the traditional VAR, we find a two-way interactive effect in which certain types of information are captured more efficiently in prices by each market. We also find that the dynamic VAR results in superior forecasting gains relative to models without accounting for price discovery. These results have implications for systematic investors, arbitrageurs and stakeholders who monitor systematic markets for their informational content.

Keywords: Market Efficiency, Informational Flow, Dynamic Vector Autoregression, CDS Indexes, Structural Break

JEL Classification: C32, C58, G14, G17

I. Introduction

A comprehensive examination and measure of relative market efficiency and cross-market informational flow between the credit and equity markets are of great importance to both academic researchers and financial analysts. This is because of the advantage that such knowledge gives stakeholders who monitor capital markets closely to make rapid decisions based on new information captured in asset prices. For example, with such knowledge, investors can buy and sell early to take advantage of bullish and bearish news, arbitrageurs can establish positions to capitalize on anticipated second-order movements and risk managers can incorporate the informational content into their market forecasts and mitigation strategies.

While a significant body of historical literature has investigated whether CDS or equity markets are more efficient in capturing and impounding new information into asset prices, including Norden and Weber (2004), Norden and Weber (2009), Fung et al. (2008), Forte and Pena (2009),

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Shahzad et al. (2017) and Procasky (2021), these studies have all used a vector autoregressive model (VAR) originally proposed in Sims (1980). VAR models are designed to detect and capture lead-lag relationships between two or more sets of time series variables, thereby considering informational flow between the variables. As such, variation in each time series variable is defined as a function of both its own lagged values and lagged values of the other time series variable(s). However, a limitation of the standard VAR model is that it assumes a stable coefficient vector throughout the time series and consequently, any possible departure from the notion of stationarity is not captured. Because of this limitation, periods of asymmetry and/or structural breaks as well as any regime dependence during the time series remain undetected.

Given the dynamic nature of financial markets, together with the well documented empirical evidence of structural breaks or instability in financial time series (see, for example, Paye and Timmermann (2006)), this assumption of stable, static flow may lead to spurious conclusions regarding the efficiency of the subject capital markets as well as nature of any observed cross-market informational flow, especially in studies employing longer-term data. The underlying trends also can be skewed by the presence of outliers in the time series data. To address these shortcomings, we propose the introduction and use of a new form of model to this field of study, namely a dynamic linear VAR model enabling a view of and understanding of the evolution of market efficiency and informational flow along each point in the time-period under examination. Specifically, using a meticulously constructed data set, we apply this model to the systematic investment grade markets where previously, Procasky (2021) documented that both markets capture new information efficiently, suggesting that cross-market informational flow is not present. However, given the above factors, we hypothesize that the true nature of flow may have been masked by the limitations of the standard stable vector autoregression analysis.

The dynamic VAR model we employ is a multivariate extension to the univariate dynamic linear model, which belongs to the family of state-space models. The general framework of the multivariate dynamic linear model not only is flexible enough to encompass various standard system of equations analysis, such as VARMA and SUR models, but also it allows for time-varying model coefficients, moving beyond the notion of stationarity in typical time series analysis. By employing the dynamic VAR model, we are able to obtain smoothing estimates of the coefficients which capture the cross-market informational flow between the subject equity and credit markets over the entire sample period, namely, 2004-2015, leading to a dynamic perspective on how such flow evolves over time. It is worth emphasizing that our sample period encompasses various major events, such as the maturation of the systematic credit risk index and the 2008-2009 global financial crisis, hence we believe that it is appropriate to employ a methodology which accounts for instability in the examination of cross-market informational flow.

Moreover, since we can obtain sequences of one-step-ahead predictions of the equity and CDS returns over the entire sample period when implementing the Kalman filter to fit the dynamic VAR model to data, we are able to measure the size of the cross-market informational flow by conducting a rigorous out-of-sample analysis. Without such an analysis a fulsome perspective on comparative efficiency and the potential for arbitrage profit opportunities is not possible. Despite this need, only one study to date in the related literature has examined cross-market informational flow on an out-of-sample basis (Procasky and Yin (2021)), with the authors focusing on the high yield systematic markets, leaving the systematic investment grade markets unexplored on an out-of-sample basis. In this regard, dynamic linear models such as the one we employ in our study are particularly suited to this type of analysis given that they permit time-varying model coefficients.

Unlike the typical out-of-sample analysis such as Kolev and Karapandza (2017) in which the full sample has to be arbitrarily split into a training sample for parameter estimation and a prediction sample for forecast evaluation, the implementation of the Kalman filter provides us with one-step-ahead forecasts of CDS and equity returns throughout the sample period under examination. Owing to this property, it is therefore not necessary to split the data into separate

parts, a process which in and of itself may be susceptible to data mining, and thus not give a true perspective on predictive power. In conducting our out-of-sample analysis using a dynamic VAR model - which considers cross-market informational flow - we focus on its ability to forecast future movements in CDS and stock prices against a set of competing dynamic models which do not consider cross-market informational flow. Therefore, if in fact, the true relationship between the CDS and equity markets is characterized by the presence of cross-market informational flow, then the specification which explicitly models such flow should outperform the others which do not. Moreover, while most out-of-sample analyses focus on a single market in evaluating forecasting ability, our study focuses on two separate, yet related markets. As a result, not only are we able to evaluate the general forecasting ability of the dynamic VAR model, but also, we can analyze and compare the relative ability of each market in forecasting the other. Only through such an analysis can a true understanding of the nature and strength of cross-market informational flow and predictive power emerge, and by extension, a determination be made as to which market captures information more efficiently.

Interestingly, we find that two-way cross-market informational flow is present in the systematic investment grade CDS and equity markets, a result that had previously not been observed in examinations using the traditional VAR model. Moreover, we find that there are instabilities in the level of flow, and that in general, informational flow from the equity to the credit market appears to be stronger than flow in the opposite direction. This suggests that the investment grade systematic equity market is more efficient in capturing information than the CDS market, although the CDS market does capture and impound into pricing certain types of information more efficiently than the equity market. Moreover, we find that the dynamic VAR model incorporating cross-market informational flow is superior in forecasting future CDS and equity prices than a battery of other competing models not considering such flow. This indicates that the dynamic VAR is the appropriate model in capturing the dynamics of the underlying data generating process between the time series data. However, it is of interest to note that on a net basis, the dynamic VAR generally performs better in forecasting future equity returns than credit returns, suggesting that cross-market flow from the credit to the equity markets contains more information than in the opposite direction - a finding that runs counter to our initial observation and which underscores the need to engage in out-of-sample analysis when examining market efficiency. Viewed together, these results have significant implications for stakeholders who make decisions based on relative market efficiency, including index investors, arbitrageurs who buy and sell based on market movements and risk managers who monitor systematic markets for informational content, as they indicate that only by viewing these markets from a dynamic VAR perspective is it possible to understand the true nature of cross-market informational flow.

The remainder of this paper is organized as follows: Section 2 reviews the related literature while Section 3 discusses the data. Section 4 describes the dynamic VAR methodology followed by a discussion of empirical findings in Section 5. Section 6 concludes.

II. Related Literature

As stated, there have been a significant amount of studies on price discovery and the relative efficiency of CDS and equity markets. The majority of these have involved the study of the North American market using non-systematic data, including Longstaff et al. (2004), Acharya and Johnson (2007), Han and Zhou (2011), Marsh and Wagner (2012), Narayan et al. (2014), Hilscher et al. (2015) and Acharya and Johnson (2017). However, Norden and Weber (2004), Norden and Weber (2009) and Forte and Pena (2009) examined markets internationally using non-systematic data, while Ni and Pan (2020) and Rodriguez-Moreno and Pena (2013) used such data to perform sector-based analysis, focusing on the financial industry. Bystrom (2006), Fung et al. (2008),

Procasky (2021) and Procasky and Yin (2021) used CDS and equity indexes to investigate systematic flow. Only Procasky and Yin (2021) have conducted out-of-sample analysis.

Overall, the empirical results have been mixed. Interestingly, many studies such as Narayan et al. (2014) employing multivariate time series data in a VAR framework have found that stocks lead CDS. However, Procasky (2021) observes default risk-based heterogeneity in systematic CDS and equity markets, whereby the investment grade rated markets are equally efficient, i.e., neither leads the other, while a two-way interactive effect is documented in the non-investment grade rated markets. The latter result suggests the CDS market may be more efficient in impounding certain types of information in prices. Procasky and Yin (2021) corroborate this result in their out-of-sample analysis of the high yield market and observe that the CDS market's informational advantage has increased over time.

The presence of structural breaks or model instability has been well documented in the empirical finance literature. To illustrate, Rapach and Wohar (2006) provide empirical evidence of structural breaks among predictive regressions of the U.S. stock market excess returns while Paye and Timmermann (2006) find evidence of instability in international data. As a result, in recent studies various methodologies have been proposed to better fit financial time series data in the presence of breaks or instability, see, for example, Rapach et al. (2010) and Yin (2019).

One study closely related to ours in terms of methodology is Dangl and Halling (2012). Given its flexibility, Dangl and Halling (2012) adopt the dynamic linear model to forecast the monthly U.S. market equity premium to account for the possible presence of instability. In their out-of-sample forecast evaluation results, the authors show that predictive regressions with time-varying coefficients could consistently generate more statistical and economic gains than models in which all parameters are held constant. Despite the common choice of the modeling framework, our analysis differs from Dangl and Halling (2012) in several regards. First, our primary research objective is to examine and measure the strength of cross-market informational flow in terms of price discovery in a possibly unstable environment, while Dangl and Halling (2012) focus on horse-racing in terms of predictive gains. Second, we carry out a multivariate analysis by specifying a dynamic VAR model in the family of dynamic linear models while Dangl and Halling (2012) primarily center on Bayesian model averaging over dynamic univariate regressions with a single predictor. Last, we fit the dynamic VAR model to a rich dataset comprised of daily observations from the credit and equity markets, while Dangl and Halling (2012) use a well-known monthly dataset collected by Goyal and Welch (2008) for the equity market only.

III. Data

CDS index data was sourced from Markit. The timeframe covered is 11/29/04 - 9/18/2015, encompassing Series 3-24 of the CDX.NA.IG. Different series are produced as the index is rebalanced every six months. Constituents may be removed or replaced based on various rules governing the construction process, including but not limited to the level of trading liquidity of individual CDS or change in credit rating. New series replace the prior one as the on-the-run index. In all studies in our paper, the on-the-run series and version of the bellwether five-year index is used.

Equity data is sourced from CRSP. Exceptions consist of a handful of stocks from Yahoo Finance. Data is adjusted for stock splits and Canadian stocks (less than 1% of total data) are converted into US Dollars. For the matched portfolio, we must manually create an index of individual stocks and calculate daily equally weighted values from the individual stock values for all 2,680 trading days, a meticulous and time-consuming process which makes our data set unique. As with the CDX.NA.IG, we rebalance the portfolio every six months. Also, while observations related to days on which rebalancing occurs are removed to avoid bias associated

with movements due to changes in constituents and not the market, such days comprise less than 1% of data. In addition to the equity and CDS return series, we also consider four exogenous variables in our empirical results. These exogenous variables are: Dtbill, the changes in the 3-month T-bill rate; Dslope, the slope of the Treasury curve; Dswap, the lagged 5-year swap spreads; Dvix, the lagged implied volatility of the equity market. All data for exogenous systematic variables used in robustness testing is sourced from the St Louis Fed's FRED database. Figure 1 displays time series plots of all data described above.

Figure 1: Time Series Plots of Data. This figure displays the time series of daily CDS and equity returns as well as four exogenous variables from November 29, 2004 to September 18, 2015.

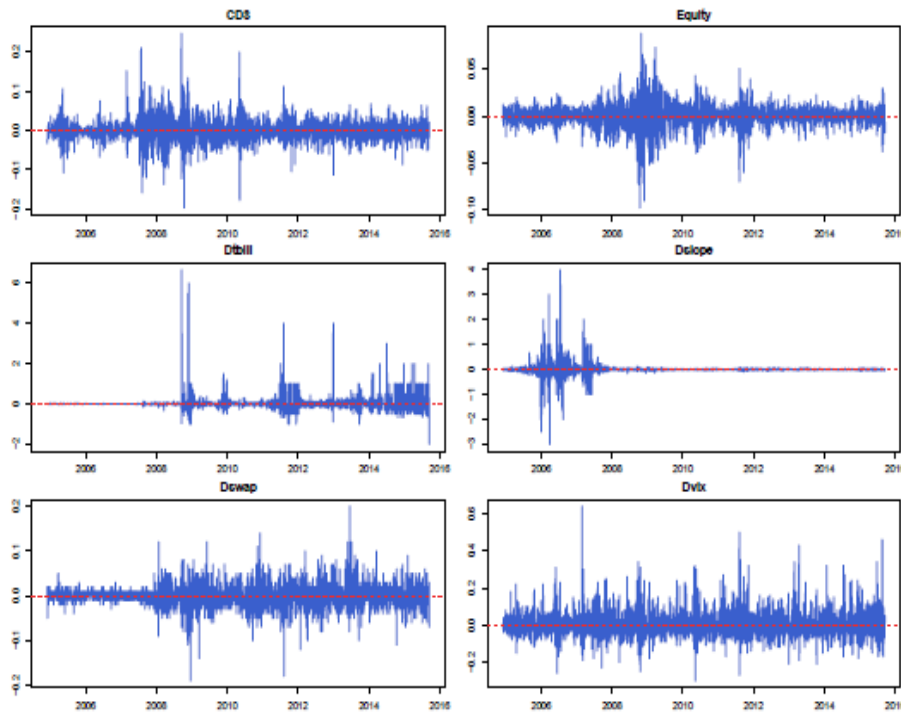


Table 1: Summary Statistics

	Mean	Standard Deviation	Skewness	Kurtosis	AR(1)	Max	Min
CDS	0.0001	0.0294	0.3597	6.8870	0.0923	0.2468	-0.1967
Equity	0.0002	0.0127	-0.6088	7.8439	-0.0696	0.0878	-0.0973
Dtbill	0.0288	0.3537	8.0087	117.2775	-0.108	6.6667	-2.0000
Dslope	0.0010	0.2360	1.3208	76.7236	-0.1154	4.0000	-3.0000
Dswap	-0.0001	0.0265	0.1105	5.1147	-0.0113	0.2000	-0.1900
Dvix	0.0027	0.0741	1.3602	6.3895	-0.0934	0.6400	-0.3000

Notes: This table presents descriptive statistics for the daily returns of the Markit CDX North American Investment Grade Index and a matching equity portfolio, together with four exogenous variables controlling for various market conditions. The dataset begins on November 29th, 2004 and ends on September 18th, 2015.

Table 1 reflects descriptive statistics for the CDS and equity indices, along with the four explanatory variables considered in subsequent analysis. Observations dropped in preparing discrete indices are attributable to holidays on which equity markets were closed but bond markets were open, or CDX settlements occurred due to Canadian firms. However, given that trading was generally light or only impacted the Canadian names, little-to-no movement occurred in the CDX indices, and their removal has no impact.

IV. Econometric Methodology

In this section we outline the dynamic vector autoregression system (DVAR) which we employ to model the bivariate time series data of the subject credit and equity markets and discuss the specification and estimation of the DVAR model.

4.1 The DVAR Model

The DVAR model belongs to the family of multivariate dynamic linear regression models, which are essentially state-space models under the assumptions of linearity and normality. Compared with the standard VAR model in which all model coefficients are often assumed to be constant over time, the DVAR offers a more flexible modeling choice by allowing for time-varying coefficients, thus encompassing a general breaking process underlying the data generating process.

Generally, our DVAR model takes on the following structure:

$$\begin{aligned} Y_t &= (F_t \otimes I_2)\theta_t + V_t, \\ \theta_t &= (G_t \otimes I_2)\theta_{t-1} + W_t. \end{aligned} \tag{1}$$

In the state-space model literature, the first equation in Eq. (1) is termed the observation equation while the second is called the transition equation. Defining the terms, $Y_t = \{y_{1t}, y_{2t}\}'$ is a 2×1 vector containing the bivariate time series data of the CDS and equity returns, respectively,

$F_t = \{1, y_{1t-1}, \dots, y_{1t-p}, y_{2t-1}, \dots, y_{2t-p}\}$ is a $1 \times (2p + 1)$ vector containing lagged values of the time series data which is time-varying, p is the number of lags included, θ_t is a $2(2p + 1) \times 1$ vector of parameters of the slopes and lagged value coefficients, \otimes is the Kronecker product operator, I_2 is the identity matrix of size two, G_t is a $(2p+1) \times (2p+1)$ matrix describing the evolution of the transition equation, $V_t = \{v_{1t}, v_{2t}\}'$ is a 2×1 vector of innovations to the observation equation, and W_t is a $2(2p+1) \times 1$ vector of innovations to the transition equation. We make the following distributional assumptions, $V_t \sim \text{i.i.d } N(0, V)$, where V is the 2×2 covariance matrix for the observation innovations, and $W_t \sim \text{i.i.d } N(0, W)$, where W is the $2(2p + 1) \times 2(2p + 1)$ covariance matrix for the transition innovations. We assume that V_t and W_t are independent of each other following the standard specification of dynamic linear models. The covariance matrices, V and W , comprise unknown parameters to be estimated before fitting the DVAR model to our multivariate time series data of equity and CDS returns.

In the stage of model specification, according to the information criterion results of AIC and BIC, the lag order p is set optimally to one. Hence,

$$F_t = \{1, y_{1t-1}, y_{2t-1}\}, \tag{2}$$

and $\theta_t = \{\theta_{10t}, \theta_{20t}, \theta_{11t}, \theta_{21t}\}$, θ is a 6×1 coefficient vector describing the following system of observation equations:

$$\begin{aligned} y_{1t} &= \theta_{10t} + \theta_{11t}y_{1t-1} + \theta_{12t}y_{2t-1} + v_{1t}, \\ y_{2t} &= \theta_{20t} + \theta_{21t}y_{1t-1} + \theta_{22t}y_{2t-1} + v_{2t}. \end{aligned} \quad (3)$$

If Y_{1t} and Y_{2t} represent the CDS and equity returns at time t , respectively, then θ_{12t} captures the cross-market informational flow from the equity market to the credit market at time period t , and θ_{21t} captures the cross-market informational flow from the CDS market to the equity market at time period t . As such, these two “theta” terms are our primary variables of interest. Note that all model coefficients in the system of observation equations are time indexed, indicating that model parameters are time-varying. Regarding the transition equation system, as there is no clear guidance on the nature of the evolution process of θ_t , typically the dynamics of θ_t are modeled as a random walk process. As a result, G_t becomes I_3 , an identity matrix of size three. This choice of a random walk for model coefficients is also employed in Dangl and Halling (2012) for univariate linear predictive models for the equity premium.

4.2 Estimation

We estimate the DVAR model specified in the previous subsection via the maximum likelihood estimation. Since the focus of this study is on investigating cross-market informational flow between the credit and equity markets, to improve the quality of our parameters of interest estimates, we simplify the DVAR by imposing the restriction that the intercepts θ_{10t} , and θ_{20t} are time-invariant. As a result, the transition innovation covariance matrix can be partitioned as follows:

$$W = \begin{bmatrix} 0 & 0 \\ 0 & W_1 \end{bmatrix}, \quad (4)$$

where W_1 is a 4×4 symmetric matrix containing all possible pairs of covariance among $\{\theta_{11t}, \theta_{21t}, \theta_{12t}, \theta_{22t}\}$.

With the simplifications shown above, there is a total of 13 parameters to be estimated in the V and W covariance matrices for the bivariate DVAR model. In doing so, we adopt the conventional approach by first fitting the DVAR model with initial values of the 13 parameters to be estimated, and then re-estimating the model parameters in the covariance matrices via the maximum likelihood estimation. To obtain reliable initial values of model parameters, we use the univariate dynamic linear regression model to fit the CDS and equity return series separately, then take those results to estimate the V and W covariance matrices in the DVAR model.

Armed with the maximum likelihood estimates of the parameters in the V and W matrices of the DVAR model, we can then apply the algorithm of the Kalman filter to obtain smoothing and filtering estimates of θ_t , thus providing a dynamic perspective on how the cross-market informational flow evolves over time. Furthermore, since the one-step-ahead forecast of the variables in the observation system can be obtained as a byproduct of the Kalman filter, using the concept of Granger-causality, we can also measure the size or value of the cross-market informational flow in terms of predictive gains, statistical or economic. Thus, with our methodology not only are we able to observe cross-market informational flow in the presence of instability over time but also, we can measure the strength of such flow in terms of predictive

gains. For further details regarding the Kalman filter in the framework of state space models, see Hamilton (1994).

V. Empirical Results

This section presents our main results. The first subsection examines the cross-market informational flow based on the smoothing estimates of DVAR parameters. The second subsection documents further empirical evidence of structural breaks in support of the use of the DVAR model. The last subsection examines and measures the strength of the cross-market informational flow via out-of-sample predictive gains.

5.1 Smoothing Estimates of Cross-Market Informational Flow

Given the fully specified DVAR model reflected above in Eq. (3) which considers cross-market informational flow between the CDS and equity markets, we first use the maximum likelihood estimation to estimate the unknown parameters in the covariance matrices. With these parameter estimates, we then employ the Kalman filter to obtain smoothing estimates of all lagged value coefficients in the observation equations of DVAR. Results of this process are reflected in Figure 2.

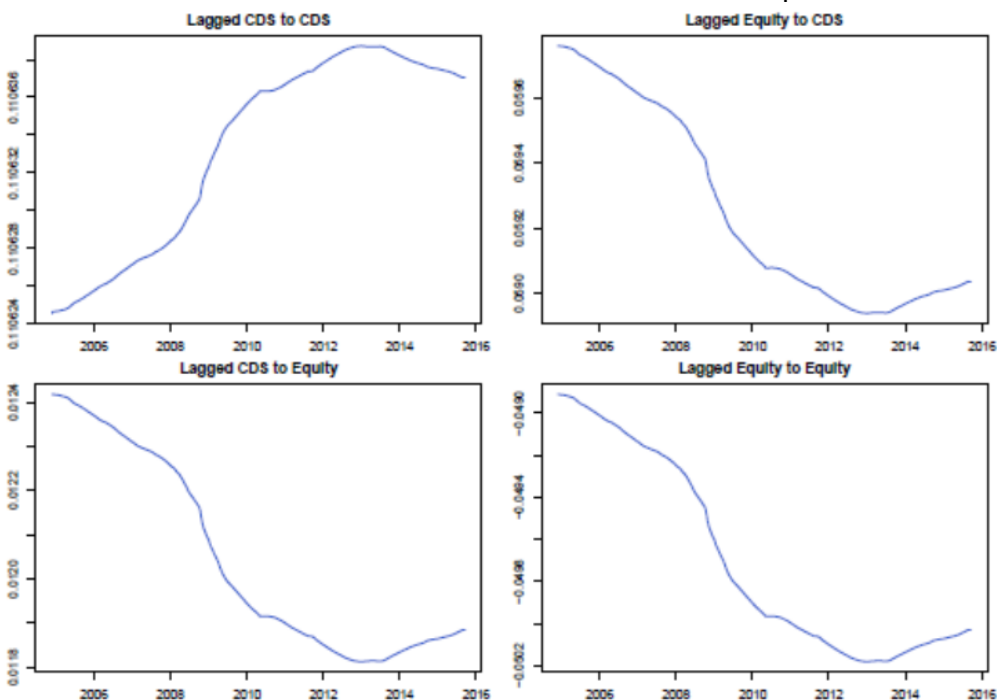
The two plots on the top present dynamic smoothing estimates of the coefficients, θ_{11t} , and θ_{12t} , in Eq. (3) for the credit market, over the full sample period of 2004 - 2015. Intuitively, θ_{11t} , and θ_{12t} , capture the strength of the informational flow from the one-period lagged CDS returns, and equity returns to the credit market, respectively. The two plots on the bottom delineate dynamic smoothing estimates of the coefficients, θ_{21t} , and θ_{22t} , in Eq. (3) for the equity market over the period of 2004 - 2015. Similarly, θ_{21t} , and θ_{22t} , are parameters capturing the strength of the informational flow from the one-period lagged CDS returns, and equity returns to the equity market, respectively.

Since the focus of this study is on cross-market informational flow, we are primarily interested in examining the patterns shown in the two plots entitled Lagged Equity to CDS and Lagged CDS to Equity as these reflect the nature of such flow, if any. Put differently, we would like to take a deeper look at the dynamic smoothing estimates of θ_{12t} , and θ_{21t} , in the DVAR system.

For informational flow from the equity to the credit market as represented by θ_{12t} , the upper-right plot in Figure 2 shows that the smoothing estimates of θ_{12t} remain positive over the entire sample, suggesting that CDS returns are affected by and tend to move in the same direction as the prior period's equity returns, holding other factors constant. However, the strength of that flow as measured by the absolute value of the smoothing estimates visibly declines from the beginning of the sample period until approximately 2013, after which it regains some upside momentum.

Regarding informational flow in the opposite direction, or from the credit to the equity market, as represented by θ_{21t} , a similar pattern emerges as shown in the lower-left plot in Figure 2: while the smoothing estimates of θ_{21t} remain positive over the entire 2004-2015 timeframe, its value consistently declines from 2004 to the early half of 2013 before beginning to rise again thereafter.

Figure 2: Smoothing Estimates of Coefficients. This figure displays the Kalman smoothing estimates of coefficients in the DVAR model over the full sample.



As a robustness check for these preliminary results, we plot the empirical ACF estimates of the residuals for both markets in Figure 3, with the credit market on top and the equity market on the bottom. As can be seen, the information shown in Figure 3 clearly supports our lag order choice of one in specifying the DVAR system, as no materially significant spikes appear in these plots. Intuitively, this lag order also makes sense given the size and liquidity of the subject markets, i.e., information which is captured in one should flow to the other without significant delay.

Also, to examine if there exists some degree of instability underlying the cross-market informational flow, in Figure 4 we present the time series plots of the standardized residuals after fitting the DVAR model to the data. Despite their simplicity, these plots prove useful in visually detecting anomalies such as outliers and instability. In the figure, the top plot shows the standardized residuals from the equation with the CDS market as the dependent variable while the bottom plot displays the standardized residuals from the equity equation. As can be seen, all plots clearly indicate some form of instability in both markets, as their patterns discernibly deviate from that of a white noise (or random walk) process, particularly over the time period between 2008 and 2010.

Based on this robustness, we conclude that our results differ significantly from those generated by the traditional VAR model. Whereas that model does not pick up any cross-market informational flow between the two investment-grade markets, suggesting they impound information simultaneously and are equally efficient, the dynamic VAR documents a two-way interactive effect. This indicates that each market captures certain types of information more efficiently, with the information subsequently “flowing” to the other market where it is then captured in pricing – a result previously only documented in the high-yield market. This also indicates that investors trade investment-grade rated systematic risk similarly to non-investment-grade rated risk, despite the much higher probability of default associated with the high yield

systematic market. Previously, it was believed that this market reacted differently to news due to the much shorter distance to default under the Merton Model and related need to delta hedge these higher risk portfolios more frequently. As such, this gave rise to comparatively greater scrutiny of new information coming to market vis-à-vis investment grade investors.

Figure 3: Empirical Autocorrelation Function Plot. This figure shows the empirical autocorrelation functions of the DVAR model residuals.

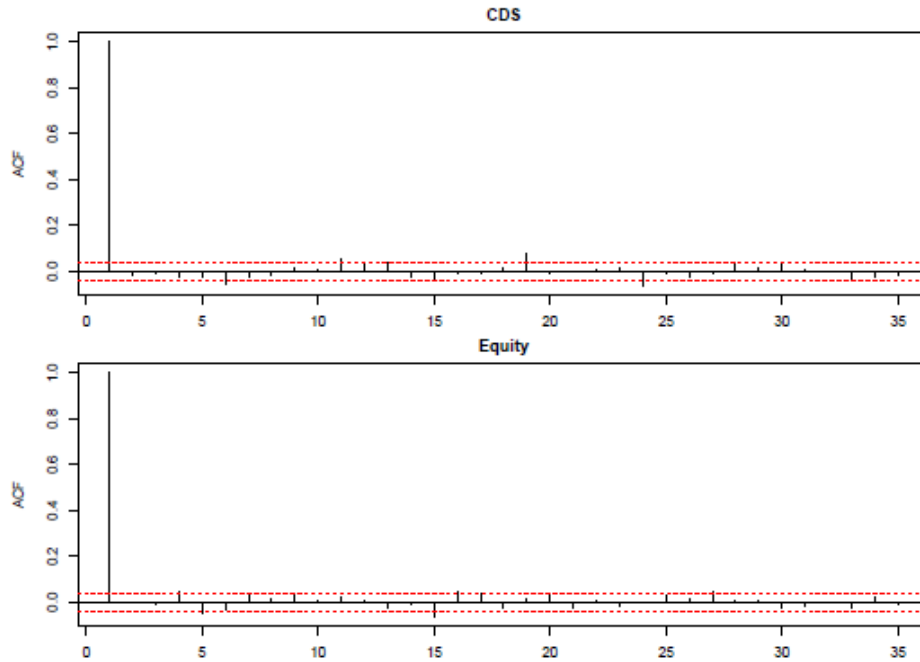
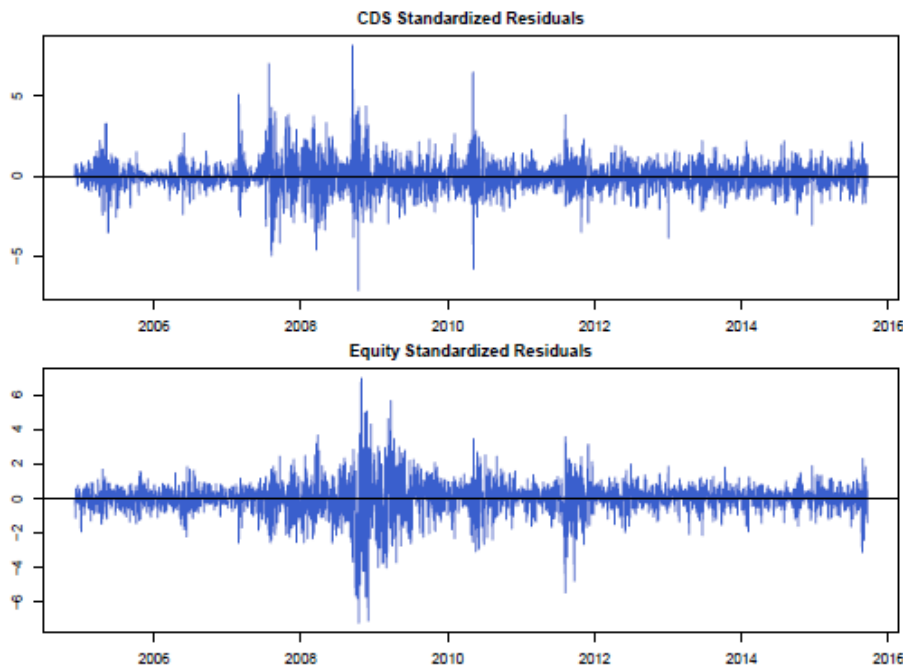


Figure 4: Standardized Residuals Plot. This figure displays the standardized residuals after fitting the DVAR model to data.



Moreover, the strength of flow originating from both markets has varied through time, suggesting there have been structural breaks or some form of instability in how these instruments have been traded. Importantly, such breaks would only be detectable with the traditional VAR model framework via the manual modeling of different temporal periods, an iterative and inefficient process that also exposes the user to the risk of missing the actual inflection points where a break occurs. However, with the dynamic VAR framework, we can visually see the development of informational flow over time and easily identify such inflection points. Specifically, in our study (and as touched on above), flow was generally stronger during the front end of the sample, gradually dissipating through the beginning of 2008, when it then decreased materially in 2009, continued its gradual dissipation again midway through 2010 until near the end of 2013, and then slowly beginning to increase through the remainder of the sample. Moreover, this pattern is almost the exact same in both markets, meaning that while there may have been structural breaks in the data, investors still were consistent in how they reacted to and traded around new information within those breaks. That said, it is important to note that the absolute changes in flow across the model do not appear to be particularly economically significant at first glance. To illustrate, the range of the coefficients plotted on the y-axis of the exhibit depicting cross-market informational flow from the equity to the CDS market is 0.0596 – 0.0590, or 0.006 while for the exhibit depicting flow in the other direction, the corresponding range also is 0.006 (0.0124 – 0.0118 = 0.006). While this may appear to suggest that the level of flow was relatively stable throughout the examination period, it is important to keep in mind that because our data consists of daily returns, annualized over a year, the cumulative difference in coefficients results in a 1.5% movement over the sample period.² Moreover, when compounded daily, which matches the periodicity of our data, an investor with \$1, 000, 000 at the beginning of our sample period and who takes advantage of cross-market flow arbitrage opportunities, could potentially grow their wealth an incremental \$161, 829 over the sample period versus a passively managed portfolio.³

5.2 Evidence of Instability via Structural Break Tests

To further validate our model choice of a DVAR in investigating cross-market informational flow in the equity and credit markets, in this subsection we consider several structural break tests for evidence of instability in the lead-lag relationship between the credit and equity markets.

As such, we first use generalized fluctuation tests to fit the following predictive equations separately to data,

$$\begin{aligned} y_{1t} &= \theta_{10} + \theta_{11}y_{1t-1} + \theta_{12}y_{2t-1} + v_{1t} \\ y_{2t} &= \theta_{20} + \theta_{21}y_{1t-1} + \theta_{22}y_{2t-1} + v_{2t}, \end{aligned} \tag{5}$$

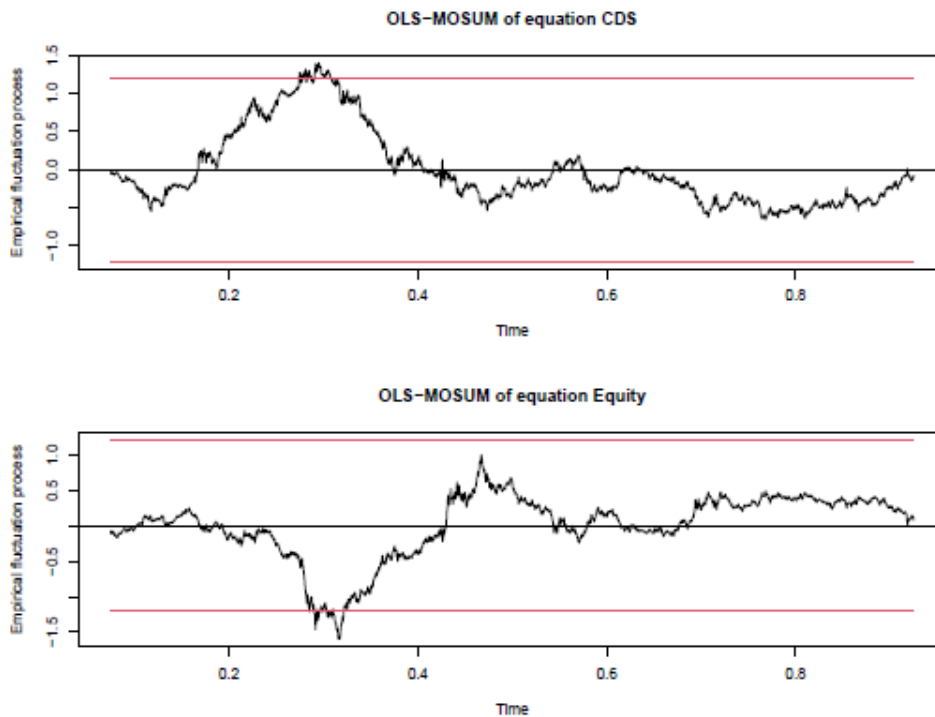
where y_{1t} and y_{2t} represent CDS and equity returns at time period t , respectively. We then derive empirical processes which capture the fluctuation in the residuals. The boundaries of the limiting processes for the derived empirical processes can be obtained and added to their time series plots. The null hypothesis of stability, or absence of structural breaks, can be rejected if the empirical process paths cross these boundaries as it indicates that the fluctuation of the residuals is improbably large. The crossing probability under the null hypothesis of the fluctuation test is α , which is also the significance level of the test. In our analysis, we adopt the MOSUM processes, which use the sum of a fixed number of residuals in a moving data window, to implement the fluctuation test for evidence of instability, and set $\alpha = 5\%$.

² 250 trading days/year \times 0.006% = 1.5%

³ PV = \$1,000,000, I/YR = 0.006, N = 250 \times 10 = 2,500, PMT = 0, FV = \$1,161,829. PV: present value; I: interest rate; YR: year; N: number of periods; PMT: payments; FV: future value.

Figure 5 reports the results of our MOSUM fluctuation tests. The top plot illustrates results for the CDS as dependent variable equation in the DVAR system while the bottom panel reports results for the equity equation. Time is represented as a unit interval over 2004- 2015 on the horizontal axis. Boundaries are represented as two parallel, red-colored solid lines in each plot. As can be seen, the information shown in Figure 5 clearly indicates the presence of instability as both MOSUM processes cross boundaries multiple times in the first half of the sample. For the CDS equation, the empirical fluctuation process frequently cross the upper boundary around the 30th percentile of observations, suggesting instability or the occurrence of structural breaks during the 2008 financial crisis. A similar pattern holds for the equity equation with the empirical fluctuation processes crossing the lower boundary multiple times between the 30th and 35th percentile of the observations, indicating frequent occurrences of structural breaks over the period of 2008-2009.

Figure 5: MOSUM Tests of Structural Breaks. This figure displays the MOSUM test results for evidence of structural breaks.



In addition to the empirical processes, we examine for evidence of instability by conducting formal instability tests of breaks using the SupW statistic of Andrews (1993). Specifically, we apply the SupW test separately to the same set of predictive equations as in the fluctuation tests with the trimming parameter set at 15% following the level used in related literature.

As can be seen in Table 2, the results clearly indicate the presence of structural breaks in both the CDS and equity predictive equations. The null hypothesis of stability is rejected at the 5% level for both equations given the p-values reported, a finding consistent with that of the fluctuation tests. Based on the cumulative results of these structural break tests, we conclude that our choice of a DVAR model capable of capturing dynamic predictive relationships in the presence of structural breaks is the correct form of model for our data set.

Table 2: Structural Break Test Results

	CDS	Equity
SupW Statistic	15.654	14.232
p-value	0.024	0.043

Notes: This table reports structural break test results according to the SupW statistic in Andrews (1993) for CDS and equity returns. Current CDS and equity returns are regressed on previous period CDS and equity returns in univariate models when detecting breaks. The trimming parameter is set at 15% of sample.

So, what are the potential sources of the structural break(s) in our data? We attribute our result to a multitude of factors. First and foremost, we cite the general development of the CDS market. Specifically, when the market was first incepted in 1994, only single name CDS were traded, and it took until 2004 for there to be adequate volume and breadth in the market to construct multi-name CDS such as indexes which were liquidly tradable. However, even as these were launched, trading in them remained thin relative to the overall market as investors still preferred single-name CDS and they did not begin to comprise a large part of it until after the housing crisis began. As a result, the market was initially relatively inefficient due to its illiquidity, resulting in a high level of informational flow, with efficiency then gradually increasing as trading in the indices began to take hold. Then, with the onset of the housing crisis, this process accelerated as investors began favoring indices over single-name CDS as these provided more protection against the risk of non-performance on the part of the underwriter, or seller of the CDS since indices represent diversified and efficiently bundled packages of credit risk. Accordingly, with this shift, cross-market informational flow decreased, initially dropping off sharply, then continuing its gradual decline as indices became more and more mature and informational inefficiencies, less and less exploitable with the increase in trading. Concurrent with the maturation, flow naturally normalized/stabilized for a period, and while it did begin to increase slightly thereafter, it remained well below the historical level observed in the early part of the sample. We attribute this modest uptick in cross-market informational flow at the back end of our sample to the lower volatility characterizing the time from the end of 2013 through 2015, as evidenced by an average VIX level of 14.7 during that time compared to the rest of the sample of 21.3. Attendant with these lower levels of fear, investors did not monitor cross-market developments and news quite as closely, as the risk of default was much lower. In turn, this lower level of concern/monitoring of risk resulted in greater potential for marker inefficiencies, albeit at a much lower level than had been documented at the front end of the sample when the CDS market was much less mature.⁴

5.3 Measure of the Cross-Market Informational Flow via Predictive Gains

We now turn our attention to the second of our primary research objectives in this paper, namely the measuring of the value of the DVAR in terms of the predictive gains it generates relative to other models. That is, if the cross-market informational flow inherent in the model exists and is significant, then forecasts of asset returns which consider the presence of this cross-market informational flow should be more accurate on average than those ignoring its presence. The more accurate the forecasts are, the stronger the magnitude is of the cross-market informational flow. To this end, we consider three measures of predictive accuracy, the mean absolute deviation (MAD), the mean squared error (MSE), and Theil's U statistic which compares the MSE of the model under examination with the MSE of the no-change, or random walk model that predicts the subsequent value of the variable of interest as the current one. Specifically,

⁴ Please note the foregoing discussion assumed multiple potential structural breaks in the data where visible points of inflection occurred in Figure 2.

$$MAD = \frac{1}{T} \sum_{t=1}^T |e_t|, \quad (6)$$

$$MSE = \frac{1}{T} \sum_{t=1}^T e_t^2, \quad (7)$$

$$U = \sqrt{\frac{\sum_{t=2}^T (y_t - f_t)^2}{\sum_{t=2}^T (y_t - y_{t-1})^2}}, \quad (8)$$

where f_t is the one-step-ahead forecast for y_t made at time-period $t - 1$ from a predictive model, and $e_t = y_t - f_t$ is the one-step-ahead forecast error. Note that for the U statistic, a value of less than one indicates that the predictive model under investigation produces more accurate forecasts than the random walk benchmark model.

In testing the value of the DVAR, we consider seven alternative models in forecasting the CDS and equity returns. These models are the SDAR, the system of dynamic linear autoregressive models of order one; DTRATE, the dynamic linear regression model with the changes in the 3-month T-bill rate as the sole regressor; DSLOPE, the dynamic linear model with the slope of the Treasury curve as the sole regressor; DSWAP, the dynamic linear regression model with the lagged 5-year swap spreads as the sole regressor; DVIX, the dynamic linear regression model with the lagged implied volatility of the equity market as the sole regressor; EXO, the dynamic linear regression model including all four variables used in DTRATE, DSLOPE, DSWAP and DVIX; and AREXO, the autoregressive model of order one plus all four variables used in DTRATE, DSLOPE, DSWAP and DVIX. Note that the SDAR model provides us with the opportunity to measure directly the value of the cross-market informational flow, as it differs from the DVAR model only in the absence of the cross-market lagged values. From this it follows that, for the DVAR to demonstrate superior predictive capability necessary to leverage cross-market arbitrage opportunities, it must generate smaller forecast errors than the SDAR without cross-market flow.

Table 3 reports the results of predictive gains from the various models in terms of statistical performance. The top panel in Table 3 displays results for forecasts of CDS returns, while the bottom panel shows results for forecasts of equity returns. In each panel, model names are shown in the first column. Columns 2, 4 and 6 reflect values of the MAD, MSE and Theil's U statistic, respectively. Columns 3, 5 and 7 report the percentage predictive gains of the DVAR model relative to the competing alternatives in terms of the MAD, MSE and Theil's U statistic (hence the first value in the column is 0.000% as the DVAR is competing against itself). For example, in the top panel of Table 3 for the credit market, SDAR has a value of 1.4456 in the column of Theil's U Gain (%), indicating that the DVAR model outperforms the SDAR model in terms of further reducing the value of the U statistic by 1.4456% (hence, positive values in the Theil's U Gain (%) column indicate superior predictive performance on the part of the DVAR model relative to the particular alternative). Also, in this particular instance, the comparison between the DVAR and SDAR models in Table 3 provides a direct measure of the value of cross-market informational flow in terms of statistical predictive gains.

Table 3: Measure of the Informational Flow via Predictive Gains

<i>CDS Market</i>						
	MAD	MAD GAIN (%)	MSE	MSE GAIN (%)	THEIL'S U	THEIL'S U GAIN (%)
DVAR	0.02038	0.0000	0.00086	0.0000	0.7431	0.0000
SDAR	0.02104	3.1369	0.00130	33.8462	0.7540	1.4456
DTRATE	0.02257	9.7031	0.00178	51.6854	0.9387	20.8373
DSLOPE	0.02118	3.7771	0.00135	36.2963	0.7610	2.3522
DSWAP	0.02092	2.5813	0.00128	32.8125	0.7507	1.0124
DVIX	0.02138	4.6773	0.00132	34.8485	0.7680	3.2422
EXO	0.02396	14.9416	0.00219	60.7306	1.0546	29.5373
AREXO	0.02412	15.5058	0.00211	59.2417	1.0282	27.7281
<i>Equity Market</i>						
	MAD	MAD GAIN (%)	MSE	MSE GAIN (%)	THEIL'S U	THEIL'S U GAIN (%)
DVAR	0.00837	0.0000	0.00016	0.0000	0.6854	0.0000
SDAR	0.00877	4.5610	0.00053	69.8113	0.6894	0.5802
DTRATE	0.00956	12.4477	0.00070	77.1429	0.9832	30.2889
DSLOPE	0.00895	6.4804	0.00058	72.4138	0.6981	1.8192
DSWAP	0.00882	5.1020	0.00053	69.8113	0.6946	1.3245
DVIX	0.00888	5.7432	0.00054	70.3704	0.6992	1.9737
EXO	0.01008	16.9643	0.00080	80.0000	1.0664	35.7277
AREXO	0.01011	17.2107	0.00080	80.2469	1.0755	36.2715

Notes: This table reports the out-of-sample predictive gains forecasting the one-step-ahead CDS and equity returns. The top panel shows results for the CDS market while the bottom panel displays results for the equity market. Predictive gains are measured according to mean absolute deviation (MAD), mean squared error (MSE), and the Theil's U statistic, with smaller values indicating better forecasting performance. The DVAR model is chosen as the benchmark when computing relative predictive gains in percentage, so higher values of gains in percentage indicate better performance of the DVAR model against alternative models under examination.

Against that backdrop, as can be seen in the bottom panel of table 3, the DVAR also outperforms the SDAR in predicting equity returns with respect to the Theil's U statistic, however the magnitude of the outperformance, 0.5802%, is less than that in predicting CDS returns. However, in viewing columns 3 and 5, the predictive gains generated by the DVAR relative to the SDAR using the MAD and MSE are much greater than with the Theil's U statistic. Specifically, in the top panel the DVAR generates incremental predictive gains of 3.1369% and 33.8462% over the SDAR based on the MAD and MSE, respectively, while in the bottom panel, the corresponding gains are even larger at 4.561% and 69.8113%, respectively. Moreover, on a net basis using all three statistics, predictive gains are greater in the bottom panel, indicating that informational flow is stronger from the CDS to the equity market, as opposed to in our initial analysis, which suggested that such flow was stronger in the opposite direction. This dynamic underscores the need to perform out-of-sample analysis in order to gain the most complete perspective on relative market efficiency. Our results also suggest that while there exists significant informational flow between credit and equity markets, the answer to which market leads in the price discovery process to a great extent depends on the measure of forecast evaluation in the framework of out-of-sample analysis. When we use relative measures such as the Theil's U statistic, our results indicate that the equity market leads the credit market in terms of price discovery, while the opposite holds when stand-alone measures such as MAD or MSE are used evaluating forecasts.

Armed with this result, we then test its strength and robustness by comparing the predictive performance of the DVAR model using lagged CDS and equity values with those of the suite of systematic exogenous variables discussed above to ascertain whether any of those variables outperform the DVAR. These variables have been chosen based on the work of Fung et al. (2008), Norden and Weber (2009) and Procasky (2021) in their robustness checks, who in turn based their variables on factors identified by Collin-Dufresne et al. (2001) as determinants of credit spreads. The results are also reflected in Table 3.

Once again, we focus our attention on columns 3, 5 and 7 in both tables, which reflects the percentage gain in predictive power produced by the DVAR model versus the other competing models. As can be seen, the DVAR significantly outperforms all the other models in both panels, as in each case the value is materially positive (again, a negative value would indicate the competing model outperformed the DVAR). In fact, the closest competing model in terms of being the least loss of predictive power relative to the DVAR is the DSWAP (the lagged change in the five-year swap spread). Specifically, this model is only outperformed by the DVAR by 2.5813% and 1.0124% in terms of the MSE and U statistic, respectively, with respect to predicting future CDS market returns, and 5.102% and 1.3245%, respectively, in forecasting equity market returns. Also, the other lagged systematic factor models consistently underperform even the previously examined SDAR, or dynamic autoregressive model which does not account for cross-market informational flow, although the result is mixed with the DSWAP. Moreover, and perhaps most interestingly, the DVAR decisively outperforms the “kitchen-sink” model consisting of the full suite of systematic factors covering a broad spectrum of macroeconomic indicators (EXO) by 14.9416% (16.9643%), 60.7306% (80%) and 29.5373% (35.7277%), for the MSE, MAD and Theil’s U, respectively, in predicting credit (equity) returns. Based on the totality of these results, we conclude that the superior performance of the DVAR model in predicting future CDS and equity returns is very robust to the inclusion of systematic economic factors in the set of competing models, and that models which consider cross-market informational flow have greater predictive capability than those which do not. In addition, cross-market informational flow from the equity to the CDS market is stronger than in the opposite direction when measured by the Theil’s U statistic while the opposite holds when gauged via the MAD or MSE. However, when comparing DVAR with models based exogenous factors, the credit market leads as it leads to greater predictive gains for the equity returns.

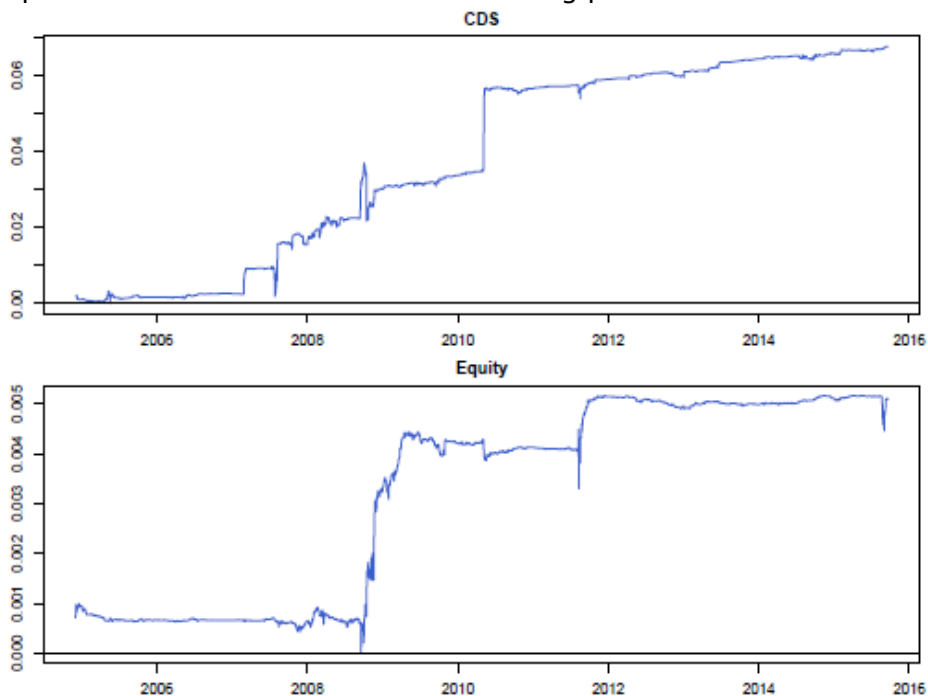
While the statistical measures such as MAD, MSE and Theil’s U statistic help measure the strength of cross-market informational flow in terms of predictive gains, it is important to keep in mind that they only report and rank the average forecasting performance of competing models over the entire forecast evaluation period. To further investigate predictive gains at a more granular level, we employ a graphical device first utilized by Goyal and Welch (2008) in their comparison of predictive models for the equity premium.⁵ Specifically, we construct and plot the time series of the cumulative differences of the squared forecast errors between the SDAR and DVAR models (CDSFE) over the entire forecast evaluation sample, paying attention to the slope of these CDSFE curves. A positive slope of the CDSFE curve indicates better forecasting performance on the part of the DVAR model relative to the SDAR model for the particular time period under examination. Put differently, the cross-market informational flow embedded in the DVAR model translates into predictive gains against the SDAR model where the slope is positive.

Figure 6 presents the CDSFE time series plots with the top panel reflecting informational flow to the credit market while the bottom panel represents flow to the equity market. While Figure 6 largely reveals that forecasts of both CDS and equity returns from the DVAR model outperform those from the SDAR model ignoring cross-market informational flow, several further observations can be made. First, the predictive gains in the credit market largely arise from a few discrete jumps as revealed in the CDS plot. These jumps occur roughly during 2007, late 2008 and the middle of 2010. Second, while the DVAR model continues to lead the SDAR model in forecasting CDS returns following the largest jump in the middle of 2010, the gains are of a smaller magnitude as the slope of the CDSFE curve remains close to being flat. Third, for the equity market, the predictive gains for the DVAR model mainly come from two discrete jumps in the CDSFE curve, with the one occurring around late 2008 - early 2009 particularly evident. Finally, there appear to be no predictive gains generated by cross-market informational flow in the equity

⁵ For the sake of brevity, we limit this part of our analysis to the SDAR, the model outperformed the least in the prior examination.

market after 2012, as the equity CDSFE curve remains roughly flat and even occasionally turns downward-sloping.

Figure 6: Cumulative Differences in Squared Forecast Errors. This figure shows the time series plots of the cumulative squared forecast error differentials for forecasts of the CDS and equity returns from the DVAR model against those from the SDAR model over the full sample. A positive slope of the curve indicates better forecasting performance of the DVAR model.



Based on these results, we conclude that while the DVAR model continues to outperform the SDAR, although the level of that outperformance varies greatly over the period under examination, and much of the outperformance occurs during the period associated with the financial crisis. Moreover, while the presence of informational flow generally results in predictive gains, flow from the equity to the credit market appears to generate greater gains than in the opposite direction.

VI. Conclusion

We contribute to the literature by examining the relative efficiency of systematic CDS and equity markets using a dynamic VAR model. Unlike traditional VAR models in which all model coefficients are assumed constant throughout the time-period studied, dynamic VAR models which permit time-varying coefficients enable a view and understanding of market efficiency and informational flow along each point in the time-period under examination. In addition, we investigate the strength of the cross-market informational flow by conducting a rigorous out-of-sample analysis against a competing set of models. To date, only one study in the related literature has conducted such an analysis (Procasky and Yin (2021)), however, the examination of cross-market informational flow on an out-of-sample basis is necessary to understand the true nature of relative market efficiency.

Interestingly, we find that there is a two-way interactive effect in the systematic investment grade CDS and equity markets, with information flowing in each direction, a result not previously observed using the traditional VAR model. Moreover, we find that there are structural breaks in the level of flow, and that in general, informational flow from the equity to the credit market is stronger than flow in the opposite direction. We also find that the dynamic VAR model is superior in forecasting future CDS and equity prices than a battery of other competing dynamic linear models that do not consider cross-market informational flow. While to a great extent, the strength of the flow depends on the measure used in forecast evaluation, on a net basis, we document that the dynamic VAR generally performs better in forecasting future equity returns than credit returns, suggesting that cross-market flow from the credit to the equity markets may contain more information than in the opposite direction. While this result runs counter to our initial finding, it also underscores the need for out-of-sample analysis when examining market efficiency.

Overall, our findings have implications for stakeholders who make decisions based on relative market efficiency, including index investors, arbitrageurs and risk managers who monitor systematic markets for informational content. Only through the inclusion of a dynamic VAR perspective can the true nature of cross-market informational flow be understood.

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A New Cash-Flow based Financial Constraint Measure Constraints?

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Abstract

We are proposing a novel way to classify domestic manufacturing firms based on their level of financial constraints. Using the operating cash flow ratio as our new measure, we find that the behavior of constrained and unconstrained firms differs significantly, unlike the four existing constraint measures that we included in our test. Our overall finding regarding the performance and accuracy of these other constraints measures is consistent with past literature. The results indicate that constrained firms cannot engage in equity recycling, have a higher sensitivity to cash flow, and use the proceeds from the sales of their fixed assets in R&D. Overall, our findings support the use of a cash flow-based constraint measure as it performs better at identifying constrained firms which indeed behave as if they are financially constrained.

Key words: financial constraints, Cash flow

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Firm Performance and Delisting from Stock Exchanges in Latin America Before and After COVID

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Abstract

In this paper, we study the financial condition and position of Latin American corporations prior to delisting from their respective stock exchanges before and after COVID. We also study the stock market reaction to the performance of these firms prior to delisting. Stock market data is analyzed at the market and firm levels. Our study includes the major exchange markets in Latin America (LATAM) during last decade. The results show variations in firm performance and stock market reaction across LATAM exchanges prior to delisting from their respective markets before and after COVID. The results are especially significant regarding the way regulatory agencies in these markets may oversee delisting firms and protect investor confidence.

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Firm Responsiveness during the Pandemic: Leveraging Internal Capabilities

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Abstract

South American nations increasingly contribute to the global economy, yet they do not demonstrate stable growth that profoundly effects enjoying consistent gains from their involvement. While the nations garner both investment and academic interest, the recent pandemic and resulting supply chain issues necessitate further investigation into the nation-level policies that precipitated or perpetuated a moderate, not substantive, swift recovery. Given that recent studies indicate democratic countries demonstrate quicker policy responses and the influence of micro-level policies that underlie fostering economic stability and growth, this study will analyze the relationship between the supply chain activities in several South American nation's key industrial sectors and their prevailing government system. Within the lens of strategic management, firms, though beholden to their nation's policies, can better align their internal capabilities to anticipate and promote economic recovery timelines. The goal of this research is to contribute to both the theoretical and practical knowledge concerning firms' participation in global supply chain activities.

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Drug-Related Activities and Fintech Use: A County-Level Analysis

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Abstract

Financial technology firms have allowed for greater participation in the lending market, but have they simultaneously allowed for illicit actors to openly, and frequently, partake in this market? We study whether drug-related activities are helping drive fintech use, especially along the U.S. borders. We hypothesize fintech's shift from soft information to hard information to gauge a borrower's risk may allow illicit actors to participate in the lending marketplace to finance their illicit enterprises. We find counties with significant drug-related activities tend to request more but borrow less often while an increase in drug-related violations is associated with higher fintech use.

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² We define illicit activities as the production, manufacturing, importation, or distribution of illegal drugs.

³ Griffin, Kruger, and Mahajan (2021) find that fintech lenders facilitated PPP loans in minority communities and communities financially underserved by traditional financial institutions.

Are Women More Reticent than Men?

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I. Introduction

Many observational studies have found that firms are less likely to pay bribes when women have greater influence at the firms (Breen and others, 2017; Clarke, 2021; Swamy and others, 2001). Consistent with this, women are also less likely to bribe public officials than men in non-business transactions (Justesen and Bjornskov, 2014; Mocan, 2008). Women are also less likely to say that corruption is a serious problem (Breen and others, 2017) and more likely to believe that corruption is unacceptable (Swamy and others, 2001; Torgler and Valev, 2010). Moreover, countries with greater female participation in politics and business are less corrupt than other countries (Dollar and others, 2001; Swamy and others, 2001).

Women might be less likely to bribe public officials for several reasons. One possibility is that women are simply more likely to be law-abiding than men; women are less likely to commit most crimes, including non-violent crimes, than men. This could be because women have stronger ethics or because they are more concerned about the common good than men.³ Risk aversion might also explain the difference between men's and women's propensities to pay bribes. Because bribery is risky—giving and receiving bribes is illegal in most countries and the bribe giver has to trust the bribe taker to follow through with their promises—risk-averse people might be averse to paying bribes. Given that experimental and observational studies suggest women are, on average, more risk averse than men (Croson and Gneezy, 2009), this could also explain the difference between men and women. Finally, experimental and observational studies show, on average, women dislike negotiating more than men (Shurchkov and Eckel, 2018). Given bribe payers and takers must haggle over how much to pay, people who dislike wheeling and dealing might be unwilling to offer bribes.

Observational studies on bribe payments, however, will only give accurate information on gender differences in bribe payments if people answer questions truthfully. Although surveys often take some steps to encourage truthful answers such as emphasizing that the results will remain anonymous and asking questions about bribe payments indirectly, these methods appear only partly successful (Clarke and others, 2015). Although a few studies, such as Oliveros and Gingerich (2020), have used more advanced techniques such as randomized response techniques, even these approaches appear only partly successful in other contexts (John and others, 2018; Lensvelt-Mulders and others, 2005).

This allows for an alternative explanation for why women are less likely to report paying bribes than men: women might misreport bribe payments more than men. People might lie about paying bribes for two reasons. First, they might worry that they will be identified and punished for paying bribes. They might face legal problems, they might lose contracts that they had won through bribery, or they might lose the trust of the people accepting the bribes. If women were, on

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² The data used in this paper are from the Enterprise Surveys (<http://www.enterprisesurveys.org>), The World Bank. Responsibility for all errors, omissions, and opinions rests solely with the author.

³ In a survey of the empirical literature on ethical decision-making, O'Fallon and Butterfield (2005) argue that many studies find "no differences between males and females [with respect to ethics], but when difference are found, females are more ethical than males" (p. 379).

average, more risk-averse than men, as experimental and observational studies often suggest (Croson and Gneezy, 2009; Shurchkov and Eckel, 2018), they might misreport bribes more than men for this reason. Second, they might be concerned about what others will think of them if they admit paying bribes. Even if they are not worried about being directly identified by people not involved in the survey, they might worry what the interviewer or person entering or analyzing the data will think of them if they admit to paying bribes. If women were more concerned about the social desirability of their responses, as other studies suggest (Bernardi and others, 2009; Bossuyt and Van Kenhove, 2018; Dalton and Ortegren, 2011), they might also be more likely to lie about paying bribes.

Although it is difficult to work out who is lying about paying bribes, Azfar and Murrell (2009) propose one way to do so. They show people who do not follow the instructions for the forced response questions are also less likely to say that they paid bribes. They label these people as reticent. The way the reticent respondents fail to follow the instructions suggests they are unwilling to admit to possibly engaging in socially undesirable behaviors. Azfar and Murrell (2009) interpret their results as indicating that reticent respondents are misreporting whether they pay bribes. Consistent with the idea that reticent respondents misreport information, Clarke (2019) finds that reticent managers report paying their workers more than those workers report being paid.

In this paper, we look at whether female respondents are more likely to be reticent than male respondents. Using a large sample from over 20,000 firms in seven countries, we find that female respondents do not appear to be more reticent than other respondents. This is consistent with earlier studies that have looked at this question for smaller samples from single countries (Azfar and Murrell, 2009; Clausen and others, 2010). We also show that respondents at firms whose top manager is a woman are also no likely to be reticent. The one exception to these results is that respondents at female-owned firms appear to be more reticent than respondents at other firms.

There are, however, some differences between different types of firms. Female respondents at small firms appear to be more likely to be reticent than similar male respondents. In contrast, they are no more likely to be reticent at medium-sized and large firms. This could be because respondents at small firms are more worried about being identified than respondents at large firms. Respondents at small firms are also more likely to be reticent at female-owned and -managed firms. Once again, this is not consistently true at larger firms. This could be because female owners and managers have greater influence on firm culture at small firms. It might also be because female respondents feel that the firm's behavior reflects less on them when the firm is larger.

In summary, the results provide some support for the idea that women are more reticent than men. This might partially explain why women are less likely to report paying bribes than men. It is, however, unlikely to fully explain the difference between men and women in terms of reported bribes. In particular, female respondents and respondents at female-dominated firms do not appear to be more likely to be reticent than other respondents in medium-sized and large firms. Given that respondents appear to be less likely to report bribes at larger firms (Breen and others, 2017; Clarke, 2021), as well as small firms, it seems unlikely that reticence could these correlations.

II. Background

Although results from firm and individual level surveys support the idea that women are less likely to pay bribes than men, self-reported surveys on corruption have problems. One serious concern is that interviewees might lie when asked whether they pay bribes—as they do when asked other sensitive questions. Paying bribes is illegal in many countries and so interviewees might be unwilling to admit that they have bribed public officials. Even if they believe that they are unlikely to be caught, they might not want to admit to doing things that are seen as immoral or wrong.

If people lie about paying bribes or other aspects of corruption, this could make it difficult to accurately estimate how bribe payments differ by gender. One reason is that in most models of corruption have non-continuous dependent variables. In many models, the dependent variable is a dummy variable indicating the firm has paid a bribe or sees corruption as a serious problem. When the dependent variable is the amount of the bribe, the dependent variable will also be a limited dependent variable if many people do not pay bribes. The problem in models with limited dependent variables affects the coefficients even when the misclassification is not correlated with dependent variables. In contrast, even when only a few observations are randomly misclassified, attenuation bias will be a problem in Probit and other similar models (Hausman, 2001; Meyer and Mittag, 2017). As a result, these models will tend to underestimate how much gender affects corruption.

But this is not the only problem; a more serious problem will occur if women are more either more or less likely to misreport paying bribes than men. If women were less likely to lie about paying bribes, then studies might underestimate the extent to which women are less likely to pay bribes than men. The reverse would be true if women were more likely to lie about paying bribes. If women did lie about paying bribes more than men, this might partly or fully explain why women report paying fewer bribes than men. This could happen if women were more sensitive to social approval on average than men or if women believed that paying bribes was a more serious offense on average than men.

One way to resolve whether women lie more about corruption than men would be to look at studies that measure actual and self-reported bribe payments for men and women. To our knowledge, however, no empirical studies have done this. Other studies, however, have looked at whether women are more likely to lie about performing other illegal acts than men. In a study of people who earlier had been caught committing welfare fraud, Van Der Heijden and others (2000) found that women were less likely to admit that they had been caught than were men. Similarly, Preisendorfer and Wolter (2014) found that German women who had been convicted of minor offenses were more likely to say they had not been convicted than were similar German men. Johnson and others (2012), however, did not find significant differences in a study that looked at actual and reported cocaine use.

Another—albeit less direct way—to assess whether women are more or less likely to lie about bribes than men is to see whether techniques intended to reduce misreporting of sensitive information affect women more than men. These sensitive survey techniques (SSTs) include forced response questions, which are described in the next section, and other similar techniques. Oliveros and Gingerich (2020) compare how men and women answer questions about corruption when asked directly and when asked using one such SST (the crosswise model). Based on estimates that assume that people answer truthfully when they survey uses the SST, they estimate that women lie about their willingness to pay bribes about as often as men when asked directly (i.e., without the SST). If the SSTs are only partly successful in encouraging truthful responses—and some evidence suggests they are (John and others, 2018)—then it becomes harder to interpret the results.

One reason to believe that women might be less likely to lie about paying bribes than men is that experimental studies suggest that, overall, women are less likely to lie than are men. Rosenbaum and others (2014) survey the experimental literature on honesty and conclude (p. 192): “The bulk of the evidence from the majority of studies across the various experimental sub-categories which were able to detect significant gender differences suggests that women exhibit greater propensities to tell the truth than their male counterparts.” If this is also true for questions specifically about corruption, studies that regress reported bribe payments will underestimate the extent to which women are likely to pay bribes.

Some empirical evidence, however, suggests that the reverse might be true for sensitive questions. Even if women lie less frequently than men overall, they might lie more frequently about some things. For example, if women were more concerned about giving socially desirable responses than men, they might lie more during surveys about doing and thinking socially undesirable things. Some empirical studies support this idea, finding women are more likely to give socially desirable responses than men (Bernardi and others, 2009; Bossuyt and Van Kenhove, 2018; Dalton and Ortegren, 2011). Although most instruments to measure socially desirable

responses do not include questions on corruption, women might also be more likely to give socially desirable responses about not paying bribes even when they do pay bribes. If this were the case, the correlation between gender and bribery could be spurious.

Consistent with this, Bernardi and others (2009) found that women were no less likely to say bribing a police officer after controlling for socially desirable responses. In a simple regression looking at men's and women's responses to questions about ethical, the coefficient on the index of socially desirable is statistically significant while the coefficient on gender was not. This might suggest that women were more likely to say that bribery is unacceptable than men because they are more worried about giving a socially desirable response.

Although this suggests that women might lie about paying bribes than men because they are more concerned about giving socially desirable responses, this might not be the case for two reasons. First, even if women are no more likely to believe that bribing police officers is unacceptable than men, this does not necessarily mean that they are as likely to pay bribes. Women might be less likely to pay bribes than men for other reasons. For example, they might be more risk averse.⁴ Or they might, on average, not be as well connected as men in developing countries, making it more difficult to pay bribes.⁵ Or they might simply be more averse to breaking the law.⁶

Second, controlling for socially desirable responses might overcontrol for lying if people who give socially desirable responses are less likely to commit serious crimes like bribing officials.⁷ Most studies that measure socially desirable responses assume that people who score high on these measures are more likely to also lie when asked other sensitive questions but not necessarily less likely to commit those acts (Uziel, 2010). The reason for this is that impression management measures ask questions about 'the extent to which they engage is desirable but statistically infrequent behavior and undesirable but common behavior' (Zerbe and Paulhus, 1987).⁸ To the extent that most people do these types of things, people who score higher will be do so mostly because they are misreporting their actual behavior.

Impression management scales might not, however, be appropriate controls in corruption regressions. First, some questions ask about minor, but illegal, offenses. For example, the impression management subscale on Paulhus's Balanced Inventory of Desirable Responding (BIDR) include statements, which the respondent must agree or disagree with such as "I always declare everything at customs," "I sometimes drive faster than the speed limit", and "I always obey laws even if I'm unlikely to get caught." People who are particularly law abiding might try harder not to break the law—and so answer truthfully that they do not commit these acts. In the same way, these same people might be especially unlikely to pay bribes. Second, people misreport socially desirable behaviors because they are worried about what others might think of them if they found out what they did. But people who are particularly worried about what others might think of them might also avoid doing things, like paying bribes, that would reflect badly on them if they were caught. That is, people worried about how their behavior might affect their social standing might also shy away from committing serious crimes like bribing public officials.

A final way to assess whether women might be more likely to lie about paying bribes than men is to see whether women are more likely to be reticent than men. Azfar and Murrell (2009) propose a method using forced response questions to identify respondents who misreport sensitive information on surveys. They label these people 'reticent'. Several studies have shown that reticent respondents appear to misreport bribe payments—and other information—during

⁴ Experimental and observations studies have found this to the case (Croson and Gneezy, 2009; Shurchkov and Eckel, 2018). Paying bribes is risky both because it is illegal in most countries and because payment cannot be assured after paying a bribe.

⁵ Because taking and giving bribes is risky, bureaucrats might be more likely to take bribes from people they know and trust. Ufere and others (2012) and Bertrand and others (2007) discuss the role of middlemen in different contexts.

⁶ Women are less likely to be arrested, convicted, and imprisoned than men throughout the world (Clarke, 2021).

⁷ We focus on impression management measures of social desirability because these would seem to be most important for corruption. That is, people who misreport paying bribes are presumably aware that they did pay bribes.

⁸ Zerbe and Paulhus (1987) are specifically referring to impression management subscales in this quote, where the respondent is aware that they are lying. Self-deception subscales, however, face a similar concern because the respondent is asked about 'psychologically threatening thoughts and feelings that are assumed to be experienced universally.'

firm and individual surveys (Azfar and Murrell, 2009; Clarke, 2019; Clarke and others, 2015; Clausen and others, 2010; Karalashvili and others, 2015).

If women were more likely to be reticent than men, this might suggest that they misreport bribe payments more often than men. Although Azfar and Murrell (2009) and Clausen and others (2010) find Romanian and Nigerian women are more reticent than men, the differences are not significant. The goal of this paper is to look at this question using a larger cross-country sample. This allows us to see whether the gender of the respondent, the firm's manager or the firm's owner affects the likelihood that the respondent is reticent. The hypothesis that we will test is:

Hypothesis 1: Women are more likely to be reticent than men.

III. Data

This paper uses firm-level data from the World Bank's Enterprise Surveys. This paper uses firm-level data from the WBES. The surveys firms in the retail and wholesale trade, manufacturing, and other service sectors. Because the World Bank construct the sampling frame based on lists provided by government agencies in most countries, the samples exclude informal firms. The sample also excludes fully, but not partly, government owned firms.

The WBES include three questions about gender participation. First, some surveys ask the gender of the person answering the questionnaire. Second, some surveys ask the gender of the firm's main manager. If the manager's gender affects firm's culture, this might affect how reticent the respondent is irrespective of who the respondent is. Third, some surveys ask about the gender of the firms' owners. The question asks: "Amongst the owners of the firm, are there any females?" If the firm has female owners, we code the dummy as one and code it as zero if not. In the same way that the manager's gender might affect firm's culture, the owner's genders might do the same. In the empirical analysis, we look at all three measures.

Although the World Bank has conducted surveys in over 100 countries, few include the random response questions needed to measure reticence. The surveys that include these questions are surveys in Bangladesh (2013); India (2014); Nigeria (2007, 2009, 2014); Peru, (2010); Sri Lanka (2011); Turkey (2013); and Ukraine (2013). The surveys include 23,000 firms. Some of the surveys exclude information on gender. Two surveys (Nigeria 2007 and Nigeria 2009) exclude information on the gender of the person answering the survey and one (Sri Lanka 2011) exclude information on the firms' manager and owner.

Rather than trying to phrase questions about sensitive topics like corruption in ways that will encourage honest answers, Azfar and Murrell (2009) proposed a way of identifying reticent respondents—those respondents who were most likely to lie about paying bribes. To do this, they asked respondents to answer a series of forced response questions and identified those who gave implausible answers. The forced response questions ask about illegal or questionable acts such as whether they have cheated on their taxes or cheated their suppliers or customers. Since we are trying to assess whether women are more reticent than men in this paper, we use this as our measure of reticence. Higher values on the index mean people are more reticent.⁹

IV. Econometric Model

We test whether the person answering the survey is more reticent by regressing a set of dummy variable indicating that the women have greater influence over the firm and some controls on a dummy variable indicating the person is reticent. We classify respondents as reticent if they answer all random response questions 'no'. We assume respondent's propensity to be reticent is therefore:

⁹ Several papers describe the exact methodology in detail (Azfar and Murrell, 2009; Clarke and others, 2015; Clausen and others, 2010; Friesenbichler and others, 2014).

$$Propensity\ to\ be\ reticent_{ij} = \alpha_j + \beta Female\ Control_{ij} + \gamma x_{ij} + \varepsilon_{ij}$$

We do not, however, see the respondent's propensity to be reticent. We, therefore, assume the respondent is reticent if their propensity exceeds some critical level, which we can normalize to zero. That is:

$$Reticent_{ij} = \begin{cases} 1 & \text{if } Propensity_{ij} > 0 \\ 0 & \text{if } Propensity_{ij} \leq 0 \end{cases}$$

We assume the error term has a normal distribution and, therefore, estimate the model as a Probit model.

The main variable of interest are the dummies indicating that either women play important roles in the firm or that the respondent is female. Positive coefficients on these dummies will indicate that the person answering the survey is a woman or that the firm is either female-owned or female-managed. If respondents are less likely to say that their firm pays bribes in female dominated firms than male dominated firms because they are more reticent, we would expect the coefficient on the dummies to be positive.

The regression also includes several variables to control for country, firm, and manager characteristics that might affect whether the person responding to the survey is reticent. First, we include a set of country-year dummies to allow reticence to vary over time within countries and between countries. This seems reasonable given that there are large differences in the percent of respondents who are reticent across countries and within countries over time.¹⁰ Differences between countries might be due to differences in culture, institutions, or the types of firms that are interviewed. Changes in political leadership, campaigns against corruption or tax evasion, or economic concerns might also affect reticence within countries over time. Second, we include an additional control for the top manager's experience. Although the top manager was not always the respondent, the top manager is likely to affect the firm's culture and to therefore affect the respondent's reticence. Finally, it includes several firm-level controls including the size of the firm, whether the firm has foreign or government owners, and whether the firm exports. These variables might affect how the firm, and thus the respondent, interacts with government agencies. Interactions with government entities, especially when management has political connections to the government, might affect firm culture and behavior.

V. Econometric Results

Table 1 shows the results from the base regression that includes all firms. The dependent variable is a dummy indicating the person answering the question is reticent. A positive coefficient, therefore, means higher values of the variable mean the person is more likely to be reticent.

Effect of Gender on Reticence. Because of the high correlation between the female owner, manager and respondent dummies, including them all at once is difficult. We, therefore, run three separate regressions. This is especially important for small firms where the overlap is greatest (see previous section).

The three coefficients on the female manager, owner, and respondent dummies are all positive. This suggests the person answering the question is more likely to be reticent when they are a woman or work for a female-managed or -owned firm (see Table 1). Only one coefficient, however, is significant: the coefficient on the dummy for female-owned firms. Moreover, the point estimates suggest relatively modest effects. The likelihood the respondent is reticent is 38.1 percent for the average female-owned firm compared with 36.3 percent for the average

¹⁰ The (unweighted) percent of respondents who were reticent varied between 8 percent in Bangladesh in 2013 and 54 percent in India in 2104.

male-owned firm.¹¹ For female- and male- managed firms, the average estimated likelihoods were 36.9 and 36.6 percent. For female and male respondents, the average estimated likelihoods were 46.8 and 44.7 percent.¹²

Table 1: Effect of gender on reticence, all firms

Column	(1)	(2)	(3)
Dependent Variable	Respondent was reticent		
Observations	17,690	17,742	12,894
Country Dummies	Yes	Yes	Yes
Gender			
Owner is female (dummy)	0.054** (2.00)		
Top Manager is female (dummy)		0.010 (0.29)	
Respondent is female (dummy)			0.060 (1.25)
Firm and manager controls			
Top Manager's Experience (years, nat. log)	0.081*** (5.13)	0.084*** (5.33)	0.071*** (4.18)
Number of workers (nat. log)	-0.012 (-1.34)	-0.012 (-1.34)	-0.016* (-1.69)
Age of firm (nat. log)	0.020 (1.30)	0.020 (1.30)	0.046*** (2.74)
Firm is foreign owned (dummy)	0.120* (1.76)	0.117* (1.73)	0.136** (1.97)
Firm is government owned (dummy)	0.110 (1.25)	0.101 (1.15)	0.120 (1.35)
Firm exports (dummy)	0.022 (0.70)	0.026 (0.85)	0.024 (0.77)
Constant	-0.113** (-2.23)	-0.116** (-2.27)	-0.140** (-2.49)
Pseudo R-Squared	0.136	0.136	0.0937

Source: Author's calculations based upon data from the World Bank Enterprise Surveys.

Note: T-statistics in parentheses. All regressions include country dummies. The dependent variable is a dummy variable indicating that the respondent was reticent. Because the dependent variable is a dummy variable, we estimate the model as a Probit model. Surveys from Nigeria in 2007 and 2009 are excluded from regressions that include gender of recipient. Survey from Sri Lanka is excluded from regressions that include gender of owner or top manager. These exclusions are due to unavailability of information in the relevant surveys.

***, **, * Statistically significant at 1%,5% and 10% significance levels.

Effect by firm size. We next run the analysis for small, medium-sized, and large firms separately. We do this because female owners and managers might influence company culture more in small, tightly held firms than in large firms with diverse ownership and large management teams. Further, female respondents in small firms might be more likely to the owner or CEO than they would in larger firms. As noted above, the interviewer does not always talk to the top manager or owner; they often meet with other administrative or professional staff instead. Large firms with many professionals and managers might have someone else respond more frequently than small firms. Consistent with this, the person answering the survey was more often female in female-owned and -managed small firms than in female-managed and owned large firms.

¹¹ Estimated probabilities are calculated using the model's coefficients for all firms assuming the firm was female owned and then averaged across all firms. The same is then do for all firms assuming the firm was male owned. This allows us to control for other differences between male and female owned firms.

¹² The higher likelihood for both female and male respondents than for both female- and male-managed firms and female and male-owned firms is due to the omission of countries where questions about female ownership, management and respondents were not asked. Questions about managers and owners were not asked in Sri Lanka, while questions about respondents were not asked in the two early Nigeria surveys.

Table 2: Effect of gender on reticence, by firm size

Column	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Small (20 or fewer workers)			Medium-sized (21 to 50 workers)			Large (More than 50 workers)		
Dependent Variable	Respondent was reticent								
Observations	9,532	9,536	5,671	4,098	4,107	3,283	4,060	4,099	3,940
Country Dummies	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Gender									
Owner is female (dummy)	0.119*** (3.09)			0.029 (0.50)			-0.057 (-1.09)		
Top Manager is female (dummy)		0.088** (1.97)			0.160** (2.10)			-0.245*** (-3.72)	
Respondent is female (dummy)			0.125* (1.80)			-0.020 (-0.19)			0.007 (0.08)
Firm and manager controls									
Manager's Experience (years, nat. log)	0.088*** (3.87)	0.092*** (4.04)	0.086*** (3.35)	0.022 (0.72)	0.026 (0.84)	-0.025 (-0.75)	0.154*** (4.84)	0.147*** (4.65)	0.143*** (4.51)
Number of workers (nat. log)	0.008 (0.31)	0.007 (0.28)	-0.021 (-0.58)	0.025 (0.31)	0.024 (0.29)	0.017 (0.19)	0.043* (1.84)	0.046** (1.98)	0.046** (1.99)
Age of firm (nat. log)	-0.014 (-0.61)	-0.015 (-0.65)	0.016 (0.64)	-0.004 (-0.14)	-0.004 (-0.12)	0.026 (0.77)	0.095*** (3.18)	0.096*** (3.23)	0.092*** (3.09)
Firm is foreign owned (dummy)	0.188 (1.49)	0.185 (1.48)	0.167 (1.30)	-0.010 (-0.06)	-0.016 (-0.11)	-0.017 (-0.11)	0.156 (1.58)	0.148 (1.51)	0.198** (2.01)
Firm is government owned (dummy)	0.044 (0.33)	0.047 (0.35)	0.059 (0.44)	-0.065 (-0.30)	-0.031 (-0.14)	-0.030 (-0.14)	0.324** (2.02)	0.251 (1.63)	0.344** (2.09)
Firm exports (dummy)	0.034 (0.61)	0.042 (0.75)	0.053 (0.93)	-0.130** (-2.00)	-0.139** (-2.13)	-0.138** (-2.10)	0.063 (1.34)	0.067 (1.42)	0.052 (1.11)
Constant	-0.087 (-1.06)	-0.083 (-1.02)	-0.082 (-0.74)	0.022 (0.07)	0.010 (0.03)	0.078 (0.24)	-0.815*** (-5.75)	-0.797*** (-5.64)	-0.809*** (-5.71)
Pseudo R-Squared	0.153	0.152	0.101	0.129	0.130	0.0987	0.101	0.103	0.0931

Source: Author's calculations based upon data from the World Bank Enterprise Surveys.

Note: T-statistics in parentheses. All regressions include country dummies. Small firms have between 5 and 20 workers, medium-sized firms have between 21 and 50 workers, and large firms have more than 50 workers. The dependent variable is the number of no responses with higher values indicating that the respondent was reticent. Although the dependent variable is a count variable, we estimate the model as an ordered Probit model. Surveys from Nigeria in 2007 and 2009 are excluded from regressions that include gender of recipient. Survey from Sri Lanka is excluded from regressions that include gender of owner or top manager. These exclusions are due to unavailability of information in the relevant surveys.

***, **, * Statistically significant at 1%,5% and 10% significance levels.

Similarly, the top manager is more likely to be a woman in small female-owned firms than in large female-owned firms.

Consistent with this, the results are stronger for small firms than for larger firms; all three dummies' coefficients are more significant in the small firm regressions. Gender also affects the respondent's reticence more for small firms than for other firms. The estimated average likelihood the person answering the questions would be reticent was 35.7 percent for small female-owned firms but only 32.1 percent for small male-owned firms. For female- and male-managed small firms, the average estimated likelihoods were 35.1 percent and 32.4 percent. For female and male respondents, the average estimated likelihoods were 49.2 percent and 44.8 percent.

In contrast, the gender dummies' coefficients were often negative and were usually insignificant for medium-sized and large firms. Only one coefficient was significant for medium-sized firms; respondents were more likely to be reticent if their firm's top manager was female rather than male. Moreover, the only significant coefficient for large firms was negative, not positive. Overall, the results do not support the idea that people working for firms with greater female participation are more reticent than people working for other firms.

VI. Conclusions

The results from this study suggest that there is little evidence that women are more likely to be reticent than men. The coefficient on a dummy indicating the person answering the question was a woman was not significant when the sample included all firms. Similarly, the respondent did not appear to be more reticent when the firm was either female-managed. The only exception was for female-owned firms; respondents at female-owned firms were more likely to be reticent than respondents at other firms.

Although there is little evidence that women, on average, are more likely to be reticent than men, women working at small firms appear more reticent. When the sample is restricted to only small firms with fewer than 20 employees, female respondents at these firms are more reticent. Further, respondents at small firms with greater female participation are also more likely to be reticent. In contrast, there were few consistent results relating gender and reticence for medium- and large enterprises. This might be because female respondents are more concerned about being identified at small firms and that female managers and owners.

Although the results suggest that reticence might partly explain the difference between men's and women's responses to questions about paying bribes at small firms, they suggest that reticence is not the only reason. First, women are no more reticent at large firms than men and respondents are not more reticent at firms with greater female participants. This is true even though these firms report being less likely to pay bribes and paying less than other firms (Breen and others, 2017; Clarke, 2021). Second, even if women were more reticent than men, this would not explain either the country-level evidence or the evidence from experimental studies.

The study does have some limitations. Although the results suggest that reticence does not explain the difference in men's and women's responses, this does not mean that women misreport corruption more or less than men. That is, although reticent respondents appear to misreport corruption more frequently than non-reticent respondents, this does not imply that non-reticent respondents are completely truthful.

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Frank W. Taussig and the Scientific Tariff: The Political Education of an Expert Economist

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Abstract

In the perennial U.S. tariff controversy, a new idea took root during the Progressive Era: the “scientific tariff.” A common belief held that legislative logrolling was an irrational way to determine tariffs; experts at the executive’s behest could help the legislature to do better. A strong form of the belief held that the best tariffs could be determined by the experts themselves, who would arrive at their determinations scientifically. As chairman of the first permanent U.S. Tariff Commission, Harvard economist and trade-policy expert Frank W. Taussig embraced the common belief. But he resisted the strong form of it, which he blamed for a pernicious “fetish”: the notion that experts should determine tariffs with the aim of equalizing costs of production in a given industry between domestic and foreign producers. Economically Taussig considered the notion worthless: applied consistently it would eliminate foreign trade. Politically he thought it undemocratic: “Nobody, however expert,” he insisted in 1919, “can settle, much less dictate, the position which the country shall take on controverted political and industrial questions.”

Taussig’s vast policy experience notwithstanding, events proved his political naivete. It was the same Tariff Commission which Taussig had led that provided the expertise for administering the scientific tariff as inscribed in law beginning in 1921. With dismay he observed the institution that he had supposed to be “objective, non-partisan, unruffled” become a vehicle for partisanship masquerading as science. He was left at first to calling out the problem from the ivory tower and proposing institutional reforms, later to throwing sarcastic darts. This article reveals the role Taussig played in an outcome he regretted, and what he learned.

Keywords: tariffs, trade, political economy, experts, expertise, scientism

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Employing WarpPLS in an Undergraduate Course on Data Analytics and Business Decision Modeling: First Student Project

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Abstract

This presentation will discuss the first of three student projects conducted as part of a data analytics and business decision modeling course, where data was gathered and analyzed through advanced statistical methods with the goal of informing organization decisions. The student team independently collected data to test their model, which addressed the following topic: "Improving Customer Satisfaction at a Large Retailer with a Presence in Laredo". The project employed the software WarpPLS to assess whether hypothesized predictors of a main dependent variable in a multiple regression model were statistically significant predictors. The causal relationships among predictors and dependent variable were hypothesized based on knowledge obtained from organizational stakeholders. The path coefficients among predictors and dependent variable were used to prioritize recommended actions, where stronger paths were recommended for higher priority actions. Additional tests were conducted to ensure confidence on the results of the analyses, including multicollinearity tests.

Keywords: Data Analytics, WarpPLS, Multiple Regression, Partial Least Squares, Structural Equation Modeling, Multicollinearity.

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Employing WarpPLS in an Undergraduate Course on Data Analytics and Business Decision Modeling: Second Student Project

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Abstract

This presentation will discuss the second of three student projects conducted as part of a data analytics and business decision modeling course, where data was gathered and analyzed through advanced statistical methods with the goal of informing organization decisions. The student team independently collected data to test their model, which addressed the following topic: "Influencing Customer Purchasing Decisions at a Large Retailer with a Presence in Laredo". The project employed the software WarpPLS to assess whether hypothesized predictors of a main dependent variable in a multiple regression model were statistically significant predictors. The causal relationships among predictors and dependent variable were hypothesized based on knowledge obtained from organizational stakeholders. The path coefficients among predictors and dependent variable were used to prioritize recommended actions, where stronger paths were recommended for higher priority actions. Additional tests were conducted to ensure confidence on the results of the analyses, including multicollinearity tests.

Keywords: Data Analytics, WarpPLS, Multiple Regression, Partial Least Squares, Structural Equation Modeling, Multicollinearity.

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Employing WarpPLS in an Undergraduate Course on Data Analytics and Business Decision Modeling: Third Student Project

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Abstract

This presentation will discuss the third of three student projects conducted as part of a data analytics and business decision modeling course, where data was gathered and analyzed through advanced statistical methods with the goal of informing organization decisions. The student team independently collected data to test their model, which addressed the following topic: "Influencing Customer Satisfaction at a Large Grocery Chain in Laredo". The project employed the software WarpPLS to assess whether hypothesized predictors of a main dependent variable in a multiple regression model were statistically significant predictors. The causal relationships among predictors and dependent variable were hypothesized based on knowledge obtained from organizational stakeholders. The path coefficients among predictors and dependent variable were used to prioritize recommended actions, where stronger paths were recommended for higher priority actions. Additional tests were conducted to ensure confidence on the results of the analyses, including multicollinearity tests.

Keywords: Data Analytics, WarpPLS, Multiple Regression, Partial Least Squares, Structural Equation Modeling, Multicollinearity.

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Foreign Investments of Japanese Life Insurance Companies

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Abstract

This paper investigates the relationship between the investment returns or volatilities of Japanese life insurance companies and their discretionary decisions on foreign portfolio investments. These decisions include the proportion of foreign investments in the entirety of the companies' proprietary investments as well as the currency risk hedge. We also consider the "carry trade" scenario, which occurs when the market favors investing in high yield currencies by borrowing the Japanese yen. We establish three important results. First, the currency hedge relates positively to the investment returns under the carry trade scenario but relates negatively otherwise. Second, the proportion of foreign investments relates positively to the investment returns. Third, the investment returns significantly decrease under the carry trade scenario.

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Textile and Clothing Industry in India-A Brief Overview

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Abstract

This proceedings paper conducts a preliminary analysis of the global textile and clothing industry vis-a-vis India. India is a major player in the global market for textile and clothing. This paper focused on conducting an overview of the global textile and clothing industry in general and of India in relation to the world. It is shown that the global textile and clothing industry and its major segment the apparel industry is quite big in size. The size is expected to continue to grow steadily as income and population increases globally. The apparel segment itself is expected to grow to worth 2 trillion U.S. dollars globally by 2026. Such growth is expected to happen for India as well. In addition, it is also expected that India's share of the global apparel market will continue to grow further. Give several strong favorable advantages for India in the production and export of textile and clothing, the country faces competitive challenges from other key players in the market. Once such challenge is exchange rate appreciation of Indian rupees against currencies of its competitors. The future direction of this research is expected to focus on the impact of exchange rate changes on India's textile and clothing trade.

Key words: Textile and Clothing, textile exports, apparel exports, global trade, India

JEL classifications: F10, F14, L60, L67

I. Introduction

Human beings (men, women, children, elderly, special groups of people) need body covering during their lifetime. In addition to meeting basic covering needs for apparel and garments, this industry tends to serve to provide opportunities for fulfilment of people's desire for varieties, fashion, protection against changing seasons, for providing various types of apparel to meet specific needs such as uniforms for military, school children, hospitals, and clinics, just to name a few. The textile and Clothing industry tends to meet all these varied needs in varying degrees in different countries across the globe through processing, production, distribution, and consumption of various kinds of apparel and garments.

Textile and Clothing industry is one of the oldest and a major industry in the world as well as in individual countries. Historically, this industry contributed greatly to the advancement of today's developed countries and currently contributing significantly to the industrial and broader socio-economic development of many emerging nations today. Examples of this industry's contribution to today's emerging economies include countries like China, India, Bangladesh, Vietnam, Thailand, Sri Lanka, among others. The industry is generally labor-intensive in nature and as such can employ millions of workers worldwide generating income and consumption, hence production and GDP. In addition, the industry contributes to earning scarce foreign exchange earnings of these countries.

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Given the above, the textile and clothing industry is of utmost importance to many emerging countries especially the emerging economy of India. This paper is focused on analyzing the role and significance of the textile and clothing industry in India.

II. Indian Economy: A Brief Overview

According to 2020 World Bank data, India is the largest nation in South Asia both in terms of population (with a population of 1.38 billion people) and the size of the economy in terms of gross domestic product of 2.66 trillion US\$ (World Bank 2022). India is the second largest nation in the world in terms of population next to China and the fifth largest economy in the world in terms of GDP and in global trade, India is the 15 largest in global exports, 11 largest in global imports, 142nd ranking in per capital GDP in US\$, and the 44th most complex economy in terms of ECI (Economic Complexity Index) (OEC 2022). It is a large and diversified country with a large low-wage unskilled, semi-skilled, and skilled labor force, big land area, and various natural resource endowments.

Give its size, natural resource endowments, and diverse population and concomitant large and young relatively cheaper skilled, semi-skilled and unskilled labor force, India occupies a strong position in global trade. At the HS 6-digit level of classification, India exports about 4,442 products to 226 countries and imports about 4,356 products from 210 countries in the world. As such, India has a highly diversified trading relations with most countries in the world in various product lines (OEC 2022).

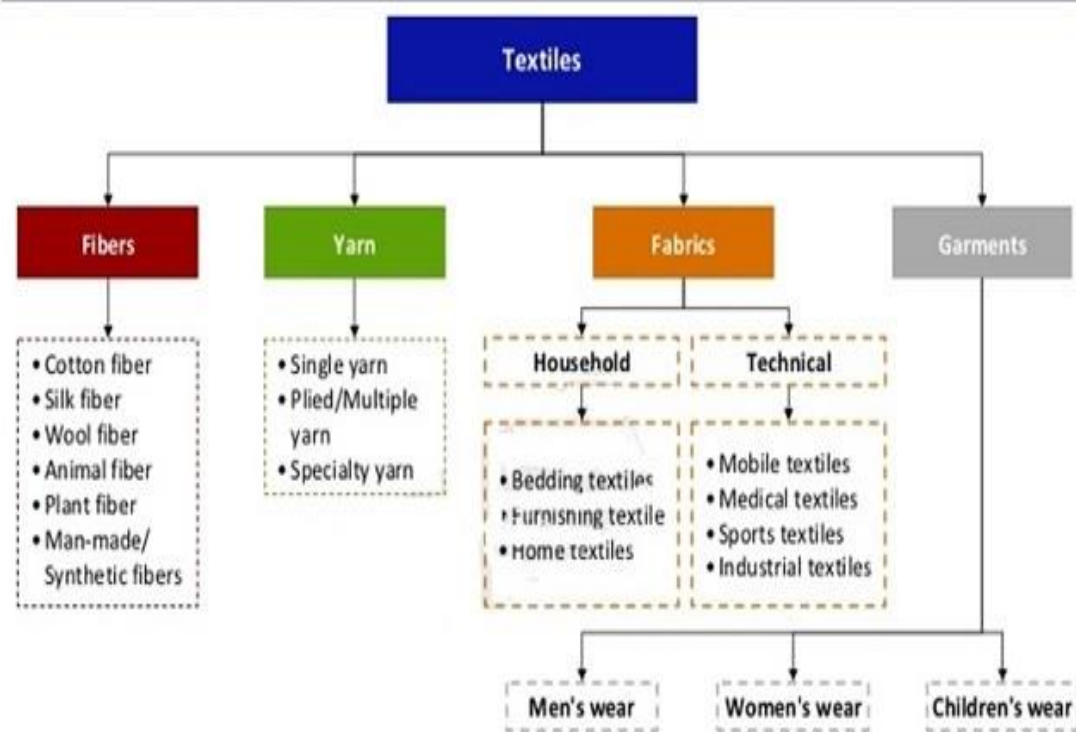
III. Textile and Clothing Industry in the World-A Brief Overview

Globally, the textile and clothing industry is a very large industry in terms of production, consumption, trade (exports and imports), employment and income generation. The industry comprises a very diverse range of products with a varied range segments and sub-segments in Figure 1. In addition, the finished products such as apparel and garments come out after going through several production stages from producing raw materials (cotton, rayon, wool, silk, animal fiber, plant fiber, and synthetic fiber) to obtaining fibers to yarn to making fabrics and then making the finished goods that is being distributed to consumers. In each stage, value is created along with job creation and income generation. This diversity, segmentation, and varied production and distribution stages make it a vertically integrated and horizontally diversified industry that generates thousands and millions of jobs worldwide and in individual countries in varying degrees. These jobs create income and improves well-being to people across the globe.

The Apparel market is a major segment of global textile and clothing industry. This segment comprises all clothing segments that are produced for retail consumption and is broken down into Women's Apparel, Men's Apparel and Children's Apparel. Nike, ZARA, H&M and Uniqlo are the most valuable fashion brands in the world. In addition, there are numerous small, medium-sized and mega brands that operate successfully both at a national or a regional level (Statista 2022).

The textile and clothing industry is global in its reach. Both inputs (cotton, yard, fabrics, textile supplies and textile making machineries) and semi-finished (fabrics) or finished goods (apparel and garments) of this industry are exported and imported across the global each day. Most countries in the world plays some role in the global the role of either only as exporter (inputs or finished goods), or only as importer (inputs or finished goods) or plays the role of both exporter of importer simultaneously) (as an importer of inputs and then exporting more processed or finished goods such as apparels and garments). For example, India is self-reliant as it can produce cotton, yarn, fabrics, and finished goods. India exports both inputs and finished goods to global markets. and export this product globally and does not need to import inputs to make production except perhaps some sophisticated machinery.

Figure 1: Textile and Clothing Market Segmentation and Stages of Production
Textile Market Segmentation



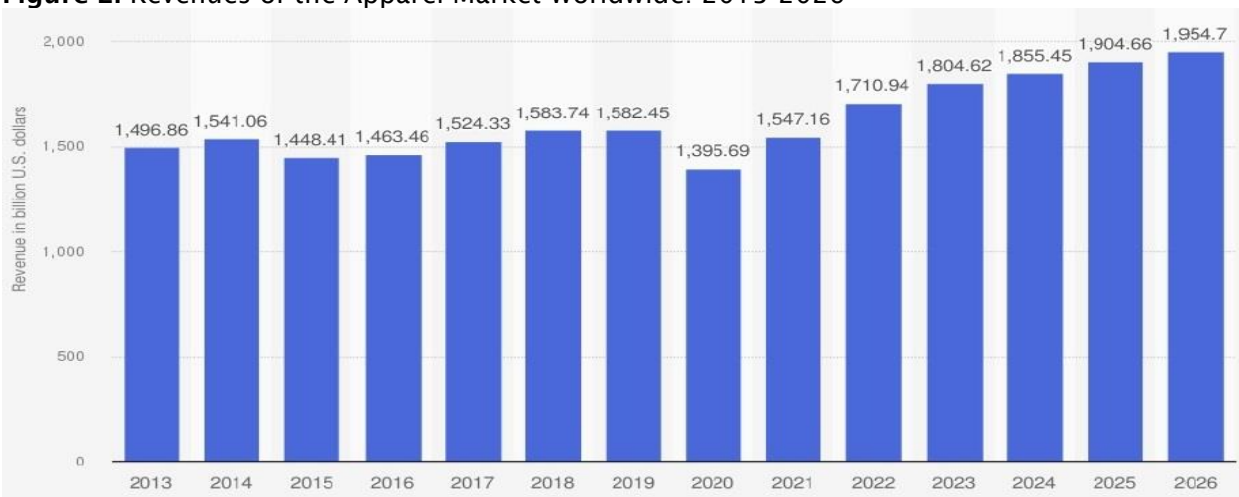
Source: Taken from Hanichak (2021).

Similarly, countries such as China and Japan would fall in this category. On the other hand, a country like Bangladesh exports the finished goods such as readymade garments, but must rely on imported cotton, yarn, other intermediate goods, fabrics, and machinery. As such, this country is importer of inputs and exporter of finished goods. In different case, some countries exporters and importers of both inputs and finished goods. A good example would be the U.S. It does export cotton and fabrics but at the same time imports some cotton and fabrics. Furthermore, the U.S. exports some kinds (higher quality) finished goods as well as imports huge quantity of finished goods of different varieties. As such, the U.S. provides a good example of countries who are engaged in both comparative advantage-based inter-industry trade as well as product differentiation based intra-industry trade.

The number of people employed globally in this varied industry is estimated to be anywhere between 20 million and 60 million people (Hanichak 2021). Employment in industry is particularly important for economic and social well-being and development of the developing and emerging economies of the world. The industry accounts for approximately two percent of global gross domestic product (GDP) and accounts for an even greater portion of GDP for the world's leading producers and exporters of textiles and garments (Hanichak 2021). Thus the economic and social impact of this industry is vast and profound for many countries in the world.

The worldwide market for apparel and garments is quite big. Figure 2 shows the size and trend in revenues generated from the export of apparel and garments worldwide from 2013 to 2026. The revenues are in billions of US dollars and had been rising slowly from 1,496 billion in 2013 to 1582 billion in 2019. After a decline in 2020 due to Covid-19 pandemic, the revenues started to grow faster from 2021 reaching to 1,710 billion in 2022 and it is projected to grow further at the rate of 3.39% compound annual growth rate (CAGR) beyond 2022 to 2026 when it is expected to reach close to 1955 billion dollars (about 2 trillion dollars) just from global apparel sales.

Figure 2: Revenues of the Apparel Market Worldwide: 2013-2026



Source: Statista, 2022.

IV. Textile and Clothing Industry in India-A Brief Overview

India produces and exports many kinds of products to many different countries in the world and it also imports a wide variety of products from different countries. In 2020, India's total exports hovers around 498 billion US\$ and total imports of 510 billion US\$ with an overall trade deficit of about 12 billion US\$ (World Bank 2022). The textile and clothing industry is one major industry in India that is highly engaged in global trade.

Within the textile and clothing exports segment, India is both an exporter and importer in global trade. In the export front, India exports both textiles and apparel, being equally divided between them in India's textile and clothing export shares, around 50% each (USITC 2001). Within textiles, India exports some cotton, cotton fibers, yarns and fabric, manmade and synthetic fibers, yarns and fabric, and other textile products and accessories. Within the apparel export segment, India exports both woven and knit garments (dominated by readymade garments exports). Export of woven garments dominate over the knit and other apparel exports of India (USITC 2001).

In the import context, India do import some textiles and some apparel. In textiles, it imports some cotton, some quality yarns and fabrics, and some other textile products and accessories from overseas particularly to support the production and export of apparel and readymade garments. India also imports some varieties of apparel products which are branded products or products of higher quality to meet domestic demand (USITC 2001).

V. India's Role in the Global Textile and Clothing Market

Table 1 reports the top 10 export markets for India with the largest market being the U.S. that imports about 16.8% of India's total exports. This is followed by UAE (9.2%), China (5.3%), Hong Kong (3.5%), and Singapore (3.3%). The rest of the top countries each takes less than 2.0% of Indian exports.

Textile and clothing industry in India is one of the oldest industries and is one of top ten industries in the country. The industry is generally labor-intensive in nature and is self-reliant in the sense that it is capable of organizing activities at all stages of production starting from growing cotton to making yarn and fabrics leading to the production of apparel and garments (finished goods). The activities in this industry can be classified into two major sectors: the unorganized sector that used culture-based traditional methods of production method such as

using hand looms etc. in small scale production at various stages. In contrast, the organized sector is more modernized and tends to use more sophisticated and superior technology and production methods (modern textile mills).

Table 1: Top Ten Global Export Markets for Indian Products

Rank	Country	Total Exports (%)
1	United States	16.8
2	United Arab Emirates	9.2
3	China	5.3
4	Hong Kong	3.5
5	Singapore	3.3
6	United Kingdom	2.7
6	Netherlands	2.7
6	Germany	2.7
7	Bangladesh	2.6
8	Nepal	2.2
9	Belgium	2.0
10	Malaysia	1.9

Source: Table compiled by the author with information taken from ijiem (2020).

As such the industry employs millions of workers each year. Dhanabhakya (2007) Reports about 35 million workers are employed directly in the industry with about 60 million after adding ancillary jobs in complementary, supporting, and related sectors. Such a big employment of labor creates income and consumption and hence contributes to the standard of living of these workers and their families. The processing and production, distribution and consumption at different stages contributes about 3% to national output (Dhanabhakya 2007). For example, this industry alone contributes about 14% of manufacturing value addition and helps ring about 27% of the foreign exchange earnings through exports (Dhanabhakya 2007). In a different study, Anwesa (2014) reports similar data such as 35 million direct employments in this industry alone with this sector contributing about 4% to national output, but 17% to foreign exchange earnings from exports compared to 27% reported in the previously cited study. It is to be noted here that India is capable of exporting both inputs (cotton, yarn, and fabrics) as well as finished goods such as apparel and readymade garments.

Table 2 below indicates the trend in the apparel export revenues in India versus the world from 2013 to 2021 (actual observed) and the data is projected to 2026. Column 2 shows world export venues and column 3 shows India's export revenues from textile and clothing exports. The last column shows the percentage share of India in the global exports revenues. It shows that the revenues from apparel exports have been growing consistently over the years for the world as well as for India except for a decline in 2020 for both India and the world due to the onset of the Covid-19 pandemic. The revenues are also projected to grow consistently beyond 2022. The last column also shows that India's share of world total is expected to grow consistently but slowly from 3.32% in 2013 to 5.47% by 2026.

Table 3 shows the breakdown and ranking of the top 10 export products from India to the world. The first two columns give rank and the product name followed by export value (in billion US\$) in column 3 and the resulting percentage of India's total exports to the world in the 4th column. The top 10 together accounts for about 47 billion US\$ that is about 60% of Indian overseas exports. The topmost rank is captured by Mineral fuels that accounts for 44.1 billion US\$, which translates into close to 14% of Indian overseas exports. This is followed by Gems and precious metals as rank 2 and machinery (with computers) in rank 3 followed by organic chemicals in rank 4. The Textile and clothing industry falls in the top 10 export categories as listed in the table (rank 9 and rank 10). Clothing and accessories segment of this industry fall in the 9th ranking with an annual export of 8.6 billion US\$ that constitute about 2.7% of all Indian exports. The Crochet and Knit segment occupy 10th position with an export value of 7.9 billion

US\$ that constitutes about 2,5% of all Indian exports to the world. As such, the two segments added together amounts to 16.5 billion US\$ that translates into a hefty 5.2% of all India exports. These two sub-categories within the textile and clothing industry contributes significant amount and percentage to total exports and foreign exchange earnings for India

Table 2: Apparel Export Revenues: World versus India-2013-2026

Apparel Export Revenues in millions of U.S. Dollars			
Year	World	India	% Share-India
2013	1,496,864	49,830	3.328959745
2014	1,541,059	55,007	3.569428555
2015	1,448,413	57,553	3.973521364
2016	1,463,459	63,099	4.311634286
2017	1,524,332	72,609	4.763332397
2018	1,583,744	74,634	4.712504041
2019	1,582,453	80,016	5.056453493
2020	1,395,691	66,544	4.767817518
2021	1,547,156	73,181	4.730033688
2022	1,710,939	88,486	5.171779941
2023	1,804,617	96,550	5.350165714
2024	1,855,451	100,210	5.400843245
2025	1,904,662	103,672	5.443065489
2026	1,954,698	106,932	5.47051258

Source: Compiled by the author based on data from Statista (2020).

Table 3: Top 10 Export Products from India to the World

Rank	Product name	Amount (Billion U.S. \$)	Percentage of Total Exports (%)
1	Mineral fuels	44.1	13.7
2	Gems, precious metals	36.7	11.4
3	Machinery, computers	21.2	6.6
4	Organic chemicals	18.3	5.7
5	Vehicles	17.2	5.3
6	Pharmaceuticals	16.1	5.0
7	Electrical machinery and equipment	14.7	4.5
8	Steel & Iron	9.7	3.0
9	Clothing & Accessories	8.6	2.7
10	Crochet & Knit clothing	7.9	2.5

Source: iiiiem (2020).

The global apparel market is quite competitive as many exporters challenge each other. India is a major player in the global apparel market but faces strong competitive challenges from other key players in the market such as China, Bangladesh, India, Vietnam, Thailand, among others. Despite these challenges, why India's share is rising consistently and why the rising trend is expected to continue? This is because India has some key advantages in the production and export of the apparel products and textile and clothing industry in general.

Firstly, India is self-reliant in making apparel products. The country is quite capable of producing cotton, rayon, silk, animal fibers, plant fibers and other synthetic fibers domestically at home and hence do not need to rely on foreign countries for these key ingredients; secondly, India is capable in processing these materials to process them yarns and then into quality fabrics that goes into the production of apparel and garments (finished goods).

Thirdly, India has vast pool of unskilled and semi-skilled labor that can be utilized in this highly labor-intensive industry; fourthly, given the abundant supply of labor, the workers can be hired at generally very low hourly (or weekly or monthly) wage rates; fifthly, India has access to low-cost skilled manpower to recruit various needed production and marketing managers to manage and run the apparel businesses efficiently; sixthly but not lastly, India has access to the technology along with machineries and equipment from domestic sources without need to depend on other nations. All these factors give India a competitive and comparative edge over its close competitors such as Bangladesh, Vietnam, and Thailand.

VI. Future Direction of this Research Project

Given that India faces strong global competitive challenges in the apparel export market, and even though India has several competitive and comparative advantages mentioned above, Indian prices per unit of apparel must be competitive. But the competitive advantage can be dashed if the exchange rate of the domestic currency appreciates against currencies of other countries. Indian businesses and policy makers generally worry about it especially businesses that are involved in export businesses (USITC 2001). Standard economic theory argues that any significant appreciation of Indian currency may increase the price foreign countries would pay for apparel imported from India that may make the India apparel less competitive in the global market. This may result in reduce apparel exports from India. This hypothesis that Indian currency appreciation would reduce apparel exports from India has not been tested empirically. In continuation of this research, the author intends to test this hypothesis using India garments exports data along vis-à-vis Indian currency exchange rates after controlling for other factors such as global income and general prices.

VII. Conclusion

This proceedings paper focused on conducting an overview of the global textile and clothing industry vis-à-vis India. The global textile and clothing industry and its major segment the apparel segment of the industry is quite big in size and has been growing consistently and is expected to continue to growth steadily as income and population increases globally. The apparel segment itself is expected to grow to worth 2 trillion U.S. dollars globally by 2026. Such growth is expected to happen for India as well. In addition, it is also expected that India's share of the global apparel market will continue to growth further. Give several strong favorable advantages for India in the production and export of textile and clothing, yet the country faces competitive challenges from other key players in the market. Once such challenge is exchange rate appreciation of Indian rupees against currencies of its competitors. The research is expected to continue and focus on this issue for the Indian apparel exports market in the future.

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The Road to Digitalization: A Case of the Fintech Sector in North Macedonia

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Abstract

The role of the fintech sector in the further development of financial operations is seen as a driving force in providing end users with better quality product/services. The challenges, but also the opportunities, that are ahead are being closely monitored by both the banking and non-banking sectors. Digitalization and automation of operations take place in parallel. The end users (citizens and legal entities) should enjoy the benefits of increased competitiveness, which in turn shall bring various benefits, reduce operation costs and increase the speed and quality of service/product delivery.

The importance of adapting the financial industry to the latest industry trends or the transition from industry 3.0 to industry 4.0 for end users means new payment infrastructure, easier methods and service operation. Transition into a digital environment further offers more flexible conditions for banking services and financial operations.

The new landscape with the industry 4.0, catalyzed by the Covid -19 measures, in the financial industry means speeding up the pace in developing more flexible financial infrastructure. The effort therein is to provide easy and comfortable financial services to its end users, tailor made to their needs. The challenges in proactive implementation of new incremental or radical solutions imposes more flexible organization using latest industry technology and more lean organization structure with appropriate management structure following the legal framework requirements provisioned by their respective Central Bank. So, in that multifaceted challenging environment, how the relevant and various knowledge base within an organization (banking or non-banking) is used can be determined by the novelty incorporated within innovative product and services used or implemented within (banking and non-banking institutions).

I. Theoretical Background

In the following section, the focus is in the field of corporate governance, namely - the micro aspects in the field of risk management within a bank. According to some economic proponents, the primary micro-aspect is essential and provides a good basis for capacity building for detecting and isolating sources of potential risk at the corporate level (Wehinger 2012). Capacity building of risk management is imposed as a basic necessary mechanism of corporate management at the level of all individual financial agents, including non-banking financial institutions.

In principle, good corporate governance is ensured, inter alia, through effective procedures for identifying, measuring, monitoring and controlling the risks to which the Bank is exposed.² Consequently, there is a need for:

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² Especially in the case of large banks, as well as banks operating in deregulated markets, efficient banking risk management requires an integrated formal process. In developing countries, especially transition countries, which are

- Establishing an efficient framework in correlation with the needs of the selected business model of the bank;
- Need for establishment of an efficient risk management system, which will enable timely and objective identification, monitoring, quantification and finally - minimization of the bank's risk exposure in accordance with the Central Bank regulations;
- Strictly integrated risk management with the strategic management of the Bank In other words, simply put, good and efficient banking risk management, as part of corporate governance, requires the fulfillment of the following assumptions:
- Clearly defined management function in the context of risk management³ by defining the roles and responsibilities of all participants in the process;
- Banking risk management indirectly refers to⁴ of the bank's capital. Capital owners - shareholders transfer all authorizations related to capital management to the Board of Directors of the bank.

Furthermore, the Board of Directors sets up an appropriate organizational structure of managers who organize the performance of the management function in the daily operational work. The management function is extremely complex. In addition to authority and competence, it requires the assumption of ultimate responsibility for the result of the activities performed by the management. Managing potential conflicts of interest and interests remains a significant challenge for commercial banks. The essential division between management and ownership (Fama & Jensen 1983) is an imposing factor in terms of successful banking and risk management.

Responsible organizational structure of the bank is building and adopting a responsive system of human resources, adequately organized by jobs, business units and their hierarchical connection in order to meet the strategic objectives of the bank. There are traditional organizational structures and modern organizational structures, accepted depending on the type of bank. Traditional organizational structures are simple management structures, in which the hierarchical levels and responsibilities are clearly defined. Modern structures are based on a project management approach and are more flexible than traditional ones. They aim at appointing individuals, i.e., individual business units as responsible for specific projects, and it is not uncommon for the practice to hire external persons - experts in the given field.

Comprehensive framework for managing the risks of all of them from the banking operations. Creating a risk management framework is one of the biggest challenges in banking today. In general, the framework should meet the following criteria⁵:

- To be a set of standards and tools that will enable the bank at all organizational levels to identify, monitor, assess and control risks;
- To be subject to occasional testing and modification;
- To promote strengthening of the business culture of organized risk management;
- To meet regulatory requirements;
- To meet the requirements of the minimum structure.

The minimum structure of the⁶ banking risk management framework has four levels:

unstable and particularly sensitive to economic and financial shocks, with shallow underdeveloped markets, have the potential for significant exposure to financial risks. Such conditions impose the need for complex risk management systems by the bank's financial management (Van Greuning and Brajovic Bratanovic 2009)

³ Organization for Economic Co - operation and Development (1999). "OECD Principles of corporate governance."

⁴ This is one of the reasons for the special reference to the Basel Capital Provisions within the whole two chapters of the dissertation. The second reason is the global focus of regulators on this way of regulating banking risk management.

⁵ National Bank of the Republic of Macedonia, Risk Management Decision ("Official Gazette of RM" No. 42/2011)

⁶ National Bank of the Republic of Macedonia, Risk Management Decision ("Official Gazette of RM" No. 42/2011)

- Strategy or general approach of the bank that defines the objectives, the required business model for achieving the objectives, the organizational structure and the risk profile of the bank;
- Risk management process, which consists of daily activities, analysis, decision making in accordance with the chosen strategy; monitoring and anticipation of the expected, ie expected result in correlation with the accepted risk, reporting;
- Infrastructure in the context of systems, data and other tools needed in the risk management process;
- Defining the environment in terms of business culture, as well as external factors that significantly affect the effectiveness of risk management. Framework review, risk measurement and control mechanisms are a sophisticated tool for early detection of potential problems. Striving for preventive measures and minimizing corrective measures in the risk management process is one of the prerequisites for effective banking risk management. In continuation of the dissertation, in order to further delve deeper into the analysis of banking risks, we will first make a basic differentiation and categorization of risks in banking as a central subject of analysis.

Providing an appropriate legal framework is emphasized through proactive work of the Central Bank of North Macedonia in order to:

- modernization of B2B and B2C payments,
- introduction of new standards in the financial regulation sector,
- Providing an open banking infrastructure.

The experience of developed countries emphasizes the following trends and challenges:

- for 10 years there was a decline in the use of cash,
- Along with this change in end-user preferences, payment structures are being digitized,
- Increase in crypto-currencies, which are extremely volatile in value, but offer anonymity in transactions using blockchain technology, i.e. (distributed ledger technology),
- Increase protection against cyber attacks,
- Increase of personal data protection to end users
- Deep data mining through the use of Artificial Intelligence, use of chat bots and augmented reality as in providing new services or products tailored by the needs and on demand of the end users, etc.
- Payment systems should enable them to be trustworthy, have integrity, for the good of society, a stable system, non-discriminatory, accessible and acceptable to all their citizens.
- Some Central Banks already have pilot projects for Central Bank Digital Currency leading to e-wallets.⁷

In the survey conducted by the Central Bank of North Macedonia, the research was conducted from 5-26.10.2020, electronically. It was done as combination of general and additional questions, with 220 respondents. The following are results of selected questions from the survey:

⁷ Notes by the authors from the 13th payment system conference, held online on 09-10 December 2021, Central Bank of North Macedonia and Bank of Holland, <https://www.nbrm.mk/ns-newsarticle-13-konferencija-za-plakanata-i-pazarnata-infrastruktura-en.nspix>

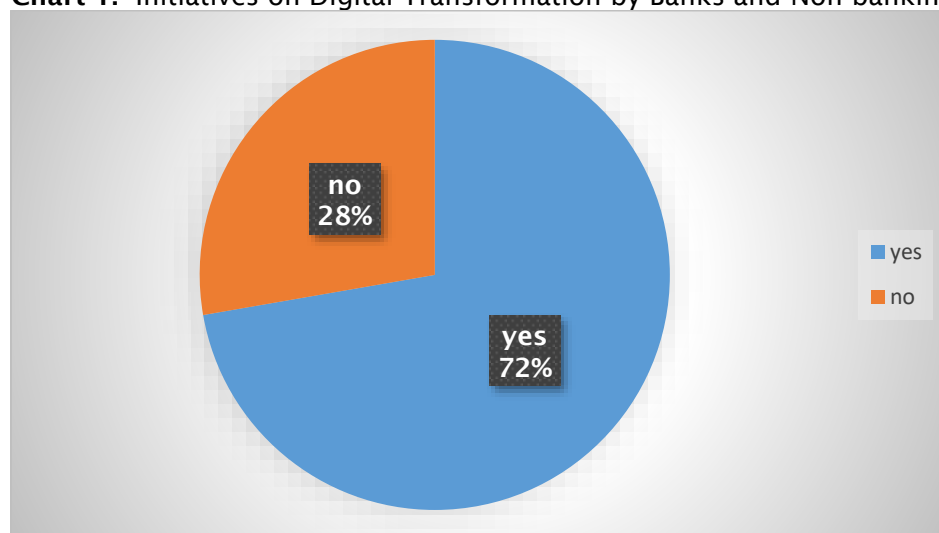
1. Environment assessment- traditional institutions⁸

Table 1: Survey Question 1 with obtained results

Initiatives on Digital Transformation by Banks and Non-Banking Institutions		
	No. Respondents	%
Yes	86	72%
No	33	28%
Total Answers	119	
No Answer	13	

Source: NBSRM October 2020

Chart 1: Initiatives on Digital Transformation by Banks and Non-banking Institutions



Data source: NBSRM October 2020

Analysis of the banks and other non-banking institutions shows that most or 72% take actions on digital transformation.

2. Does your institution currently work on digital transformation initiative?

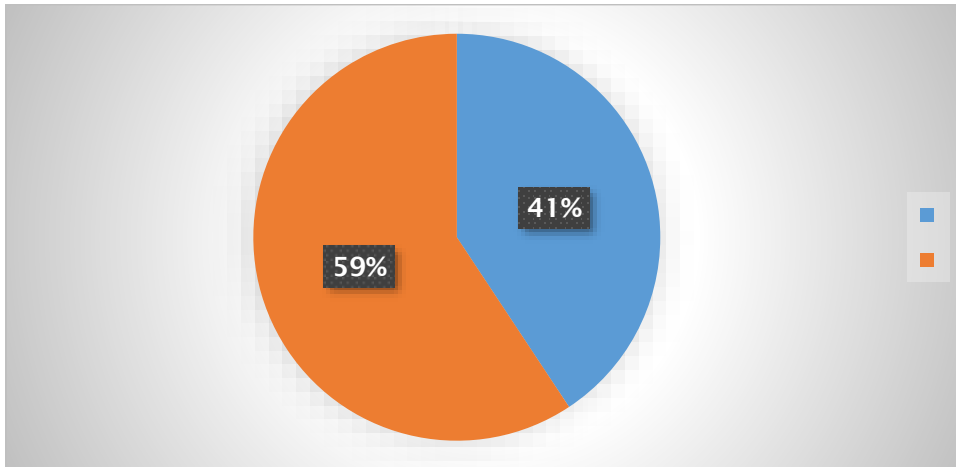
Table 2: Survey Question 2 with obtained results

Does Your Institution Currently Work on Digital Transformation Initiative?		
	Banks	Non-Banking Institutions
Yes	35	9
No	51	40
Total	86	49

Source: NBSRM October 2020

⁸<https://www.nbrm.mk/content/%D0%9F%D1%80%D0%B5%D0%B7%D0%B5%D0%BD%D1%82%D0%B0%D1%86%D0%B8%D1%98%D0%B0-%D0%B0%D0%BD%D0%BA%D0%B5%D1%82%D0%B0%20%D1%84%D0%B8%D0%BD%D1%82%D0%B5%D0%BA-20.1.2021.pdf>, last accessed on 27.02.2022

Chart 2:



Data source: NBRSM October 2020

According to the answers, relative higher initiatives are coming from the banks.

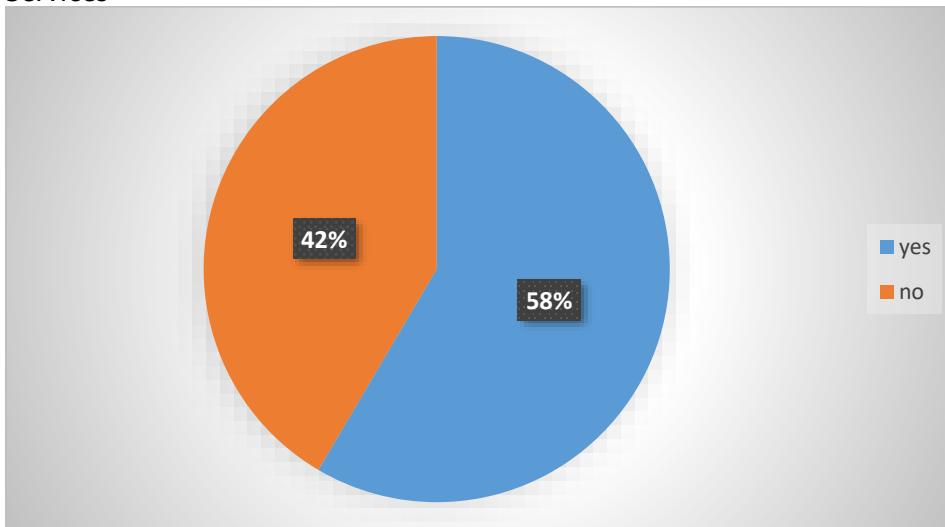
3. Banks and non-banks institutions that are developing fin-tech products or services

Table 3: Survey Question 3 with obtained results

Banks and Non-Banking Institutions that are Developing Fintech Products or Fintech Services		
	No. Answers	%
Yes	69	58%
No	49	42%
Total Answers	118	
No Answer	14	

Source: NBRSM October 2020

Chart 3: Banks and Non-Banking Institutions that are Developing Fintech Products or Fintech Services



Data source: NBRSM October 2020

According to the answers, more than half of traditional financial institutions or 58% responded that they develop fin-tech products or services.

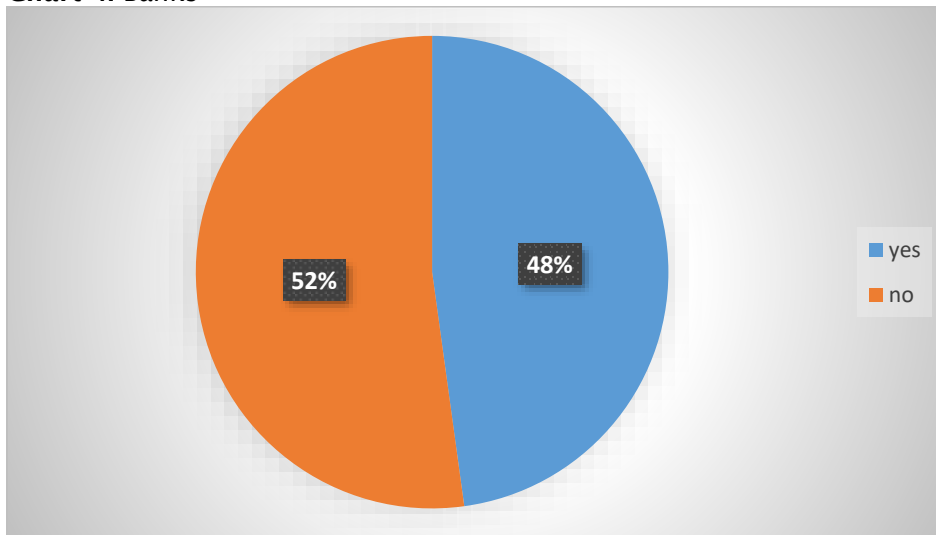
4. Does your institution currently work on developing fin-tech products or fin-tech services?

Table 4: Survey Question 4 with obtained results

Does Your Institution Currently Work on Developing Fintech Products or Fintech Services?		
	Banks	Non-Banking Institutions
Yes	33	9
No	36	40
Total	69	49
Total Answers	118	

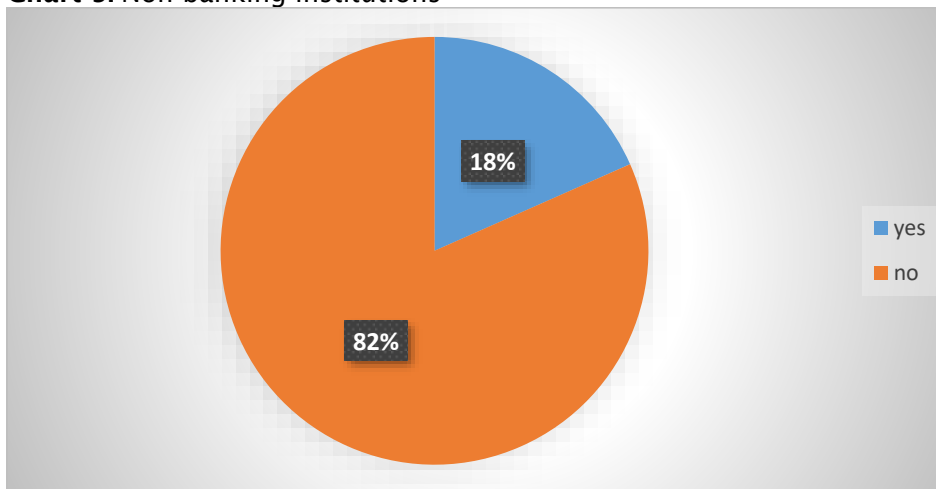
Source: NBRSM October 2020

Chart 4: Banks



Data source: NBRSM October 2020

Chart 5: Non-banking institutions



Data source: NBRSM October 2020

A relative higher number of responses from the banks in relation to the others from non-banking institutions, that work currently on development of fin-tech products or services.

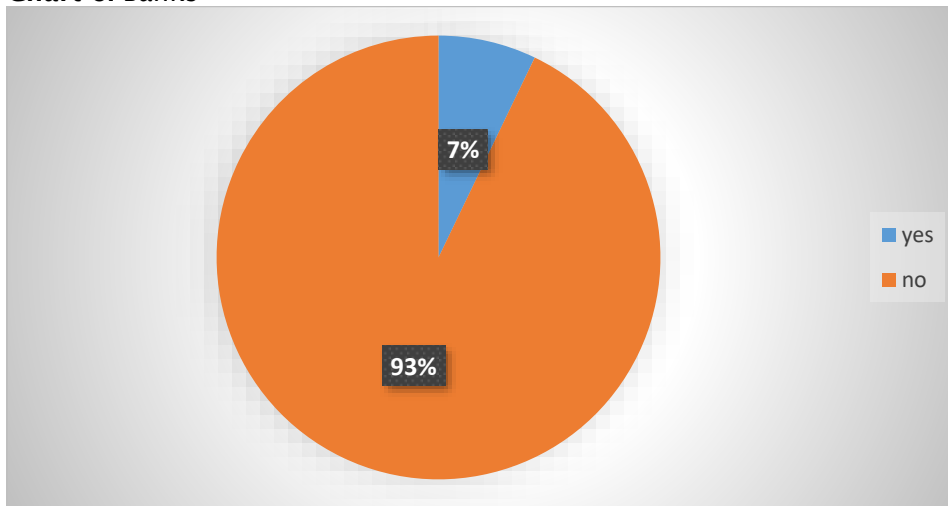
5. Does your institution has separate OU or selected higher rank officer responsible for digital transformation?

Table 5: Survey Question 5 with obtained results

Does Your Institution Have Separate OU or Selected Higher Rank Officer Responsible for Digital Transformation?		
	Banks	Non-Banking Institutions
Yes	3	13
No	39	62
Total	42	75
Total Answers	117	

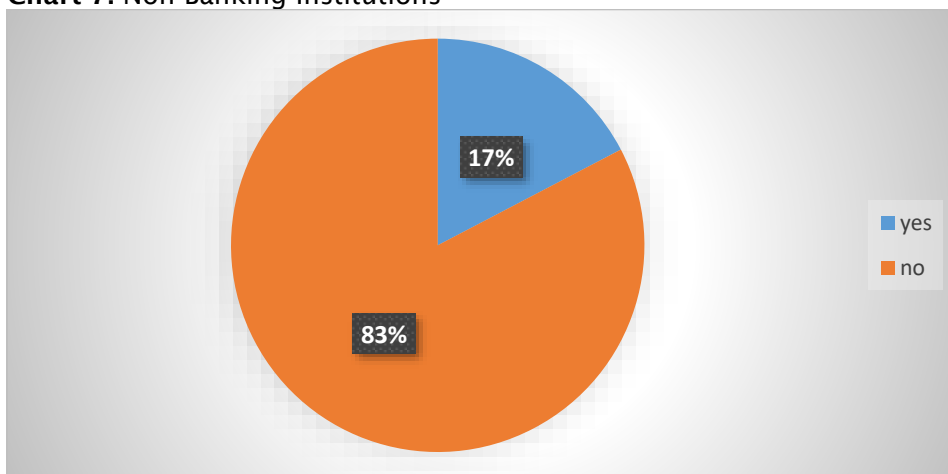
Source: NBRSM October 2020

Chart 6: Banks



Data source: NBRSM October 2020

Chart 7: Non-Banking Institutions



Data source: NBRSM October 2020

Most of the banks and financial institution have no separate OU or responsible person for digital transformation.

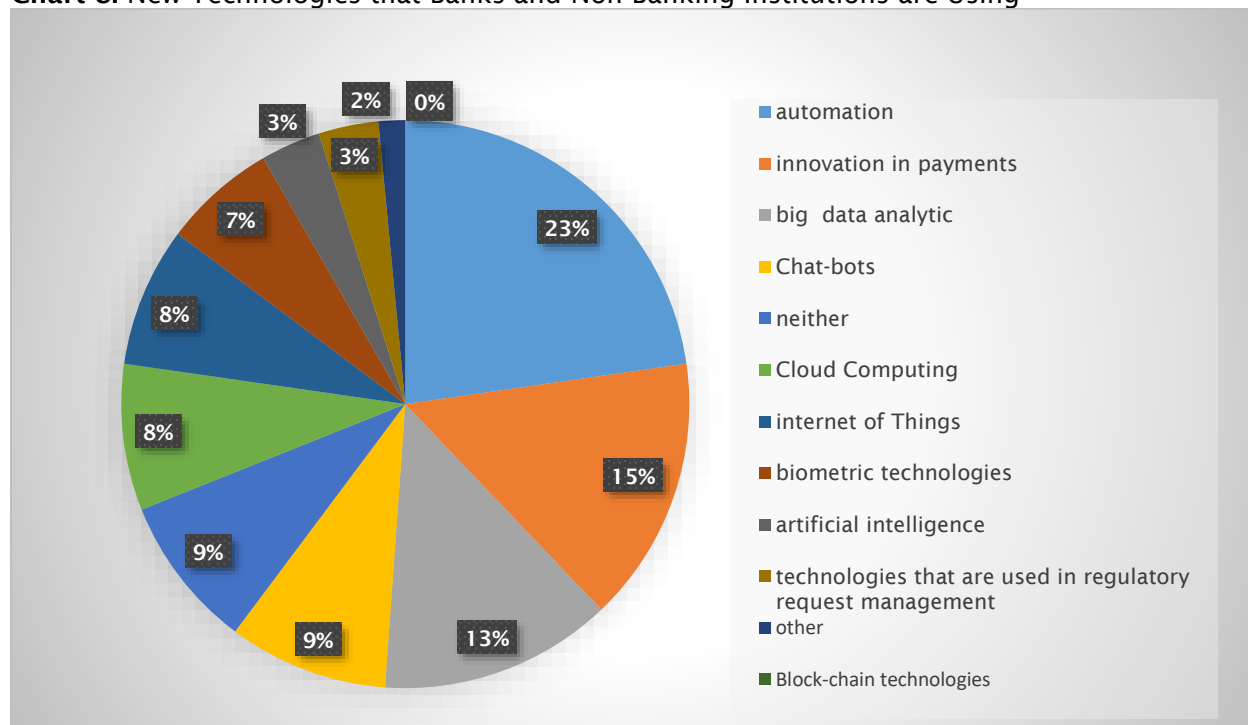
6. New technologies that banks and non-banking institutions are using.

Table 6: Survey Question 6 with obtained results

New Technologies that Banks and Non-Banking Institutions are Using	
	No. of Responds
Automation	60
Innovation in Payments	40
Big Data Analytic	35
Chat-Bots	24
Neither	23
Cloud Computing	22
Internet of Things	21
Biometric Technologies	17
Artificial Intelligence	9
Technologies that are used in Regulatory Request Management	9
Other	4
Block-Chain Technologies	0

Source: NBRSM October 2020

Chart 8: New Technologies that Banks and Non-Banking Institutions are Using



Data source NBRSM October, 2020⁹

⁹<https://www.nbrm.mk/content/%D0%9F%D1%80%D0%B5%D0%B7%D0%B5%D0%BD%D1%82%D0%B0%D1%86%D0%B8%D1%98%D0%B0-%D0%B0%D0%BD%D0%BA%D0%B5%D1%82%D0%B0%20%D1%84%D0%B8%D0%BD%D1%82%D0%B5%D0%BA-20.1.2021.pdf>, last accessed on 27.02.2022

Measuring New Knowledge Creation/Innovation

In terms of knowledge flow in the enterprise, i.e., the existence / exchange / creation of knowledge in the organisation, is shown by the relation between knowledge management and the creation and application of new knowledge, i.e., how the organisation applies / uses knowledge in the form of radical, disruptive new or incremental, improved products / services or processes.

Building on the Evans and Ali's (2013) Lifecycle Model the Knowledge Management Cycle (KMC) is advanced and consists of 7 phases: 1. to identify, 2. to preserve, 3. to share, 4. to use, 5. to learn, 6. improve and 7. Create new knowledge here modified into Innovate. (Evans, Max, Kimiz Dalkir, and Catalin Bidian, 2014).

There are different definitions of innovation: it must bring something *new* or *new* to the organization, national market and global market in order to be considered innovative. Simply said, innovating or being involved in innovation activities helps organizations stay competitive. The usage of their knowledge is shown by the result of their doing the level of newness of their product or service in their respective industries or markets.

Technological, Product and Process (TPP) innovation activities represent all the scientific, technological, organizational, financial and commercial steps that are actually taken to bring about the implementation of technologically new or improved products and processes. Some are highly innovative; others are not so new but needed for realization (Oslo Manual, 2005: 32).

The Oslo Manual (2005) defines innovative activities based on two concepts / approaches subjective and objective: an innovative enterprise and an innovative activity According to the subjective approach, an innovative enterprise is an organization that has realized at least one innovation whether it be product, technology, marketing or process and organization and their combination (Oslo Manual, 2005: 31).

According to the objective approach, the enterprise can have innovative activities without any innovation. All innovative activities can be classified into three categories:

1. Successful with the result of realizing innovation (although this innovation may also be commercially unsuccessful).
2. In progress, work in progress that has not yet resulted in the realization of innovation.
3. Abandoned before the realization of innovation & rdquo (Oslo Manual, 2005: 10).

II. Introduction of Innovative Products in Commercial Banks

In order to obtain additional information regarding the key banking aspects related to the selection of the business model and the process of integrating the banking risk management framework into the bank's operations, a survey was conducted within ten commercial banks in the Republic of North Macedonia in year 2015 (Olivija Filipovska, 2015).

The structure of the covered banks is as follows: 3 large banks (75%), 3 medium banks (40%) and 4 small banks (80%). Percentage indicates the coverage of banks within the group to which they belong - large, small and medium banks at the time of the survey.

The classification of the Commercial Banks is according the Central Bank regulation in 2015 year.

As the research was undertaken, the dominant position of banking activities at the level of the financial system and the low level of cross-sectoral connection (not in terms of capital connection, but in terms of generating alternative sources of funds, as well as alternative placements with a higher degree of involvement of innovative financial products, high Liquid securities and derivatives as instruments for placing assets) are repeatedly established conditions of the financial system in Macedonia.

To the question whether the banks through the placement of more innovative products should be a driving force in developing further the financial system in Macedonia, all banks have answered affirmative. Namely, the banks in Macedonia have human resource capacities that

possess skills and knowledge for banking and financial operations. In the absence of sufficiently viable alternative projects that need to be supported with traditional banking instruments, banks should consider placing more innovative financial instruments outside the scope of traditional banking, which would also be instrument for risk dispersion, but not outside the scope of the total acceptable risk.

Table 7: Survey Question 6 with obtained results

Q6. Are the macroeconomic assumptions in Macedonia adequate for the placement of more innovative and sophisticated products by the banks?		
	Yes	No
Large Bank	2	1
Middle Bank	3	
Small Bank	1	2
International Financial Institution	1	
Total	7	3

Source: Olivija Filipovska, 2015

Table 8: Survey Question 3 with obtained results

Q3. Do you consider that banks in Macedonia with their innovation should be the driving force for financial market development?		
	Yes	No
Large Bank	3	0
Middle Bank	3	0
Small Bank	3	0
International Financial Institution	1	0
Total	10	0

Source: Olivija Filipovska, 2015

When asked whether the macroeconomic assumptions in Macedonia are adequate for the placement of more innovative and sophisticated products by banks, seven respondents answered affirmative and three negative. This structure of the answers does not reflect the current situation in Macedonia regarding the innovations in banking when the survey was conducted (2015).

III. Banking and Non-Banking Institution Innovation

The survey undertaken includes innovative activities in enterprises under the previous three categories. Below are the selected samples of the research questions, which are included for measuring the innovative activities of the first category (Successful with the result of realizing innovation, although this innovation may also be commercially unsuccessful).

An innovative enterprise is defined as an entity that has successfully implemented a technologically new or significantly improved product / service / process or combination of previous ones over a period of time under investigation. This category can be divided into companies that have only "passive" innovative products / services / processes, i.e., those that have exclusively innovated by importing embedded technology into new machinery or equipment (OECD Oslo Manual, 2005: 11).

Thus, an innovatively active organization can be defined as an institution that has innovative activities during the period we are observing (Oslo Manual, 2005, p. 10).

IV. Measuring the Results of Innovative Activity in Fin-Tech Sector in North Macedonia

Below are given the results from the survey conducted by Marija Pendevska, in 2017 and in 2022 from respondents from fin-tech sector (banking and non-banking) included the phase: create new knowledge.

Aiming to measure a certain innovative activity, the objective approach is chosen, i.e., one collects selected data for an innovative activity in a company.

From the perspective of how respective organization knowledge base is used for creation of new knowledge/innovation, the following is to be determined:

1. Whether there is a result of successful implementation of innovation, which degree of novelty brings it with the implemented product / service / process which is produced / enabled as a service / technological or organizational process,
2. The implemented product / service / process was created as a result of which goal in the organization: replacement of an outdated product, quality improvement, expansion of the product offer (product differentiation, for example shampoo for hair with a new scent), entry into new markets, increase of market share, protection of the environment, compliance with legislation, or price and quality adjustment of the product in order to satisfy the price sensitive part of the market (so-called frugal innovation).
3. How was the product / service / process realized? Where does the idea / knowledge for its realization come from? Internally or invented "somewhere else-and happily implemented in our organization"? What resources are used in its realization, completely internal resources, internal and external or completely external resources.

V. Banking Sector

Table 9: Survey Question 15 with obtained results

XV	This product / service / process is:	Number of respondents	%
1	New worldwide	1	12,50%
2	New on the market in the country	1	12,50%
3	New for the organization	6	75,00%

Source M. Pendevska, 2019

Table 10: Survey Question 15 with obtained results

XV	This product / service / process is:	Number of respondents	%
1	New worldwide	0	0,00%
2	New on the market in the country	5	41,67%
3	New for the organization	7	58,33%

Source M. Pendevska, 2022

VI. Nonbanking Sector

Table 11: Survey Question 15 with obtained results

XV	This product / service / process is:	Number of respondents	%
1	New worldwide	3	37,50%
2	New on the market in the country	7	25,00%
3	New for the organization	8	37,50%

Source M. Pendevska, 2019

Table 12: Survey Question 15 with obtained results

XV	This product / service / process is:	Number of respondents	%
1	New worldwide	3	37,50%
2	New on the market in the country	2	25,00%
3	New for the organization	3	37,50%

Source M. Pendevska, 2022

The non-banking sector has much higher knowledge of technology used in the industry. Banking sector is mainly focused on functional financial knowledge.

Banking Sector

Table 13: Survey Question 18 with obtained results

XVIII	In terms of origin, the new product / service / process was created in collaboration with?	Number of respondents	%
1	Client from the country	3	18,75%
2	Client from abroad	3	18,75%
3	Partner from country	2	12,50%
4	Partner from abroad	1	6,25%
5	Scientific-educational institution /	0	0,00%
6	Public institution	3	18,75%
7	Distribution of a product made by another, with a licensed license for customization	1	6,25%
8	Independently	3	18,75%

Source: M. Pendevska, 2019

VII. Banking Sector 2022

Table 14: Survey Question 18 with obtained results

XVIII	In terms of origin, the new product / service / process was created in collaboration with?	Number of respondents	%
1	Client from the country	1	9,09%
2	Client from abroad	0	0,00%
3	Partner from country	2	18,18%
4	Partner from abroad	1	9,09%
5	Scientific-educational institution /	0	0,00%
6	Public institution	1	9,09%
7	Distribution of a product made by another, with a licensed license for customization	0	0,00%
8	Independently	6	54,55%

Source M. Pendevska, 2022

Most banks are developing their own solutions independently, closely collaborating with partners from the country, but also with higher education institutions.

Nonbanking Sector

Table 15: Survey Question 18 with obtained results

XVIII	In terms of origin, the new product / service / process was created in collaboration with?	Number of respondents	%
1	Client from the country	0	0,00%
2	Client from abroad	2	22,22%
3	Partner from country	0	0,00%
4	Partner from abroad	2	22,22%
5	Scientific-educational institution	0	0,00%
6	Public institution	0	0,00%
7	Distribution of a product, with a license for customization	0	0,00%
8	Independently	5	55,56%
9	Client from the country/public institution	1	11,11%
10	Client from the country/client from abroad	1	11,11%
11	Client from the country/client from abroad/distribution of a product with license for customization	1	11,11%
12	Client from the country/client from abroad/distribution of a product with license for customization/public institution/scientific-educational institution	1	11,11%
13	Client from the country/client from abroad/partner from the country	1	11,11%
14	Partner from abroad/public institution	1	11,11%
15	Client from the country/partner from abroad	1	11,11%
16	Client from abroad/partner from abroad/independently	1	11,11%

Source: M. Pendevska, 2019

VIII. Nonbanking Sector 2022

Table 16: Survey Question 18 with obtained results

XVIII	In terms of origin, the new product / service / process was created in collaboration with?	Number of respondents	%
1	Client from the country	1	12,50%
2	Client from abroad	1	12,50%
3	Partner from country	0	0,00%
4	Partner from abroad	0	0,00%
5	Scientific-educational institution /	0	0,00%
6	Public institution	1	12,50%
7	Distribution of a product made by another, with a licensed license for customization	0	0,00%
8	Independently	1	12,50%
9	Partner from abroad / Distribution of a product	1	12,50%
10	Client from the country /Client from abroad / Independently	1	12,50%
11	Client from the country / Public institution	1	12,50%
12	Public institution / Independently	1	12,50%

Source: M. Pendevska, 2022

The knowledge base with relevant knowledge exists, the question is how it will be used by banking and non-banking entities? The challenge remains in balancing functional, technical and managerial structure in order to use the existing knowledge base. Tech companies work mainly with clients from abroad. This means that there is technical knowledge on new technologies that some are developing independently.

IX. Conclusion

Different uses of resources are available at different levels of the company's development, the most expensive and valuable being the use of internal resources. Most favorable is the combined model given that at some point in its development the organization will reach a limit in terms of meeting its needs for growth or profit from internal resources and then for optimal utilization of internal resources and existing infrastructure using the method of "on elsewhere invented-and - happily applied in our organization. "

The ability "to run steadily, in order to be stable" enforces not only financial (functional) knowledge, but also technical and organizational expertise. The knowledge to create something new is clearly a skill that is unique to each person, but also to an organization. The knowledge resources fluctuate, the conditions and environment are everchanging. The skill to have continuous innovation, means to be able to re-invent yourself from the beginning person-wise and organization-wise.

From the experience so far, the innovative activity of the commercial banks in Macedonia comes to the inclusion of new distribution channels (through the promotion of internet banking, mobile banking, etc.), as well as the sale of products in the field of insurance and investment and pension funds.

Innovations are made with the application of new technologies in the distribution of information through new, more sophisticated transmission channels. Such technological innovations in banking provide easier access to banking services. Financial innovation and financial engineering are not yet significantly present in banking in Macedonia. Financial innovations lead to higher levels of financial development and deepening of the banking and wider financial market.

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Interdependence of Property Prices and Building Vacancy Rates in Residential and Commercial Real Estate Markets: Hong Kong and Singapore

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Abstract

We investigate the relationship between vacancy rates and property prices in the residential and commercial real estate markets. We find that in Singapore's residential market, the lagged differenced vacancy rate negatively affects the future differenced house price, a relation that results from what we term the "fundamental-driven effect." As housing vacancies can be regarded as excess supply in real estate market, vacancies will result in decreased prices to reduce excess supply and achieve long-term equilibrium when supply exceeds the fundamental demand for residential housing. By considering the two types of property prices in Hong Kong, we identify a long-term relationship between residential prices and office building prices.

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Bounded Entanglement: The Asymmetric Co-evolution of Institutions and Internationalization Research and Practice

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Abstract

As international business is progressively influenced by contemporary globalization and global economic interconnectedness, the institutional context of firm internationalization has become increasingly important to research and practice. Environmental effects of institutional influence can be observed across diverse aspects of internationalization processes, decision-making and outcomes. Likewise, the internationalization process itself may prompt institutional change in home and host markets. The tightly coupled nature of reciprocal and mutually influential relationships between institutions and multinational internationalization has spurred asymmetric co-evolution over time, contingent on highly differential home and host market contextual forces, compounded with multinational-specific mindset, strategy, and resource factors. We contribute to the literature by examining associated construct developmental paths, introducing a general model of asymmetric institutional co-evolution, and extending unique theoretical support for the mutually influential competitive dynamics of asymmetric institutional co-evolution, to include accounting for associated research, theory, and practice.

Keywords: Institutions; Multinationals; Internationalization; Asymmetric Co-evolution; Institutional Theory; Complexity Theory; Co-evolution Theory; Quantum Mechanics

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UNO, World Bank, IMF, WTO Global Multilateral Institutions in a Multipolar World: Geo-Political & Economic Policy Analysis

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Abstract

Global Multilateral Institutions are the authority to solve international and transnational problems. After WWII, the multilateral architecture quickly grew. In the recent years due to the development and performance of the multilateral system there has been a tremendous development in the international economy. The main objectives of the paper are to analyze functions, success and failures, obstacles and geopolitical influence of these institutions in multipolar world and suggest strategies and policies for future. This is a geopolitical-economic research policy analysis. Meta-analysis, scientific approach, and political policy analysis were used. The study found that UN multipurpose organization established in 1945, to stop future wars and maintain peace and security, to achieve worldwide cooperation in order to solve social, cultural and international economic problems. In 1944, The World Bank and International Monetary Fund (IMF) established to reduce poverty and boost prosperity over the globe. The WTO is dealing with the rules of trade between nations to promote cross-border commerce. The UNO succeeded in providing global peace and security, human rights, development aid, poverty and hunger, diseases, environmental problems and decolonization. The failures are lack of education, migration, terrorism, proliferation, climate, human rights, peace, security, inequality and Covid crisis. The World Bank succeeded in solving poverty reduction, knowledge development process, public finance arrangement, infrastructure development and fragile states development. The failures are inequality and sustainable economic development. The IMF succeeded in competitive currency devaluations and great depression. The WTO succeeded in trade, digitalization, and technology transfer. The failures are Trade wars, authoritarianism and dispute settlements. The UN has obstacles like super power paradox of China, France, USSR, UK, USA and system lack coherence. On World Bank, The US and Western countries dominance in sanction of credit to low income countries. IMF has lacuna NGO's and MNC's not included in decision making in financing. The WTO does not operate as a system guidance and single supervision. The future role of UNO must focus on Internet, Climate change and planetary crisis. The World Bank must focus on to end extreme poverty and boost world prosperity. The IMF must focus on global financial stability and WTO must focus on to end Trade war. The results of Geopolitical-economic policy analysis show that Cold War tensions between Soviet Union and United States during its first 45 years affected the UN's security functions. UN and its programs, during the 21st century struggled to

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address the devastation caused by global financial disruptions, civil wars and humanitarian crises and disease AIDS, and the inequalities in terms of wealth among the world's richest and poorest people. After decades of globalization and assimilation, the world implies to be disintegrate again, epitomized best, perhaps by the return of geopolitics, unilateral sanctions, treaty withdrawals, protectionism, and even economic and military coercion. United States dominance, the return of old Russia and the growing aspiration of new China anti-liberal powers, the multilateral system is rattled. The study concludes that World politics is essentially a struggle among interested countries for survival, security and power during globalization. International organizations have not enforcement power and impact over the actions of state and nature of world politics. Modes of bringing peace and collective benefit in the world are democracy, free trade and global institutions. The UN Secretariat has publicized a public consultation to generate a global vision for the year 2045, the 100th anniversary of the creation of the UN. Global multilateral initiatives, The UN, World Bank, IMF, WTO should use the prophecy of "Think Universally and Act regionally and locally" in global governance and solving economic, environmental and social problems.

Key words: Global multilateral Institutions, Multipolar world, Geopolitical-economic, Analysis

I. Introduction

After WWII, the multilateral architecture quickly grew to include international security, economic development, global health, human rights and environmental issues. It found expression in multiple forums such as the NATO, World Bank, UN, WTO, IMF, OECD, as well as more informal venues such the G7 or G20, Graduate Institute, Geneva (2020).

The covid-19 pandemic has represented the major multilateral institutions i.e. UNO, WTO, WB, IMF and Geopolitics were facing crisis with this unexpected ongoing pandemic disruption to world trade and global economy across the globe. (Anonymous, The World Bank, February 2, 2021). The United Nations along with its system of specialized organizations that includes the IMF and the World Bank represent the core of multilateral arrangements in today's world (Breitmeier, et al., 2020). The decentralization of institutional competence on functional or technical grounds became the reason to be polycentric in nature. A glut of relatively independent organizations pursues largely uncoordinated social and economic programs and policies. Despite an abundance of coordination devices, the activities of the UN system deficit coherence. Non-governmental organizations and multinational corporations should also be involved more systematically in the programs and decision-making along with financing (Jack, M. T, 2020). In the face of inadequate and precarious levels of finance, assumptions about the capacity and power of these international organizations have been scampered (Anderson K and Nelgen. S, 2012). The abiding and escalated dissatisfaction among governments with international organizations does not signal well for the future. The shatters of the centrally planned economies, the free capital flows and global market economy embrace brought a truly global economy. Yet remains scope for an institutional multilateralism based on rules of multilateral framework by free trade and payments, market economy principles, optimal competition and non-discrimination. (Dastagiri M.B et.al.). Treaties have labeled international organizations with independent secretariats as caretaker of the multilateral system to ensure the rules of the game and to govern the interdependence of national economies existing ones. The amazing advancement of the international economy in recent years was due in enormous amount multilateral system had been advanced and had transacted (Emrah Akyuz, 2015). The systemic fluctuation of financial markets as a result of the globalization of financial markets and the absenteeism of any global regulatory or governmental authority poses a new widely belittled vulnerability to the cohesion of the world economy. Fluctuation resulting from the globalization of financial markets needs to be dealt at the international level. Principally there is a need for global coordination of macroeconomic policies to diminish turbulences

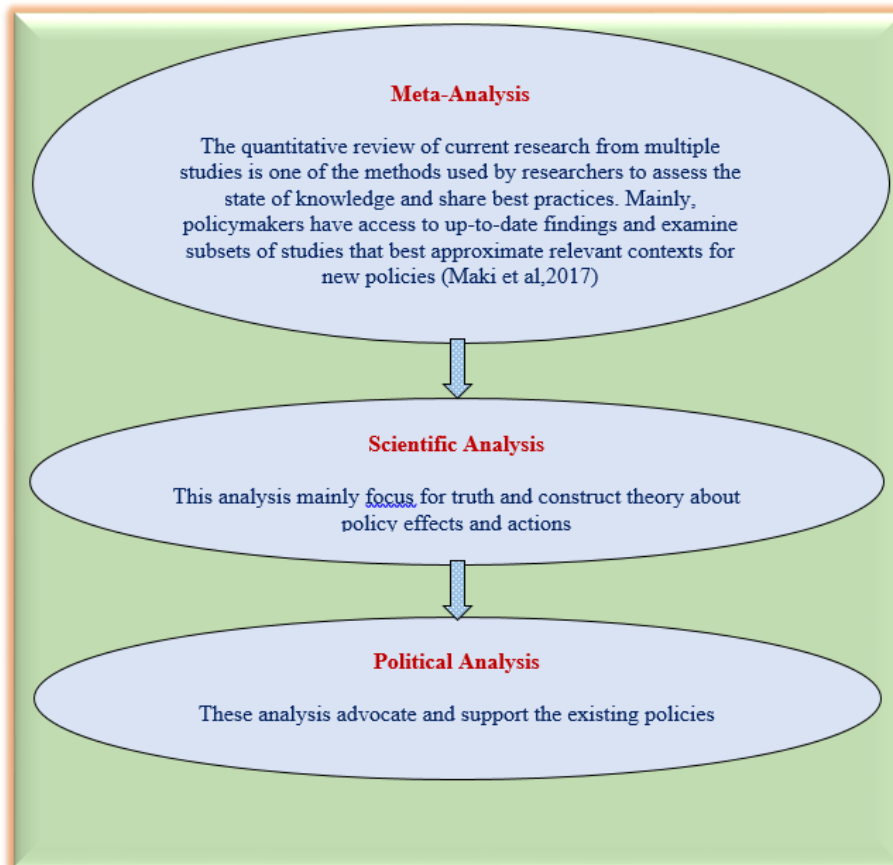
emerging from inconsistent policies (Syed Akbaruddin, 2020). The specific objectives of the study are:

1. To analyze origin, goals, functions, performance of global multilateral institutions.
2. To analyze success and failures, obstacles, future roles of these institutions in multipolar world.
3. To analyze geopolitics of big player's influence on these institutions.
4. To suggest strategies and policies for future play of these organizations.

II. Research Methodology

This is a geopolitical and economic policy research. Meta-analysis, scientific, and political policy approach employed to evaluate success, failures, relevance and geopolitical influence on global multilateral institutions such as UNO, World Bank, IMF, and WTO. The data on origin, mandate, functions, performance, membership, obstacles, reasons, opportunities and areas of multilateral institutions in multipolar world collected from UNO, World Bank, IMF, WTO websites and review on studies conducted by authors. The success, failures, geopolitical influence and future roles of these institutions analyzed. The study period is from 1944 to 2020. The entire study is based on secondary data sources. The meta-analysis, scientific approach, and political policy analysis were used to validate the results. Finally, the study suggests the policy measures for global multilateral institutions for implementation of future policies.

Figure 2. Policy analysis used in the current study.



Policy analysis

Policy analysis is a noticeable factor in the recognition of policy issues and benefits to clarify those with feasible solutions (Cairney, 2020). Primarily three types of analyses approached to achieve the objectives of current study, which are represented below:

1. Meta-analysis
2. Scientific analysis, and
3. Political analysis

Meta-analysis is the analysis on analysis that direct to investigate the policy issues of global multilateral intuitions. The scientific path of policy analysis has helped to build theory and truth about policy actions of divergent countries in the world. In the prevailing study, chiefly political analysis was recycled to advocate and support the preferred policies of multilateral institutions.

III. Results and Discussion

3.1. History of organizations

3.1.1 United Nations organization (UNO)

Before the enactment of the UNO, the League of Nations stand as the chief organization in 1919 in order to ensure international cooperation, peace and security among the nations. UN multipurpose international organization established in 24th of October 1945 during 20th century that was worldwide in membership and scope (Brian Duignan, 2021). The main organs of the UN are: General Assembly, Security Council, Economic and Social Council, Secretariat, International Court of Justice, Trusteeship council. As per its commission, the UN aims to sanction and promote fundamental human rights, to protect generations from the scourge of war, to promote better standards of life and social progress, to maintain peace and security, to develop friendly relations among countries, to achieve worldwide cooperation in order to solve social, cultural and international economic problems. UN also serving as a center to bring the nations together and coordinate their actions and activities.

3.1.2 Bretton Woods Conference

The Bretton Woods Conference, held in July 1944 gathered the delegates from 44 nations to acknowledge new rules for the post-WWII international monetary system. Formulation of the International Bank for Reconstruction and Development (IBRD) and the International Monetary Fund (IMF) were two colossal achievements of this conference. U.S. policymakers informed the institutions regarding the lessons taken from the interwar period which created at the conference. The policies such as competitive currency devaluations, high tariff barriers, discriminatory trading blocs which are adopted by governments to combat the great depression had contributed to creating an unstable in economic condition. To attain prosperity and peace at home and abroad, economic cooperation is the only way as concluded by this experience led international leaders (The Bretton Woods Conference, 1944).

3.1.3. World Bank

In 1944, World Bank was established, to issue long-term loans to governments for economic development and reconstruction following the Second World War (Emrah Akyüz, 2015). Over the years, its institutional culture, approach to development and priorities have rebuilding infrastructure to reducing poverty and improving living conditions. Economic models and new

theories have searched Bank's development paradigms practices and strategies (Ruger, 2005; Sharma, 2013). After the 1960s the Bank's official goal has been changed new international development paradigm lead to the development in poverty reduction in low-income countries.

3.1.4. International Monetary Fund (IMF)

The International Monetary Fund was established in 1945 to promoting postwar global economic growth (Lillian Karabaic and Michael Kincaid, IMF brief). Competitive currency devaluations were a forceful contributor to the international contamination of the Great Depression. To prevent "beggar-thy-neighbor" policies, the Bretton Woods plan was designed US would convert dollar to gold standard and other countries would peg their currencies to the dollar. IMF also an international lender any member country siding a balance of payments crisis. In the 1970s, increase in US inflation by the Vietnam War made the gold standard unsustainable. This led to end of dollar-gold convertibility and led to rejection Bretton Woods system. The IMF continues as a global credit union and international economic cooperation.

3.1.5. World Trade Organization (WTO)

In 1947, The GATT, an international trade agreement signed by 23 nations and has come into effect on 1 January 1948 (Bruce W. Wilkinson, 2006). 1986-1994, Uruguay Roundtable trade negotiations created world trade organization (WTO) on 1 January 1995 as a beginning of economic globalization. The GATT was focused on trade in goods. The GATT have reduced average tariffs on industrial goods from 40 per cent (1947) to less than 5 percent (1993). WTO carried US-led capitalist to spread in West by liberalizing trade through multilateral agreements. The West, with Canada aligned, gained more economic allies. This strengthened its global influence in communist Eastern bloc led by the Soviet Union. In 1991, with collapse of the Soviet, GATT transitioned into really global organization — the WTO.

3.2. Importance of Organizations

3.2.1. United Nations Organizations

Based on the principles of equal rights, UN focus on worldwide cooperation to solve international economic, social, cultural, and humanitarian problems; respecting and promoting human rights; and countries can coordinate their actions and activities to achieve the objectives. This is followed by the UN's principal organs and related agencies. UN constituted a very distinctive organization, especially maintaining international peace and security and commitment to economic and social development (Brian Duignan, 2021).

3.2.2. World Bank

In recent years, the Bank has sanctioned new policies and programs for inclusive development. The World Bank aims to end extreme poverty and promote prosperity across the globe by sanctioning loans to developing countries (Sharma, 2013). The United States and Western on the Bank's dominance of political and administration factor are adversely effecting on projects is investigated by borrower countries. (Ruger, 2005). Juan Domingo Perón, President criticized *Both the IMF and World Bank had come to play an assertive role in the world economy and when the circumstances attached to their loans had provoked protests, principally amid the debtor nations* (Kedar, 2012). Lesay (2012) conferred The World Bank implemented 'Washington Consensus' fairly with 'neoliberalism', (economic liberalization, free trade and open markets, privatization and deregulation, and 'globalization') in Third World Countries.

3.2.3. International Monetary Fund – IMF

The IMF (188 countries) engaged to promote global sustainable economic growth and high employment, monetary cooperation, facilitate international trade, secure financial stability and reduce poverty (Lillian Karabaic and Michael Kincaid, IMF brief). The agreement of monetary and exchange rate currency devaluations enriched the economic challenges of that period. The organization's "main purpose is to protect stability of the international monetary system, i.e., exchange rates and international payments that enables countries to transact with each other." The IMF's prophecy was that "all macroeconomic and financial sector issues that bear on global stability."

3.2.4. World Trade Organization (WTO)

The World Trade Organization (WTO), "the only global organization that concerns with the rules of trade between nations". The WTO's efforts focus is on improving trade agreements to boost cross-border commerce. This also facilitating dispute settlement, interpreting the agreements and setting up the agreements (Craig Van Grassek, 2013). Similar to IMF and World Bank, the WTO is also funded by its members.

3.3. Functions and performance of organizations, Membership

3.3.1. United Nations Organizations

The Aims of the United Nations are: To protect rights and freedoms, to keep peace in world, to help nations to improve hunger and the lives of poor, disease free, illiteracy, develop friendly relations between nations.

The Principles of the United Nations: Member countries Sovereign equality, to follow the Charter, settle differences by peaceful ways not to use force or threatening, The UN will not intrude in any country domestic affairs, and Countries should support the United Nations. UN constituted a special body, specifically in respect of international peace and security. Changes in nature of international relations, modified responsibilities and decision-making apparatus of the UN. Soviet Union and United States cold war during first 45 years affected the UN's security functions. In 1991, end of Cold War brought renewed attention and appeals to the UN. Decolonization in Africa, Asia, and Middle East extensive post-World War II amplified the nature and volume of economic, social and political issues that challenged organization (Thomas G. Weiss, 2015). During 21st century, initially the UN and its plans struggled to address humanitarian crises, civil wars and the damage caused by global financial distractions, disease AIDS, and wealth inequalities between world's richest and poorest peoples.

3.3.2. World Bank

Among five specialized institutions of World Bank group, two (IBRD and IDA) are played greater role (Peet, 2009). The IBRD original goal was to rebuild the economy of western countries after WWII. It develops sustainable development through products risk management, loans, guarantees. It also provides analytical and advisory services to middle-income and poorer countries to reduce poverty. In 1966, The International Development Association (IDA) established. It is funded by donations from wealthy countries. It aims to reduce poverty by providing loans and grants for programs that encourage economic growth, dwindle inequalities, and develop living conditions. IDA loans generally don't carry any interest.

The IMF and World Bank have same membership (i.e. 188 countries). The present president being Dr. Jim Yong Kim. Board of Governors present by each member country. The day-to-day operations and approve all strategies and policies, lending operations, institution's budgets of the World Bank are seen by the Executive Directors (Krever, 2011). World Bank (2014) reported

that high-income countries with the largest shareholders can be seen to have more rights than low-income countries in the decision making process of bank (World Bank, 2014). It plays an order to use the resources of rich countries to advance the growth of poorer ones. However, that poor countries are not given sufficient voice because of the voting system.

3.3.3. International Monetary Fund – IMF

It executes its mission in diverse modes. Its focus on forecasting and analyzing economic developments. It also monitors and reporting on economic developments of member countries. It also recommends future course of actions. In 2015, IMF reviewed the US economy health and suggested to hold off US Federal Reserve to increase interest rates to prevent disrupt economy (Lillian Karabaic and Michael Kincaid, IMF brief). IMF main initiative was to lending money to poor countries and aids financing to troubled nations to avoid or recover from economic challenges. The IMF has sanctioned substantial loans to Portugal, Greece, Ireland, Ukraine, Mexico, Poland, Columbia, and Morocco, among others (Lillian Karabaic and Michael Kincaid, IMF brief).

3.3.4. World Trade Organization (WTO)

The WTO seeks to promote cross-border trade. It discusses every issue on the table until resolved. The WTO also facilitates trade dispute negotiations in addition to large-scale trade initiatives. It negotiated enmity between Mexico and the United States over tuna fishing (Craig Van Grastek 2013). 75 GATT members and the European Countries became the founding members of the WTO on January 1, 1995. In the following two years other 52 GATT members rejoined WTO, the last being Congo in 1997. The General Council of WTO on 4 May 2010, established a working group to examine the request of Syria for WTO membership. (Online:<https://courses.lumenlearning.com/boundless-business/chapter/international-trade-agreements-and-organizations/>).

3.4. Multilateral Institutions: History, Functions, Performance, Obstacles, Future role

The results of Multilateral Institutions History, Functions, Performance, Obstacles, Future role are shown in Table 1. The results show that after II world war in 1944, UNO, World Bank, IMF, WTO multilateral institutions architecture established to restructure world economy, international peace and security, financial stability and trade rules between nations. The UN goal was to develop worldwide international cooperation to overcome social, cultural economic problems. The World Bank aim was to remove poverty and boost prosperity. IMF aim was to promote competitive currency devaluations and economic growth. The WTO aim was to promote fair, free and predictable trade. The UN has obstacles like super power paradox of China, France, USSR, UK, USA and system lack coherence. On World Bank, The US and Western countries geopolitical dominance in sanction of credit to low income countries. IMF has lacuna NGO's and MNC's not included in decision making in financing. The WTO does not operate as a system guidance. The future role of UNO must focus on Internet, Climate change and planetary crisis. The World Bank must focus on to end extreme poverty and boost world prosperity. The IMF must focus on global financial stability and WTO must focus on to end Trade war. By midcentury, all the emerging challenges will likely encounter by the U.N.

3.5. Success and Failures of Multilateral Institutions

The results of Success and Failures of Multilateral Institutions are shown in Table 2. The results show that The UNO succeeded in providing global peace and security, human rights, development aid, poverty and hunger, diseases, environmental problems and decolonization. The failures are lack of education, migration, terrorism, proliferation, climate, trade, human rights, peace,

security, inequality and Covid crisis. The World Bank succeeded in solving poverty reduction, Knowledge development process, public finance arrangement, infrastructure development and fragile states development. The failures are inequality and economic development. The IMF succeeded in right competitive currency devaluations and solved great depression. The failures are Money machinery for corrupt governance. The WTO succeeded in trade, digitalization, innovations and technology transfer. The failures are Trade wars, crony capitalism authoritarianism and Dispute settlement system has stalled.

Table 1. Multilateral Institutions: History, Functions, Performance, Obstacles, Future Role.

SI No	UNO	World Bank	IMF	WTO
1.History	Established in 24 th , October 1945. Before the establishment of the UNO, the League of Nations (1919) existed as the premier organization. Located in New York, USA.	The World Bank was established by Bretton Wood Conference in 1944. Located in Washington, USA.	The International Monetary Fund was founded in 1945 by Bretton Wood Conference. Located in Washington, USA.	The GATT was established in 1947. Uruguay round negotiations during 1986-94, then established WTO in 1995 created. Located in Geneva, Switzerland.
2.Importance	UN aims to establish international peace, security and cooperation between nations. To develop worldwide friendly interactions and cooperation among countries to solve social, cultural and international economic problems.	The main aim was to reconstruct and develop world economy by providing long-term loans to the countries destroyed Second World War. To promote global prosperity and sustainable development and reduce poverty	The importance of IMF was to promote right competitive currency devaluations and promoting postwar global economic growth. It forecasting and analyzing economic developments.	To deal the rules of trade between nations. The WTO only global international organization established. It makes trade negotiations and developing trade agreements, and facilitating dispute settlements in member countries.
3.Functions & Performance	UN, based on equal rights principle develops cooperation and friendly relation among world countries to solve international social, cultural, humanitarian and economic problems. It also serves as center for coordination of world countries actions and activities towards achieving their goals.	The World Bank target to solve extreme poverty, develop infrastructure. It also promotes shared prosperity across the globe by sanctioning loans to developing countries. During recent years, the World Bank implemented several new innovative programs and policies for the inclusive and comprehensive world development.	The IMF promotes global Economic growth. It does competitive currency devaluations. IMF monitored world monetary cooperation and make financial stability. It also promotes trade, employment, sustainable economic growth and reduce world poverty	WTO makes trade rules and make international trade fair and smooth. It also solves dispute problems among countries to prosper global trading industry. -WTO acts as global governing body for unfair trade practices or dumping based on the multi-lateral agreements.

SI No	UNO	World Bank	IMF	WTO
4.Obstacles	<ul style="list-style-type: none"> -China, France, USSR, UK, USA (collectively known as P5) will face lot of serious obstacles or challenges at the time of new members' admission in to the UNO --Super power paradox - UN system deficit coherence 	<ul style="list-style-type: none"> -Western dominance particularly USA on projects borrower countries. -World Bank implemented in Third world countries International the development policies of the so-called 'Washington Consensus'. - In recent years, The World Bank's approach to development theory and practice seen as an apolitical, technocratic, and economic rationality 	<ul style="list-style-type: none"> -MNC's and Non-governmental organizations are not involved systematically in decision making, processing, programming for IMF's financing to the projects and countries. - As results of globalization the systemic instability of financial markets and the absence of any global regulatory authority poses threat to stability of the world economy 	<ul style="list-style-type: none"> - WTO really does not operate based on common guidance, supervision or central direction - IPR's -Dispute settlements
5.Future role	<ul style="list-style-type: none"> The UN must focus on -Efficiency -Legitimacy -Sovereignty -Multilateralism? -Humanitarian crisis -Refuses -Internet - Climate change -planetary crisis 	<ul style="list-style-type: none"> The World Bank must focus on granting loans to developing countries to end extreme poverty and promote prosperity across the globe. 	<ul style="list-style-type: none"> The IMF must focus Research & Development activities on Monitoring and reporting on economic developments to member countries on future courses of action 	<ul style="list-style-type: none"> WTO must focus on -Trade wars -Dispute settlements -International taxes -Lack of political trust -Donors -Western NGO's DOMINANCE
6.Solutions	<ul style="list-style-type: none"> - Treaties - Negotiations - Informal arrangements - New powers - Accountability - Communicate technologies - Refuses and Migration - Multiscale holder approach 	<ul style="list-style-type: none"> The World Bank has to find right system and procedure to protect poor countries voice as they are small shareholders and big shareholder's dominance in voting system. 	<ul style="list-style-type: none"> Efficient global monetary cooperation and financial and growth stability strategies. 	<ul style="list-style-type: none"> WTO must solve Trade wars and Western NGO's DOMINANCE
7.Global governance	<ul style="list-style-type: none"> Global governance must be focus on - Authority - Legitimacy - Contestation - Realism - Liberalism - Constructivism - The Super paradox of International authority - Technocratic bias - Power bias 	<ul style="list-style-type: none"> Bank's approach must be to development theory and practice characterized as an apolitical, technocratic, and economic rationality 	<ul style="list-style-type: none"> MNC's and Non-governmental organizations should be involved systematically in decision making, processing, programming for IMF's financing to the projects and countries. 	<ul style="list-style-type: none"> WTO must follow International Trade laws in solving problem and should not be influenced by super power countries.

Table 2. Success and Failures of Multilateral Institutions.

SI No	UNO	World Bank	IMF	WTO
Failures	<ul style="list-style-type: none"> -Lack of education -Migration -Terrorism -Proliferation -Climate -Trade -Human rights -Peace -Security -Inequality -Covid crisis -Cold War tensions between Soviet Union and United States during its first 45 years affected the UN's security functions. Decolonization in Africa, Asia, and the Middle East extensive post-World War II enhanced the nature and volume of economic, social and political issues that confronted the organization. 	<ul style="list-style-type: none"> -Inequality -Economic development - World Bank: failed to correct the dominance of the USA and Western on the Bank's administration on the political aspect of the organization on projects is examined by borrower countries. However, the Bank's approach to development theory and practice for the past quarter-century can be seen as having been characterized as an apolitical, technocratic, and economic rationality. 	<ul style="list-style-type: none"> -Money machinery for corrupt governance and employees 	<ul style="list-style-type: none"> -Trade wars, authoritarianism, -Liberal markets and Economy -Failed to conclude the negotiations of the Doha Agenda 2001. -Dispute settlement system has stalled. -Favoring developed countries compare to developing countries. -Crony capitalism
Success	<ul style="list-style-type: none"> -Pragmatic reforms -Holistic reforms -Conflicts control -Development Aid -Conflicts control -Peace keeping 	<ul style="list-style-type: none"> -Poverty successful -Knowledge development process -Public finance arrangement -Infrastructure development -Fragile states -- The World Bank implemented in Third world countries International the development policies of the so-called 'Washington Consensus'. 	<ul style="list-style-type: none"> IMF wisdom implementation of Competitive currency devaluations a significant contributor to the international spread of the Great Depression. 	<ul style="list-style-type: none"> -Digitalization -Scientific programs
Achievements	<ul style="list-style-type: none"> - Peace and security - Upliftment of children, woman and disabled - Refuses displaced people - Minorities - Poverty and hunger - Diseases - Human rights - Environmental problems - Decolonization - International law 	<ul style="list-style-type: none"> The international development policies of the so-called 'Washington Consensus' has been implemented in Third World Countries. 	<ul style="list-style-type: none"> - The IMF succeeded in sanctioning significant loans to restructure economy and development of Poland, Portugal, Ireland, Greece, Mexico, Ukraine, Columbia, and Morocco, among others. 	<ul style="list-style-type: none"> WTO succeeded in implementing the prophecy of "Trade as engine of growth and prosperity" It enabled technology transfer, providing more employment and knowledge.

3.6. Geopolitical Influence of Big players on Multilateral Institutions in Multipolar World

In multipolar world, during 19th Century UK, in 20th century USA were super powers and in 21st century China and India are emerging as super powers. Weakening Russia, the growth of China and India, has reduced American hegemony are all signs of the path to a new multi-polar world. At present the world is in a transition phase where power is shifting from west to east.

It seems after decades of globalization world is again fragmented. These are the actions, protectionism, the unilateral sanctions in force, economic and military bullying, change in geopolitics, withdrawal of treaties, etc. clear indicators. US, Old Russia, China (Emerging super power) countries challenging the multilateral system foundation norms and operating mechanism (Graduate Institute, Geneva (2020)).

So far, the US exerted hegemony on multilateral institutions by soft power and interference of military. Similarly, during 20th and 21st century Western gamut dominated on these institutions. Human rights violated. P5 Countries misusing the veto power and reducing the power of Security Council. IMF is not able to take rational decision in sanctioning finance to poorer countries.

US TRUMP government withdrawn its role of liberal order and protecting the Americans first attitude. He withdrew in participation of Paris climate agreement, Trans-pacific collaboration, and nuclear deal of Iran. To turn multilateral system in its favor, China is organizing parallel governing structure of China Development Bank. EU, the multilateralism champion is dividing internally and losing its supremacy in international scenario. Major wealth grouping countries contracted from G8 to G7. In future, trade war between US and China inevitable.

WTO failed in implementing 2001 Doha round agenda. Not in favor of WTO, Globally, bilateralism, regionalism and protectionism are emerging. At present Global actions are necessary in multilateral system. Many issues to be solved by global actions such as, climate change, migration, conflicts solvation, economic shocks, cyber security etc. WHO, the multilateral institution has lacuna and failed in controlling COVID virus.

1. World politics is essentially a straggle among interested states for survival, security, power and relative capabilities during liberalism. Modes of bringing peace and collective benefit in the world are democracy, free trade and global institutions
2. There is insecurity and lawlessness in international system due to absence of higher regulatory authority
3. International organizations have not enforcement power and impact over the actions of state and nature of world politics
4. US rejects global governance.
5. Transnational NGO's are committed especially to democratization of international institutions.

3.7. Failing Multilateralism

- **UNO:** NATO, Warsaw, Shanghai Cooperation's security acts, Crimea occupation by Russia derailed the credibility of UN. Without approval of UN, US military deployment in Syria against Bashar Al regime, China rejection of South China Sea case against UN convention on law of sea are critical cases of failing multilateralism.
- **WTO:** WTO relevance damaged by in 2008 Doha round breakdown. It also weekends by establishing RCEP, Trans-Pacific Partnership, regional and bilateral trade agreements such as the Transatlantic Trade and Investment Partnership regional trade agreements.
- **WB and IMF:** Establishment of BRICS Bank and AIIB are competitors for WB and IMF.
- **Reasons:** The reasons for failing multilateralism are: Earlier USA vs Russia, now China vs US Geopolitical competition, Lack of confidence in these institutions because of slow reforms, rules and implementation. Establishment of bilateral, regional blocks and protectionisms. Not able to deal poverty, inequality, subsidy, crony capitalism, terrorism,

migration etc. UN, WTO, WB, IMF are favoring developed countries rather poor, low and developing countries.

IV. Conclusions

Global Multilateral Institutions are the authority to solve international and transnational problems. After WWII, the multilateral architecture progressed to comprehend international security, peace, human rights, socio-economic and environmental issues. During recent years' multilateral institutions are at cross road and subjected to lot of criticism. The main objectives of the paper are to analyze the functions, success and failures, obstacles, future role and geopolitical influence of these institutions in multipolar world and suggest strategies and policies for future play of these organizations. The study found that UN multipurpose international organization established in 1945, to promote fundamental human rights, to protect the generations from the future wars, to promote better standards of life, to maintain peace and security and to develop cooperation to solve social, cultural and international economic problems. The World Bank and International Monetary Fund (IMF) created in 1944 to achieve poverty and prosperity at home and abroad, they used wisdom of economic cooperation is the only way. The World Bank was established to sanction long-term loans to restructure Second World War destroyed world economy. The IMF was founded for promoting postwar global economic growth and lender of last resort. The WTO aim was to encourage cross-border commerce. The present goal of the World Bank is to eradicate global poverty and spread prosperity in poor, low, middle income and developing countries. The IMF's target is international monetary system stabilization. The WTO goal is promotion of global trade as engine of growth.

The results of Multilateral Institutions History, Functions, Performance, Obstacles, and Future Role are showed that after II world war 1944, UNO, World Bank, IMF, WTO multilateral institutions architecture established to restructure world economy, international peace and security, dealing with the rules of trade between nations. The UN goal was to develop worldwide international cooperation to overcome social, cultural economic problems. The World Bank aim was to remove poverty and boost prosperity. IMF aim was to promote competitive currency devaluations and economic growth. The WTO aim was to promote fair, free and predictable trade. The UN has obstacles like super power paradox of China, France, the USSR, UK, USA and system lack coherence. On World Bank, The US and Western countries dominance in sanction of credit to low income countries. IMF has lacuna NGO's and MNC's not included in decision making in financing. The WTO does not operate as a system guidance and single supervision. The future role of UNO must focus on Internet, Climate change and planetary crisis. The World Bank must focus on to end extreme poverty and boost world prosperity. The IMF must focus on global financial stability and WTO must focus on to end Trade war. By midcentury, all the emerging challenges will likely encounter by the U.N.

The results of Success and Failures of Multilateral Institutions show that The UNO succeeded in providing global peace and security, human rights, development aid, poverty and hunger, diseases, environmental problems and decolonization. The failures are lack of education, migration, terrorism, proliferation, climate, trade, human rights, peace, security, inequality and Covid crisis. The World Bank succeeded in solving poverty reduction, Knowledge development process, public finance arrangement, infrastructure development and fragile states development. The failures are inequality and economic development. The IMF succeeded in competitive currency devaluations and great depression. The WTO succeeded in trade, digitalization, and technology transfer. The failures are Trade wars, authoritarianism and Dispute settlement system has stalled.

Geopolitical-economic policy analysis show that Cold War tensions between Soviet Union and United States during its first 45 years affected the UN's security functions. Decolonization in Africa, Asia, and the Middle East extensive post-World War II enhanced the nature and volume of economic, social and political issues that confronted the organization. During 21st century, initially the UN and its programs struggled to address humanitarian crises and civil wars and the

devastation caused by global financial disruptions, disease AIDS, and the inequalities in wealth between the world's richest and poorest peoples.

In multipolar world, during 19th Century UK, in 20th century USA were super powers and in 21st century China and India are emerging as super powers. Weakening Russia, the growth of China and India, has reduced American hegemony are all signs of the path to a new multi-polar world. At present the world is in a transition phase where power is shifting from west to east. It seems after decades of globalization world is again fragmented. These are the actions, protectionism, the unilateral sanctions in force, economic and military bullying, change in geopolitics, withdrawal of treaties, etc. clear indicators. US, Old Russia, China (Emerging super power) countries challenging the multilateral system foundation norms and operating mechanism

So far, the US exerted hegemony on multilateral institutions by soft power and interference of military. Similarly, during 20th and 21st century Western gamut dominated on these institutions. Human rights violated. P5 Countries misusing the veto power and reducing the power of the Security Council. IMF is not able to take rational decision in sanctioning financing to poorer countries.

US Trump government withdrawn its role of liberal order and protecting the Americans first attitude. He withdrew in participation of Paris climate agreement, Trans-pacific collaboration, and nuclear deal of Iran. To turn multilateral system in its favor, China is organizing parallel governing structure of China Development Bank. EU, the multilateralism champion is dividing internally and losing its supremacy in international scenario. In future, trade war between US and China inevitable. Major wealth grouping countries contracted from G8 to G7.

WTO failed in implementing 2001 Doha round agenda. Not in favor of WTO, Globally, bilateralism, regionalism and protectionism are emerging. At present Global actions are necessary in multilateral system. Many issues to be solved by global actions such as, climate change, migration, conflicts solvation, economic shocks, cyber security etc. WHO, the multilateral institution has lacuna and failed in controlling COVID virus.

The study concludes and highlights that:

1. World politics is essentially a straggle among interested states for survival, security, power and relative capabilities. Modes of bringing peace and collective benefit in the world are democracy, free trade and global institutions
2. There is insecurity and lawlessness in international system due to absence of higher regulatory authority
3. International organizations have not enforcement power and impact over the actions of state and nature of world politics
4. US rejects global governance.
5. Transnational NGO's are committed especially to democratization of international institutions.
6. The lingering and intensifying dissatisfaction among governments with international organizations does not augur well for the future.
7. UN: The present organizational overload in the international global system needs to be pruned so as to enable leaders committed to global cooperation.
8. The World Bank's approach to development theory and practice must be an apolitical, technocratic, and economic rationality.
9. The UN Secretariat has announced it is organizing a public consultation to generate a global vision for the year 2045 to bolster the environment for international cooperation.

The study suggests that in future, Global multilateral initiations, The UN, World Bank, IMF, WTO should use the prophecy of "Think Universally and Act regionally and locally" in global governance and solving economic, environmental and social problems.

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La satisfacción laboral como factor clave para el logro de los objetivos organizacionales en empresas del sector servicios.

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Resumen

Las organizaciones deben ser conscientes también que desarrollar la capacidad del capital humano y el personal que los dirige puede ayudar a la empresa a mejorar su desempeño ya que son ellos la base de una organización exitosa. Es importante que las organizaciones desarrollen liderazgo en su personal clave, el liderazgo puede ayudar para influir en los empleados a fin de obtener mejores resultados organizacionales, inducir una mayor satisfacción laboral y promover un mayor nivel de compromiso y desempeño organizacional.

El objetivo fundamental que se persigue con este trabajo es aportar una mayor comprensión de la relación entre la satisfacción laboral y el desempeño organizacional.

Este trabajo de investigación científica está dirigido bajo un enfoque de tipo cuantitativo deductivo para explicar la relación entre las variables y probar de manera empírica las hipótesis propuestas mediante un análisis de regresión múltiple. Entre los resultados pudieron encontrar una correlación positiva de la satisfacción laboral y el desempeño organizacional.

La información de este estudio va dirigida a directivos y profesionales de diferentes niveles y que mediante la implementación de estrategias que favorezcan la satisfacción laboral buscan la mejora continua de las organizaciones. A los consultores, académicos y alumnos del área económico-administrativa por la recopilación de material académico.

Palabras Clave: Satisfacción laboral, productividad, desempeño organizacional.

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Perspectiva teórica de las competencias actitudinales que permiten un desempeño óptimo del personal en puestos directivos de la industria cervecera de Nuevo León

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Resumen

Actualmente las empresas enfrentan retos a nivel global donde el principal actor es el elemento humano, por ello identificar las competencias que influyen en los comportamientos del trabajador y que repercuten en el desempeño de los mismos, con impacto en la productividad de las empresas, así como en su ambiente laboral, resulta de gran importancia para toda organización proponer metodologías que refuercen los comportamientos y actitudes de los trabajadores, permitiendo el desarrollo del trabajador así como de la empresa. Las competencias actitudinales como la resiliencia, el manejo del estrés laboral, el compromiso y la inteligencia emocional, pueden influir en el desempeño óptimo del directivo que labora en las empresas de la industria cervecera moderna. Los valores y normas como a un conjunto de tendencias, ayudan a definir el comportamiento y la manera de enfrentarse a situaciones, acontecimientos, objetos, fenómenos, modelando la personalidad y la motivación que deben coincidir con la dirección estratégica de la organización. Es por lo anterior que las nuevas empresas grandes valoran lo que es el potencial humano, ya que es la clave fundamental y determinante para obtener el éxito, característica distintiva de firmas conocidas mundialmente, que se preocupan por que el personal posea capacidades conductuales y cognitivas, que les permiten desempeñarse adecuadamente en un puesto determinado y de acuerdo a esas capacidades y competencias que contribuyan con el desarrollo no solo de la entidad, sino de la sociedad. Esta investigación es documental y desde un enfoque teórico.

Palabras claves: Estrés laboral, inteligencia emocional, capital humano.

Abstract

Currently, companies face challenges at a global level where the main actor is the human element, therefore identify the skills that influence the behavior of the worker and that affect their performance, with an impact on the productivity of companies, as well as in its work environment, it is of great importance for any organization to propose methodologies that reinforce the behaviors and attitudes of workers, allowing the development of the worker as well as the company. Attitude competencies such as resilience, work stress management, commitment and emotional intelligence, can influence the optimal performance of managers who work in companies in the modern brewing industry. The values and norms as a set of tendencies help to define the behavior and the way of dealing with situations, events, objects, phenomena, modeling

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the personality and motivation that must coincide with the strategic direction of the organization. It is for the above that the new large companies value what human potential is, since it is the fundamental and determining key to success, a distinctive characteristic of firms known worldwide; who are concerned that the staff possess behavioral and cognitive skills, which allow them to perform adequately in a given position and according to those skills and competencies that contribute to the development not only of the entity, but of society. This is a documentary research and from a theoretical approach.

Keywords: Work stress, emotional intelligence, human resources.

¿Puede la medicina alternativa ser un medio para reducir el estrés laboral en la industria maquiladora de Nuevo Laredo?

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Resumen

De acuerdo con la Organización Mundial de la Salud, el estrés es el conjunto de reacciones fisiológicas que preparan al cuerpo humano frente a las amenazas. Durante periodos prolongados, este puede ocasionar alteraciones funcionales y provocar un estado de agotamiento o el síndrome de burnout. Sus causas son múltiples y en el ámbito laboral, la sobrecarga de trabajo puede facilitar su manifestación. En la presente investigación se busca mostrar la percepción de los empleados de la industria maquiladora de Nuevo laredo respecto a la implementación de la medicina alternativa como medio para reducir el estrés y mejorar el bienestar. Se realizó un estudio exploratorio donde participaron empleados de la industria maquiladora de Nuevo Laredo. Se concluye que de manera general que los empleados tienen apertura para probar medicina alternativa como la aromaterapia, musicoterapia y acupuntura.

Palabras clave: bienestar, desgaste laboral, empresas, medicina naturista, relajación.

Can Alternative Medicine be a Way to Reduce Job Stress in the Nuevo Laredo Maquiladora Industry?

Abstract

According to World Health Organization, stress is physiological reactions set that prepare the human body against threats. For prolonged periods, it may cause functional alterations and cause a state of exhaustion or burnout syndrome. Its causes are multiple and in the workplace, work overload can facilitate its manifestation. This research seeks to show the Nuevo Laredo maquiladora industry employe's perception about the implementation of alternative medicine as a way to reduce stress and improve wellbeing. An exploratory study was carried out with the participation of employees of the Nuevo Laredo maquiladora industry. It is concluded that in general, employees are open to try alternative medicine such as aromatherapy, music therapy and acupuncture.

Key words: wellbeing, burnout, enterprises, naturist medicine, relaxation.

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Perspectiva teórica sobre la ambidestreza organizacional en entornos BANI

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Resumen

La globalidad a la que se enfrentaron las empresas desde algunas décadas atrás trajo consigo cambios abruptos que se percibieron a manera de incertidumbre e inestabilidad. Actualmente, dicha percepción ha cambiado; el mundo empresarial navega en ambientes frágiles, que generan ansiedad en las organizaciones, que se gestiona en escenarios no lineales e incomprensibles lo que obliga a dichas organizaciones a generar estrategias de negocios que les permita sobrevivir en ellos.

Una importante cantidad de estudios cuantitativos y cualitativos exploran aspectos de la ambidestreza organizacional, demostrando que ésta, aumenta el desempeño de la empresa, especialmente cuando se experimenta una incertidumbre ambiental. El objetivo de esta investigación es realizar un análisis teórico sobre el ambidextrismo organizacional, por lo que se presenta una revisión documental de artículos desarrollados por los principales autores quienes puntualizan la importancia de esta estrategia innovadora en entornos BANI.

Palabras clave: Ambidestreza organizacional, explotación, exploración, entornos BANI, contexto BANI

Abstract

The globality that companies have been facing for a few decades ago brought with it abrupt changes that were perceived as uncertain and unstable. Currently, this perception has changed; business world navigates in fragile environments, which generate anxiety in organizations, managed in non-linear and incomprehensible scenarios, which forces these organizations to generate business strategies that allow them to survive in such scenarios.

A significant number of quantitative and qualitative studies explore aspects of organizational ambidexterity, showing that it increases the company's performance, especially when environmental uncertainty is experienced. The objective of this research is to carry out a theoretical analysis on organizational ambidexterity, for which a documentary review of articles developed by the main authors who point out the importance of this innovative strategy in BANI environments is presented.

Key words: Organizational ambidexterity, exploitation, exploration, BANI environments, BANI context

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Influencia de la mercadotecnia para invertir en plazas comerciales: Caso Plaza Galerías, Tlaxcala

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Resumen

La inquietud de generar esta investigación es por el aumento de negocios llamados plazas, ¿el por qué los empresarios buscan invertir en este tipo de negocios?, dirigiendo sus recursos financieros en esta modalidad de establecimiento, así como demostrar si las Pequeñas y Medianas Empresas (PyMEs) usan como característica la mercadotecnia para invertir, esta investigación se realizó en el Estado de Tlaxcala considerando como objeto de estudio a la plaza "Galerías Tlaxcala" es una plaza que cuenta con numerosas marcas domésticas y mundiales de un amplia variedad de bienes y servicios, actualmente es el centro comercial más grande del estado, su tienda ancla es Liverpool. La investigación es mixta, exploratoria, documental y de campo, cabe mencionar que no es experimental.

Palabras claves: Inversión, Recursos financieros, plazas

Abstract

The concern of generating this research is due to the increase in businesses called plazas, why do entrepreneurs seek to invest in this type of business? Investing their financial resources in this type of establishment, as well as demonstrating whether Small and Medium Enterprises (SMEs) use marketing to invest. This research was carried out in the State of Tlaxcala considering the plaza "Galerías Tlaxcala" as a case study. This is a plaza that has numerous domestic and global brands of a wide variety of goods and services. It is currently the largest shopping center in the state, its anchor store is Liverpool. The research is qualitative, quantitative, exploratory, documentary and field. It is worth mentioning that it is not experimental.

Keywords: Investment, financial resources, places

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I. Introducción

Las organizaciones en estos tiempos se están enfrentando a diferentes retos del entorno financiero, gubernamental, social, climático, competidor y tecnológico; induciendo que indaguen nuevas alternativas y tácticas para durar en la preferencia del cliente y evitar ser eliminadas con facilidad en el sector. En los últimos años los empresarios han fijado sus vista en invertir en plazas comerciales, considerando en estas un alto índice de rendimiento, concurrir a estas plazas para un sector de consumidores resulta interesante conocer la ventaja de estos usuarios el visitar estos centros comerciales, los cuales son múltiples tanto de diversión, como de cubrir sus necesidades en todas sus expectativas, estos conglomerados entre otras herramientas utilizan la mercadotecnia, uno de estos es la publicidad, elemento necesario para este tipo de negocios entre otros, que está haciendo la diferencia de otros negocios.

El tipo de negocio en plazas comerciales es totalmente diferente a otros negocios de manera individual, lo que nace este interés en investigar ¿por qué invertir en estos tipos de negocios?, y Preguntarse: ¿Qué elementos de mercadotecnia influyen en invertir en las plazas comerciales? El flujo de efectivo en los negocios es un producto que demanda altos rendimientos y ubicarlo en estos tipos de negocios, requiere redituar altas utilidades. En otros negocios no piensan en un plan de marketing, no diseñan un análisis de consumidores ni tácticas de mercadeo de sus bienes y servicios por lo que no se preocupan de los alcances que tiene el *marketing* en un negocio, ni idea de crear clientes publicitarios (Kotlet, 2003).

Una de las ventajas de estos centros comerciales es que permite a los empresarios ser más creativos, más innovadores a personalizar su imagen, su publicidad, ideas encaminadas a mejorar en todos los aspectos, pero sobre todo por encontrar los caminos para llegar ser competitivos dentro del mercado.

En estos tipos de negocios las alianzas son primordiales, sin embargo, existen PyMEs que llegan a entrar, es decir, negocios regionales que se ubican dentro de estos conglomerados, tanto en locales, como en las llamadas islas, las cuales no se conoce cuanto invirtieron, si tienen las mismas condiciones para la innovación, de realizar la publicidad, o si utilizaron un plan de negocio para establecerse, que muchas veces su vida es muy corta en estos espacios.

La práctica de la mercadotecnia en estos días y su papel en los negocios aumenta en importancia, debido al rápido cambio y a la gran competencia a nivel mundial en muchos mercados.

El motivo de este enfoque en el cliente es el principal factor en la competencia en la mercadotecnia. Las empresas deben competir para obtener recursos en el mercado, que ofrece un cúmulo de alternativas para que el cliente gaste fondos. Solo si la empresa compite con éxito, es decir, si puede hacer que renuncien sus consumidores de que compren los productos de este, y no, en otros establecimientos, podrá sobrevivir. La dimensión de la competencia hace a los clientes reyes supremos, porque sus decisiones determinarán a los ganadores de la competencia.

Los empresarios opinan démosle al consumidor toda clase de accesibilidad para consumir, lo mismo compran electrónicos, autos, ropa, calzado, como alimentos, bebidas, recreación, distracción, todo en un solo lugar, con una buena mercadotecnia, que incluye un rango de habilidades más amplio, llevará al cliente a seguir comprando productos en la misma plaza. Los negocios repetidos y las compras de toda la vida de los clientes generan mayores utilidades (Hanson, 2000).

Las plazas comerciales invierten en tecnología, y están a la vanguardia, de manera global en estas, ¿la inquietud si todos los empresarios invierten? ¿Los negocios establecidos todos importan sus productos o en que porcentajes?, o ¿producen su artículo?, son preguntas recurrentes en esta investigación, por aclarar. Encontrando en ello un objeto de estudio en el estado de Tlaxcala idóneo para invertir (Mejia, 2012).

Los elementos de mercadotecnia que utilizan estos inversionistas son de alto interés para el investigador, ubicando el conocimiento en alto grado para compartir con aquellas PyMEs que aún no consideran estos elementos de mercadotecnia como algo imprescindible en sus negocios, como los negocios que se realizan de manera independiente, individual o no están en el interés de estos. Esta investigación busca que los empresarios ya sea micro, pequeños o medianos

(PyMEs), ubiquen sus recursos financieros en algo sustentable, perdurable, y competitivo, estudiando este tipo de negocios, estará en posiciones de compartir los hallazgos.

Todos estos cambios obligan a la PyMEs a estar al día de lo que sucede en el argot (Kotler, 2003).

Justificación

Esta investigación de las plazas comerciales contribuye al modelo económico del Estado de Tlaxcala, permitiendo aumentar la infraestructura, llegada de capitales al estado, generando más empleos, con establecimientos y avances tecnológicos e implementación de nuevos sistemas operativos propios para generar conocimiento en los profesionistas que ahí se emplee.

Las plazas comerciales establecidas en el Estado de Tlaxcala aportan a la sociedad una diversidad de productos desde alimentos hasta la compra de muebles y electrodomésticos, hoy en día, por medio de las plazas comerciales se puede encontrar un sin número de productos a nivel internacional satisfaciendo al consumidor al asistir en estas plazas. Estos conglomerados se encargan de la importación de productos de otros países hacia el entorno de la sociedad.

Las plazas comerciales son empresas que al establecerse traen consigo alta tecnología que, en el estado de Tlaxcala, para este tipo de empresas no lo tienen, como: cajeros automáticos, tiendas en línea, electrodomésticos de última generación, sistemas de aire acondicionado, así como las diferentes plataformas electrónicas, sistema de ventas electrónicas, utilizando las redes sociales, que se vienen desarrollando un ejemplo claro es *PayPal* que consiste fundamentalmente en el negocio del dinero de recibo y envió del dinero vía electrónica, como un mediador entre dos personajes que son el vendedor y comprador, considerada como una forma rápida y segura, o también mencionar a *Checkout* tiene servicios mediante el uso de tarjetas de crédito de pago y comercio electrónico, lo cual permite interactuar con tecnologías no solo nacionales sino también internacionales.

Las plazas comerciales en el Estado de Tlaxcala en su operatividad disponen de diversos sistemas en materia administrativa, financiera, mercadológica, considerando como: control de efectivos, sistemas de envío de efectivo, control de sistemas de inventarios, así como también el conocimiento en mercadotecnia: publicidad, marca, slogan, etc. Las plazas comerciales han diversificado sus operaciones las cuales ya emiten sus propias tarjetas de crédito para sus clientes, disminuyendo así sus operaciones en efectivo, avances que van perfeccionando la operación de estas actividades y de los cuales es importante conocer y aprender de cada uno de ellos.

II. Desarrollo

Concepto Plaza Galería Comercial

Zona en el que se agrupan establecimientos de alimentación junto con varias tiendas expertos en artículos para el hogar y algún bar o cafetería. Actualmente, este tipo de negocios llamados “galerías” han ido ramificados por todo el país, ya que estos han sido generados por un grupo de inversionistas (Tatiana, 2017).

Características

Los llamados concentradores de negocios, al darse origen como una ventaja competitiva en el país de Estados Unidos, en el año 1916, y en los 50`s en Europa surgieron estos, a medida que los suburbios habitacionales fueron estableciéndose y las ciudades fueron creciendo estos fueron expandiéndose, con ciertas peculiaridades como: en una sola zona, con oferta de diversos servicios como: (ropa, zapatos, etc.) cuenten con una empresa ancla, y empresas de entretenimiento como(diversión, alimentos, bebidas, centros de ocio, etc.).

Los centros comerciales son más habituales en las grandes ciudades, para así evitar el congestionamiento que produciría un mercado público, aunque los centros comerciales en ocasiones no evitan esta situación.

El boom de las plazas comerciales se da por el gran interés demostrado por los clientes de asistir y consumir todo en una sola área, cumpliendo con la seguridad, confiabilidad esperada por los consumidores, los horarios de igual manera los clientes lo perciben como un beneficio, ya que, al ir a consumir sus alimentos, pasan a adquirir sus satisfactores en el mismo lugar.

Los centros comerciales desde hace algunos años se categorizan por tamaños: *power center*, *tow center*, *strip center*.

- **Power Center** - Llamados Malls, centros comerciales de 23 mil metros cuadrados, hasta los 56 mil metros cuadrados, comparten estacionamiento, tener una variedad de establecimientos, con diversos volúmenes en las tiendas, o centros deportivos, cadena de comida rápida, y algunas tiendas de retail de marcas pequeñas.
- **Tow center** - Open Air centers, ubicados en puntos de la ciudad, comunicados por transporte público, ofrecen al consumidor algunas tiendas minoristas, tiendas de autoservicio, opciones de entretenimiento (cines y salas de juego), centro deportivo, zonas de comida rápida, algunas ocasiones restaurantes de cadenas comerciales, y establecimientos que ofrecen diferentes servicios como: bancarios, librerías, centro de atención telefónica, entre otros.
- **Strip center** - Modalidad de centro comercial pero más pequeños. Son tiendas de aire libre, que se encuentran acomodadas en una sola línea y comparten el establecimiento, de igual manera ofrecen servicios diversos como: bancarios, tiendas de retail pequeñas.
- **Tienda Ancla** - Característica principal de los centros comerciales, nace a mediados de los años 50`s, tienda preponderante del centro comercial, con un interés de los consumidores hacia estas tiendas anclas como: palacio de hierro, Liverpool, la Mega, etc. Estas tiendas anclas de igual manera se clasifican como: tiendas de conveniencia, tiendas de insignia, tiendas conectadas, de ocio o entretenimiento. Etc.
- **Islas** - Son pequeños establecimientos, kioscos, de empresarios minoristas, que se encuentran en los centros comerciales, en medio de los pasillos, están enfocados a productos temáticos, o de temporada, a snack, servicio de transporte, distracción, de relajamiento, etc. (Rivera C. C., 2014).

III. Los primeros centros comerciales en México

En México, este tipo de establecimientos fueron surgiendo en los años 70`s, principalmente en la ciudad capital de México, cumpliendo un cometido de desahogar el centro de la capital, y de manera estratégica conocidos como: Plaza Universidad, en 1969, y plaza satélite, en 1971. Aunque de acuerdo con los datos anteriores, se tienen registros del "centro comercial 'Plaza Jacaranda'" situado dentro de la zona rosa, y la plaza Universidad, como proyecto originado por la asociación entre desarrolladores inmobiliarios y tiendas departamentales. En la época del presidente Gustavo Díaz Ordaz, a finales de los 60`s, se remodelo la construcción de la plaza universidad, propiedad del grupo *Sears* (Castro, 2017). Otra de los grandes inversionistas en este tipo de negocios, además de grupo *Sears*, fue la firma de Liverpool, creándose la PLAZA SATELITE en los años 70`s, dando pauta a otras inyecciones de capital como lo fue Centro Comercial PERISUR (Castro, 2017).

Al final de la década de los 80's se crearon otros desarrollos inmobiliarios como CENTRO COYOACÁN con Palacio de Hierro. Otros como Angelópolis, Plaza Moliere, con el éxito adquirido fueron estratosféricamente creciendo a todo lo largo del país, Plaza Dorada, una de las primeras en la ciudad de Puebla, etc. (Madaleno, 2017) Al día 19 de agosto de 2019, existían 738 centros comerciales en México, de los cuales el 28% se centran en el área metropolitana de la capital.

Centros comerciales en el estado de Tlaxcala

La historia de las grandes plazas en Tlaxcala, inicia en una zona arqueológica llamada Cacaxtla, su nombre proviene de la palabra náhuatl *cacaxtli*, Cacaxtla su origen es del vocablo *Cacaxtli*, literal “Lugar de Cacaxtles”, las investigaciones (Mexicana A. , 2021) demuestran un basamento en el periodo Preclásico temprano (1500-900 a.C.) concebidos como aldeas, tuvieron ámbitos de control y supremacía regional que durante el Preclásico Medio y Tardío (900 a.c.-200 d. c.) consolidándose en el Epiclásico, (650-950 d.C.) de Mesoamérica. situado en el sur del estado de Tlaxcala, en el municipio de Nativitas (Sanchez).

En la actualidad en el estado de Tlaxcala existen plazas en todos los municipios del estado por usos y costumbres, sin embargo con la tipología marcada en este estudio la primera plaza se dio en el centro de Tlaxcala, en el lugar marcado como “zona militar”, a inicios de 1980, surgió la primera plaza con una tienda de autoservicio llamada almacenes Blanco “Guillermo Valle” posteriormente fue adquirida por el grupo Gigante en 1997, en el año 2002, se construyó la siguiente plaza comercial Soriana (Ocotlán), y posteriormente otra (plaza Centro) estableciéndose Bodega Aurrera (Fenochio).

Con posterioridad surgieron otras plazas Gran Patio (107 mil mts²) considerándose *Lifestyle Center*, sus tiendas anclas son *Walmart*, *Suburbia*, *Sam`sClub* y *The Home-Depot*, cuenta con salas de cines, restaurantes y otros 38 locales comerciales (Fenochio).

Centro histórico de la Ciudad de Tlaxcala (Tiendas libres) *Town Center* es el principal polo comercial de la ciudad y cuenta con tiendas libres como múltiples restaurantes, tiendas de autoservicio y boutiques, joyerías, librerías, cafeterías y los múltiples monumentos históricos de la ciudad.

Plaza Comercial Sn José (*Lifesyle Center*) Un pequeño centro comercial ubicado frente a la plaza de la Constitución de Tlaxcala, un edificio histórico y cuenta con restaurantes, bares, boutiques y salones de belleza. Contiguo al Hotel Posada San Francisco de 5 estrellas.

Plaza Comercial Tlaxcala *Inn (Power Center)* la tienda ancla es Mercado Soriana con locales comerciales de giros diversos.

Parque Vértice (*Power Center*) Centro Comercial con 32,234 mts². de área comercial y 1,819 mts² de área ecológica. Si *track* comercial incluye 3 tiendas ancla (Walmart, Cinépolis y Promoda), 5 tiendas subancla y 42 locales comerciales. Cuenta con 598 cajones de estacionamiento a nivel calle y sótano.

Strip Mall

El centro de la ciudad cuenta con *Strip Malls* como *Big City Center* Tlaxcala, Plaza Garita, Plaza Los Ángeles, Plaza Prisma.

Centros comerciales Galerías

Estas inversiones llamadas “Galerías” objeto de estudio para esta investigación fueron derivándose en varios estados del país, en un concepto moderno, especializado, más allá del consumo, los espacios han cambiado (José Gasca, 2017), el nombre de Plaza Galerías, fue establecido en la década de los 80´s, en la Ciudad de México, después de la década de los 90´s se planeó una nueva estrategia para renovar la imagen distintiva, surgiendo la nueva nomenclatura “Galerías, Plaza de las estrellas” incorporándose el cine en estos espacios, dejando las antiguas salas, en consecuencias, los nuevos modelos comerciales de máxima centralidad, las Plazas Galerías así mencionadas se ubican en diferentes partes del país.

La plaza Galerías Tlaxcala fue inaugurada el día martes 12 septiembre 2017, la inversión para el proyecto de Galerías Tlaxcala fue de mil 200 millones de pesos y genera, de modo directo, mil empleos a los que podrán añadirse más fuentes laborales con inversiones complementarias que existirán dentro del centro comercial (Magazine, 2017). Encontrándose 54 empresas establecidas como: ANEL ET CHUY, AT&T, AY GÜEY, BECLAND, BELLISIMA, BIZZARRO, BODYBITE, BURGER KING, CENTRO DE ATENCIÓN A CLIENTES TELCEL, CHILI´S, CINEMEX, CRISTAL JOYAS, D´MARCO,

DOMINO'S PIZZA, DOROTHY GAYNOR, FLEXY, GAME PLANET, GNC. GOC, ISABEL TOWN, ISHOP, ITALIANNI'S, JUGUETRON, LA CASA DE LOS SUEÑOS, LIVERPOOL, LOB, MÁS VISIÓN, MÁSCARA DE LATEX, MAX FUN, MEN'S FASHION, MINISO, MOBO, MUMUSO, NUTRISA, SFERA, OPTICA AMERICANA, PANDORA, QUARRY, ROBERT'S, SANTA CLARA, VIPS, SHASA, SPORTICO, STARBUCKS, SUAMI, SUBWAY, SUNGLASS HUT, SISHI INN, TAF, THE CITY CREPES, TIERRA DEL FUEGO, TODO MODA, URBAN STORE, ZAPATITOS AZUL& ROSA.

IV. Resultados

Pregunta de investigación

¿Cuáles son los elementos de mercadotecnia que influyen para invertir en la plaza comercial Galerías Tlaxcala por las PyMEs?

Objetivo general

Determinar los elementos de mercadotecnia que influyen para invertir en la plaza comercial Galerías Tlaxcala por las PyMEs.

Objetivos específicos

- Definir los elementos de mercadotecnia
- Analizar las características de una plaza comercial
- Identificar los tipos de productos que ofrecen en una plaza comercial

Hipótesis de investigación

Los elementos de la mercadotecnia si influyen para invertir en la plaza comercial Galerías Tlaxcala por las PyMEs.

Hipótesis alternas

- H1 El elemento del Producto de la mercadotecnia si influye para invertir en la plaza comercial Galerías Tlaxcala por las PyMEs
- H2 El elemento del Precio de la mercadotecnia si influye para invertir en la plaza comercial Galerías Tlaxcala por las PyMEs
- H3 El elemento de la Promoción de la mercadotecnia si influye para invertir en la plaza comercial Galerías Tlaxcala por las PyMEs
- H4 El elemento del Punto de Venta de la mercadotecnia si influye para invertir en la plaza comercial Galerías Tlaxcala por las PyMEs

Hipótesis nula

Los elementos de la mercadotecnia no influyen para invertir en la plaza comercial Galerías Tlaxcala por las PyMEs.

- Variable dependiente: Inversión por las PyMEs
- Variable independiente: Elementos de mercadotecnia

El muestreo sin lugar a duda es un punto muy importante dentro de la investigación el cual involucra el correcto estudio para escoger a un conjunto de compendios que serán muy útiles a la hora de llevar a cabo la investigación.

Universo

Se determinó como objeto de estudio a todas aquellas empresas comerciales y de servicios que se encuentran en “Galerías Tlaxcala.” Esta plaza cuenta con 54 empresas.

Muestra

Determinándose una muestra de acuerdo a formula de 46 empresas, con un grado de error del 5%.

Prueba de fiabilidad

El *Alpha de Cronbach* es un coeficiente que mide la confiabilidad, respecto a la interpretación es de acuerdo con el valor que arroja el programa estadístico si se obtiene 0.25 en la correlación o coeficiente, esto indica baja confiabilidad; si el resultado es 0.50 la fiabilidad es media o regular. En cambio, si supera el 0.938 es aceptable, y si es mayor a 0.90 es elevada, para tomar muy en cuenta el Alpha de Cronbach es un método basado en coeficientes de correlación (Roberto Hernandez Sampieri, 2010).

3. Resumen de procesamiento de casos

		N	%
Casos	Válido	46	100.0
	Excluido ^a	0	.0
	Total	46	100.0

3. Estadísticas de fiabilidad

Alfa de Cronbach	Alfa de Cronbach basada en elementos estandarizados	N de elementos
.938	.929	25

Gráfica de resultados de la encuesta

Items	Totalmente de acuerdo	De acuerdo	Ni de acuerdo ni desacuerdo	En desacuerdo	Totalmente en desacuerdo	Total
¿Contempla el grado de inversión que invierte su empresa en mercadotecnia	52.0%	15.2%	19.6%	8.7%	4.3%	100%
¿Considera que su producto es rentable?	50%	17.4%	19.6%	6.5%	6.5%	100%
¿Tiene su marca registrada?	50%	13%	21.7%	13.0%	2.2%	100%
¿Considera que el precio es un factor importante?	56.5%	15.2%	13.0%	6.5%	8.7%	100%
¿Considera que la calidad es un factor relevante?	52.5%	23.9%	6.5%	8.7%	8.7%	100%
¿Realiza descuentos a sus productos?	56.5%	13.0%	15.2%	6.5%	8.7%	100%
¿Las ventas que realiza son al contado?	58.7%	8.7%	15.2%	10.9%	6.5%	100%
¿Realiza ventas por internet?	60.9%	19.6%	8.7%	6.5%	4.3%	100%
¿Evalúa la importancia que tiene la publicidad para el negocio?	56.5%	13.0%	17.4%	6.5%	6.5%	100%
¿Distribuye sus productos por medio de paquetería?	56.5%	13.0%	8.7%	8.7%	13.0%	100%

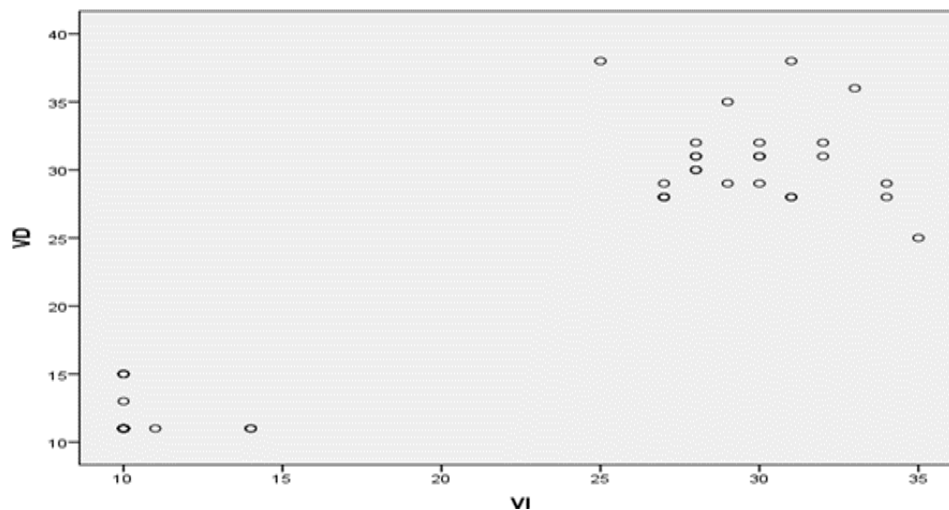
Datos extraídos del programa SPSS versión 23.

V. Determinación de hipótesis

Correlaciones

		VI	VD
VI	Correlación de Pearson	1	.937**
	Sig. (bilateral)		.000
	N	46	46
VD	Correlación de Pearson	.937**	1
	Sig. (bilateral)	.000	
	N	46	46

** . La correlación es significativa en el nivel 0,01 (2 colas).



Se determina que la hipótesis general es aceptada, ya que mediante la correlación de Pearson se comprueba con los resultados favorables y se muestra que los 3 elementos de la mercadotecnia si influyen para invertir en la Plazas comerciales

Estadísticas de muestra única

	N	Media	Desviación estándar	Media de error estándar
Suma	46	49.304	19.7404	2.9106

Prueba de muestra única

	Valor de prueba = 46					
	t	gl	Sig. (bilateral)	Diferencia de medias	95% de intervalo de confianza de la diferencia	
					Inferior	Superior
Suma	1.135	45	.262	3.3043	-2.558	9.167

VI. Conclusiones

Con base a los resultados y a la investigación realizada se logró tener resultados más concretos. Se cumple con el objetivo de esta investigación que es: determinar los elementos de mercadotecnia que más influyen para invertir en las plazas comerciales y se confirma la Hipótesis: Los elementos de la mercadotecnia si influyen para invertir en las plazas comerciales.

Respondiendo a la pregunta de investigación, la plaza “Galerías Tlaxcala” si utiliza diversos elementos de la mercadotecnia, como el precio, el producto, y la promoción cabe mencionar que algo interesante que existe dentro de las plazas y en particular la estudiada Galerías Tlaxcala se encontró que la mayoría de las tiendas comerciales que se encuentran dentro, no exportan, pero si importan, debido a que estas empresas no producen sus productos y prestan sus servicios o comercializan. Galerías Tlaxcala tiene ciertas fortalezas ya que es una de las plazas más grandes del Estado y con un buen prestigio, muchas de las personas optan por ir a esta plaza y la eligen aun compitiendo con otras plazas localizadas a en el mismo Estado.

Esta plaza ofrece buena mercadotecnia para que los centros comerciales obtengan más ventas y cuenta con estrategias para el incremento de sus ventas como patrocinios en temporadas importantes y esto provoca que la gente acuda en gran número.

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Uso del diseño UX/UI para promover el comercio en boutiques universitarias: Caso Universidad del Noreste A.C.

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Resumen

El diseño UX y el diseño UI (Experiencia de usuario e Interfaz de usuario por sus siglas en inglés) tienen un papel esencial a la hora de promover el comercio global, el diseño UX se basa en la experiencia personal de un usuario mientras utiliza un producto o servicio digital, esto lo hace muy importante ya que va a definir en gran parte el grado de comodidad y gusto que el usuario tuvo al interactuar ya sea con el producto o servicio que se ofrece. El diseño UI se basa en guiar a través de la navegación para que puedan interactuar con el producto o servicio de una forma directa y natural. La boutique online, implementada en el centro de servicios online de la universidad del Noreste A.C. en Tampico, Tamaulipas, México, es la única forma no presencial en la que se pueden adquirir los básicos esenciales de la universidad para los universitarios, estudiantes de preparatoria y postgrado; desde batas de laboratorio para alumnos del área de ciencias de la salud, uniformes de preparatoria, playeras tipo polo representando una carrera específica, mercancía como todo tipo de artículos académicos de apoyo y obsequios con el logotipo de la universidad. El proceso actual para ingresar a la página web carece de los principios de diseño de experiencia e interfaz de usuario, el acceso a la boutique es privado y solo alumnos y personal pueden ingresar a la página web de la boutique utilizando credenciales de inicio de sesión en el centro de servicios. El presente proyecto propone una nueva manera para que los estudiantes y público interesado pueda usar y tener una experiencia atractiva en el proceso de compra de artículos universitarios utilizando como base el Diseño UI y el Diseño UX.

Con el diseño UI se renovó lo estético a la página web mientras que con el Diseño UX se buscó mejorar la experiencia de usuario haciéndola más amigable y sencilla. Con todo lo mencionado anteriormente, se llegó a un prototipo final desarrollado con técnicas de diseño web.

Palabras clave: Diseño UX, Diseño UI, Diseño web, Diseño, Página web

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I. Introducción

Una interfaz de usuario (UI) se refiere a un usuario y un sistema que interactúan entre sí para operarlo, ingresar datos y usar los contenidos. Las interfaces de usuario van desde sistemas como computadoras, dispositivos móviles, juegos, etc. (Heon-Sik, 2015) hasta programas de aplicación y uso de contenido. Experiencia de usuario (UX) se refiere a la experiencia general relacionada con la percepción (pensamiento y emoción), resistencia, placer y conducta que un usuario siente y piensa a través de su uso directo o indirecto de un sistema, producto, contenido o servicio. UX es un concepto relacionado con el área de Interfaz Hombre Computadora (HCI por sus siglas en inglés) que se aplica ampliamente no solo en el desarrollo de software y hardware, sino también en servicios, productos, procesos, sociedad y cultura (Si-Jung, Do-Eun, 2016). UI/UX es una interfaz a través de la cual una persona puede interactuar con un sistema o aplicación en un entorno informático y de comunicación.

El diseño UX inició alrededor de 1900, a mediados de la segunda revolución industrial. Empezó en el campo de la ergonomía, la ergonomía consiste en que las herramientas y los lugares de trabajo se adapten a las características fisiológicas del ser humano, en este caso los trabajadores en aquel entonces. En 1995 Donald Norman acuñó el término “User Experience Design” y se llamó así mismo “User Experience Architect” cuando trabajaba en Apple. Donald Norman se refería a su cargo como aquel que ayuda a unir el UI y el proceso de diseño industrial, que esencialmente significa el proceso de moldear un producto o servicio de acuerdo con las necesidades del cliente o lugar (Álvarez, 2016).

El comercio electrónico mundial depende intrínsecamente de un acceso a portales web adecuados, de fácil manejo de las interfaces y que provea una interacción amigable y algunas veces hasta placentera a los usuarios que interactúan en ella, todo esto para promover el uso repetido de los servicios ofrecidos y de esta manera obtener la fidelidad y preferencia de los clientes (Carter, 2021).

La Universidad del Noreste A.C. en Tampico, Tamaulipas, México, fue fundada el 2 de septiembre de 1970, es pionera en las carreras del área de las ciencias químico-biológicas, tanto a nivel licenciatura como en postgrado, actualmente cuenta con una amplia diversidad de carreras en el nivel licenciatura, además de varias áreas de postgrado y preparatoria, su población estudiantil ronda en alrededor de 2400 estudiantes.

La problemática en la limitación y usabilidad de la boutique online de la universidad fue presentada a estudiantes de la carrera de Ingeniería en Sistemas Computacionales y Electrónicos. Se propuso entonces un proyecto de diseño UX para dicha boutique, este busca darle un cambio significativo a la manera digital de acceder a la boutique actual, generar un nuevo diseño que capte más la atención de los estudiantes y clientes, acompañado de una mejor accesibilidad a la hora de ingresar al portal de esta. La era digital avanzó demasiado rápido durante la pandemia, logrando que ahora no se pueda depender solamente de una tienda física. Se considera que un buen diseño debe tener un propósito, en este proyecto se brinda una propuesta de solución a esta problemática que enfrenta dicha universidad.

II. Observación y planteamiento del problema

Actualmente existe una tienda online de los productos de la Universidad del Noreste, sin embargo, desde el punto de vista de un diseño de la interfaz y experiencia de usuario, carece de muchos elementos importantes y eso termina en que el cliente no se sienta a gusto o le genere inconformidad el usar dicho portal digital de la universidad. Se requiere cambiar la forma en la que trabaja la boutique online actual, debido a que se suspendieron las clases presenciales y es más solicitado el servicio que proporciona; la boutique física de la universidad no ha podido operar como en años anteriores y la boutique online que se encuentra en el centro de servicios no brinda el mismo grado de confort y sencillez que la mayoría de los usuarios esperaría. El proceso actual para el ingreso a la boutique de la universidad consiste en ingresar a la página web de la universidad, elegir una serie de menús, iniciar sesión en unas secciones y realizar

muchos clics para llegar finalmente a la página. Se cree que es de suma importancia el hecho de que cualquier usuario tenga esa confianza y comodidad de poder acceder a la tienda. Por ello se busca que haya una manera eficaz y eficiente de acceder a toda la información y productos de la Boutique Online.

La visualización de cómo se ingresa actualmente a la boutique online y su aspecto se describe y muestra a continuación:

Figura 1: Ejemplo de cómo se entra a la boutique de la Universidad del Noreste paso #1.



En la figura 1 se observa que primero se ingresa en la página de la universidad y se elige la opción centro de servicios.

Figura 2: Ejemplo de cómo se entra a la boutique de la Universidad del Noreste paso #2.



En la figura 2 se muestra la interfaz para iniciar sesión en el centro de servicios con las credenciales universitarias. En la figura 3,4 y 5 se muestra el acceso al portal de la Boutique y el acceso a la información de la misma.

Figura 3: Ejemplo de cómo se entra a la boutique de la Universidad del Noreste paso #3.



Figura 4: Ejemplo de cómo se ve la boutique online de la Universidad del Noreste paso #4.

Seleccione un Artículo

ARTICULOS	
Playera T/Polo Unisex Medicina	Detalles >>
Playera T/Polo Unisex Enfermería	Detalles >>
Playera T/Polo Unisex Preparatoria	Detalles >>
Playera T/ Polo Dama Comercio	Detalles >>
Playera T/ Polo Caballero Comercio	Detalles >>
Playera T/Polo Dama IIS	Detalles >>
Playera T/Polo Caballero IIS	Detalles >>
Playera T/Polo Dama LCF	Detalles >>
Playera T/Polo Dama LAE	Detalles >>
Playera T/Polo Caballero LAE	Detalles >>
Playera T/Polo Caballero LCF	Detalles >>
Playera T/Polo Dama Inclusión Educativa	Detalles >>
Mandil Inclusión Educativa	Detalles >>
Bata Medicina	Detalles >>
Bata Preparatoria	Detalles >>
Bata QFB	Detalles >>
Filipina Nutrición Dama	Detalles >>
Filipina Nutrición Caballero	Detalles >>
Juego Quirófano Medicina Dama	Detalles >>
Juego Quirófano Medicina Caballero	Detalles >>
Sudadera 50 Aniversario (Negro)	Detalles >>

Figura 5: Ejemplo de cómo se ve la boutique online de la Universidad del Noreste paso #5.

Seleccione una Talla

SELC.	ARTICULOS	TALLA	COSTO
<input type="checkbox"/>	Playera T/Polo Unisex Medicina	XCH (12)	\$170.00
<input type="checkbox"/>	Playera T/Polo Unisex Medicina	CH (14-16)	\$170.00
<input type="checkbox"/>	Playera T/Polo Unisex Medicina	M	\$170.00
<input type="checkbox"/>	Playera T/Polo Unisex Medicina	G	\$170.00
<input type="checkbox"/>	Playera T/Polo Unisex Medicina	XG	\$170.00
<input type="checkbox"/>	Playera T/Polo Unisex Medicina	XXG	\$170.00

Cantidad:

Nota: Solo se puede seleccionar un Artículo para pagar por operación.

[<< Regresar](#)

III. Propuesta alternativa de solución

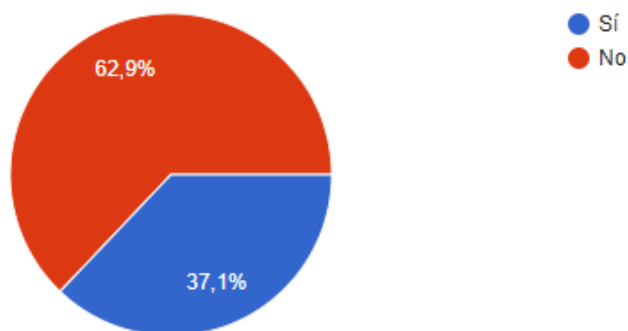
El proyecto documentado en el presente artículo describe el proceso de cambio de la página de la Boutique Online de la Universidad del Noreste con ayuda de bases del software como WebFlow (<https://webflow.com/>), el lenguaje de programación HTML, el diseño en CSS, las bases de los diseños en FIGMA(<https://www.figma.com/>) y los perfiles de usuario obtenidos de MURAL, todo en conjunto se abrirá paso a la nueva boutique online con una interfaz más amigable y cómoda para la experiencia de usuario y una mejor accesibilidad sin complicaciones al utilizar el portal de la boutique online.

IV. Justificación y/o fundamentación de la propuesta

La falta de un ambiente visual y cómodo para el cliente es la razón por la cual se realizó el proyecto. La manera en la que funciona la boutique actualmente no es la mejor y los clientes preferirían de un mejor diseño con una experiencia más sencilla.

A continuación, se muestran las estadísticas que proporcionan una indicativa de la percepción de los usuarios referente a la experiencia que han tenido con la boutique online de la universidad.

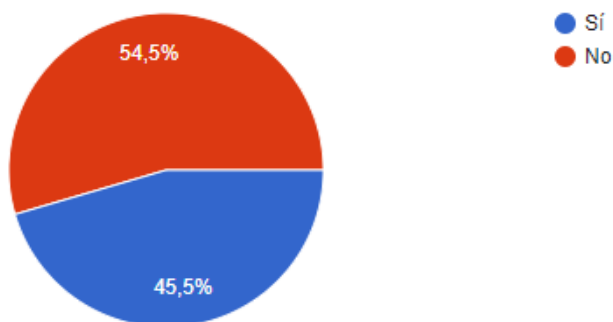
Figura 6: Respuestas para la pregunta número 1 de una encuesta general.



En la figura 6 se observa una muestra de 63 personas respondió a la pregunta: ¿Conoces la boutique virtual que se encuentra en el centro de servicios en la página de la UNE? El 37.1% respondió que sí, mientras que el 62.9 respondió que no.

Se realizó un filtro entre las personas que, sí conocen la boutique online y las que no, dejando un total de 22 personas para la siguiente pregunta.

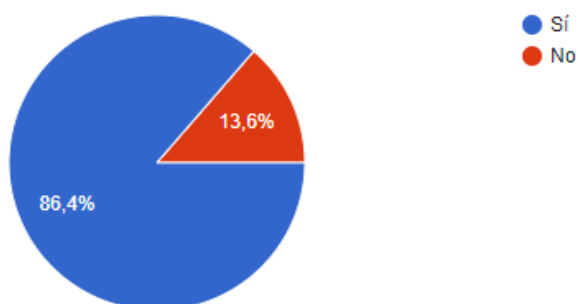
Figura 7: Respuestas para la pregunta número 2 de una encuesta general.



En la figura 7 se observa que una muestra de 22 personas que respondió a la siguiente pregunta: ¿Te gusta el diseño actual de la boutique online? El 45.5% respondió que sí, mientras que el 54.5% respondió que no.

Finalmente, a la muestra de 22 personas se les hizo una última pregunta.

Figura 8: Respuestas para la pregunta número 3 de una encuesta general.



En la figura 8 la muestra respondió a la pregunta de: ¿Te gustaría tener un diseño nuevo, más simple, con fotos de los productos y con una experiencia más sencilla? A lo que el 86.4% respondió que sí y el 13.6% que no.

V. Objetivo general y específicos

El objetivo general del proyecto es el siguiente:

Diseñar una página web y desarrollar un prototipo en base una investigación de usuario en torno al diseño UX y UI.

Los objetivos específicos son los siguientes:

- Brindar una interfaz usable para visualizar los productos.
- Mejorar la satisfacción del cliente al comprar productos en la Boutique Online.
- Construir un sitio web accesible y fácil de utilizar.

VI. Elementos creativos de innovación

- Realizar un diseño más cómodo para el usuario.
- Agilizar el proceso en el momento de ver los detalles de los productos en la página.
- Visualización de imágenes de los productos que los usuarios requieren.

VII. Factibilidad técnica

Gracias a las tecnologías de desarrollo que se utilizaron a lo largo del proyecto, se facilitaron muchas cosas, el uso de WebFlow como herramienta agilizó las cosas en el área de programación, se eligió WebFlow por su versatilidad a la hora de programar en HTML y CSS, es muy accesible a la hora de dar mantenimiento a el sitio web sin necesidad de ser un experto, ofrece un servicio de hosting y un servicio de venta. FIGMA fue de muy gran ayuda a la hora de realizar los diseños finales para la página web ya que ofrece todas las herramientas necesarias para realizar un trabajo muy completo y profesional, añadido a eso, siendo esta una de las plataformas más usadas para el diseño UX y el diseño UI.

VIII. Análisis de requerimientos

El análisis de requerimientos se describe en los siguientes párrafos:

Definición de Actores:

- El cliente: Un alumno, un padre de familia, un maestro, un usuario UNE.
- Administrativo: El que actualiza el inventario, el que le da mantenimiento al sistema y el que está constante a las novedades de la página.

Requisitos del sistema

Requisitos funcionales:

- Mostrar un catálogo de productos con imágenes, descripción, costo y unidades.
- Mostrar catálogos de productos filtrados según el área.
- Diseño dependiendo de si es un monitor, tablet o celular.
- Que el sistema cuente con un carrito de compras.

IX. Requisitos no funcionales (manifestos, operacionales y de desarrollo)

Requerimientos no funcionales manifiestos

- Desempeño: Aplicación web que no ocupa muchos recursos para la ejecución más que una conexión a internet estable.

- Disponibilidad Aplicación web que una vez que sea ejecutada podrá ser usada por todos los usuarios que desean acceder a ella.
- Usabilidad: El usuario accede a la página y una vez dentro de ella podrá hacer uso de diferentes funciones.

Requerimientos no funcionales operacionales

- Robustez: El sistema estará diseñado para ejecutarse en cualquier navegador web y sistema operativo que cuente con una conexión a internet.
- Escalabilidad: Se busca traer información del stock disponible dentro de la Boutique.
- Seguridad: Se busca dar acceso a usuarios públicos y usuarios de la Boutique por medios separados.
- Interoperabilidad: La página web será integrada a la red de la UNE para su fácil acceso.

Requerimientos no funcionales de desarrollo

- Base de Datos: Integrada en el desarrollador de Webflow.
- Servidor Web de Aplicaciones: Será un servidor hosteado por Webflow
- Navegador Web: El navegador web que se use no afectará el sistema.

X. Plan de desarrollo

La metodología en el diseño UX se muestra gráficamente en la figura 9.

Figura 9: Fases del diseño UX



Durante la etapa de investigación se trata de obtener la mayor cantidad de información posible y necesaria para el proyecto a realizar, tanto acerca del cliente como de los usuarios. El correcto equilibrio entre demandas y necesidades es lo que lleva al éxito el producto a crear. En la etapa de definición es cuando el diseñador UX usa tanto criterios técnicos, culturales y científicos para organizar toda la información obtenida durante la etapa anterior. En la etapa de idear se plasman los resultados de la etapa anterior, ahora con todos los requerimientos técnicos con el fin de que sean comprendidos por usuarios, cliente y el resto del equipo de trabajo. En la etapa de pruebas se comprueban las propuestas en prototipos. Las pruebas se realizan a usuarios finales previa aprobación del cliente con el objetivo de saber si se han logrado los requerimientos y metas planteadas. En la figura 10 se muestra un diseño más conceptual del diseño UX.

Figura 10: Desglose del diseño UX



Las bases de todo del diseño UX debe de llevar al producto desarrollado a tener las siguientes características:

- Utilizable
- Equitativo
- Disfrutable
- Útil

Diseño UI

Una interfaz de usuario se refiere a un sistema y un usuario que interactúan entre sí a través de comandos o técnicas para operar el sistema, ingresar datos y usar los contenidos. Las interfaces de usuario son muy usadas en computadoras, dispositivos móviles, juegos, etc., principalmente en programas de aplicación y en portales de información y servicios.

Figura 11: Desglose del diseño UI



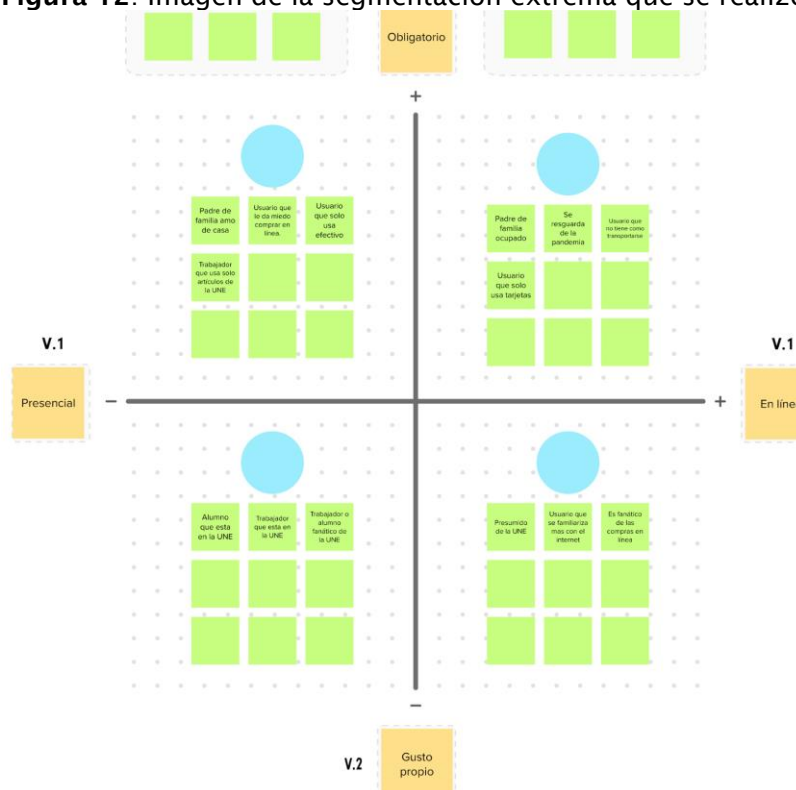
La primera interfaz usada - y que aún se sigue utilizando en ambientes de desarrollo de tecnología- fue una interfaz de comandos (CUI por sus siglas en inglés) que usaba comandos especiales para solicitar ejecutar una acción al sistema operativo. Después de las interfaces tipo CUI vinieron las interfaces gráficas de usuario (GUI por sus siglas en inglés), usadas con iconos y menús y posteriormente las interfaces naturales de usuario (NUI por sus siglas en inglés), que los sistemas responden a comandos dados a través de voz, movimiento, gestos y reconocimiento de señales biológicas para comprender la intención humana de manera más inteligente y humana (Won-Sung,2012). Los conceptos principales relacionados con el Diseño UI se muestran en la figura 11.

XI. Metodología de investigación design thinking

Consiste en recopilar usuarios, para poder asignarlos a perfiles generales y realizar entrevistas a posibles candidatos.

Segmentación extrema:

Figura 12: Imagen de la segmentación extrema que se realizó durante el proyecto.



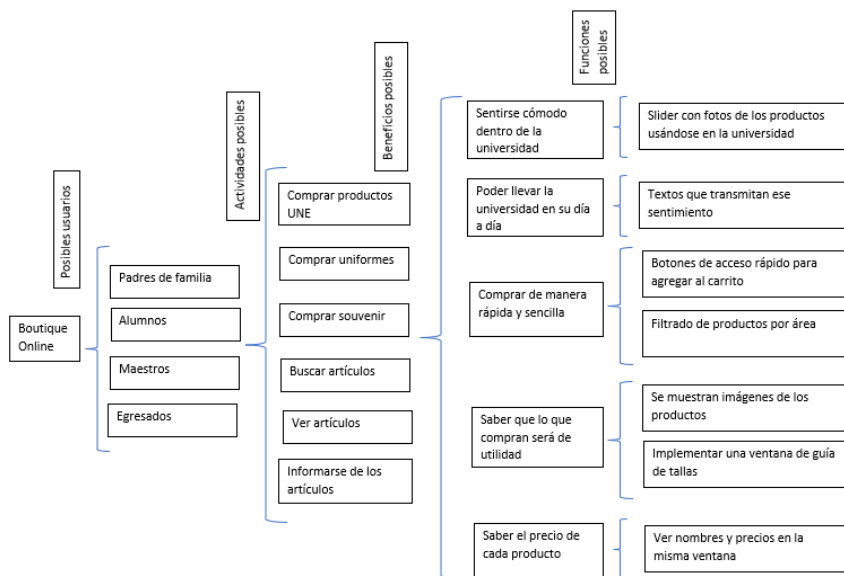
La figura 12 muestra la segmentación extrema que se realizó durante el proyecto, los ejes de la segmentación se alinearon a uso obligatorio/por gusto del portal y a su acceso presencial/solo en línea a la universidad. La información que proporciona la segmentación es muy importante para enfocarse en los grupos pequeños de la población por características, hábitos o gustos específicos. Esto hace que se pueda conectar el servicio con un público objetivo.

Figura 13: Imagen de las preguntas que se hicieron en las entrevistas durante la realización del proyecto.



El diseño de las entrevistas se estructuró basado en las preguntas de la figura 13, con la intención de que en un futuro se atraigan clientes externos a la comunidad universitaria se desplegaron entrevistas a una diversidad de personas accesibles para el grupo de trabajo.

Figura 14: Imagen de la propuesta de valor creada durante la realización del proyecto.



La propuesta de valor del presente proyecto se desglosa de manera detallada en la figura 14, los posibles usuarios, las posibles actividades, los posibles beneficios y las funciones potenciales dentro del portal son desglosados.

XII. Resultados

En esta sección se muestran los resultados del proceso llevado a cabo con las metodologías previamente mencionadas.

Las figuras 15, 16 y 17 muestran de manera general la página web realizada en el proyecto, posteriormente se desglosa de manera más detallada la forma en que está compuesta el portal propuesto y cómo funciona.

Figura 15: Captura de pantalla de la página web #1

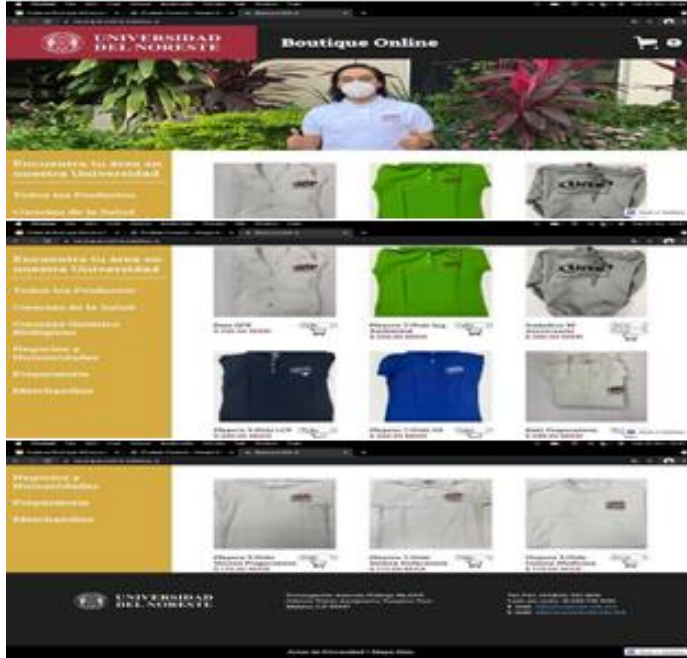
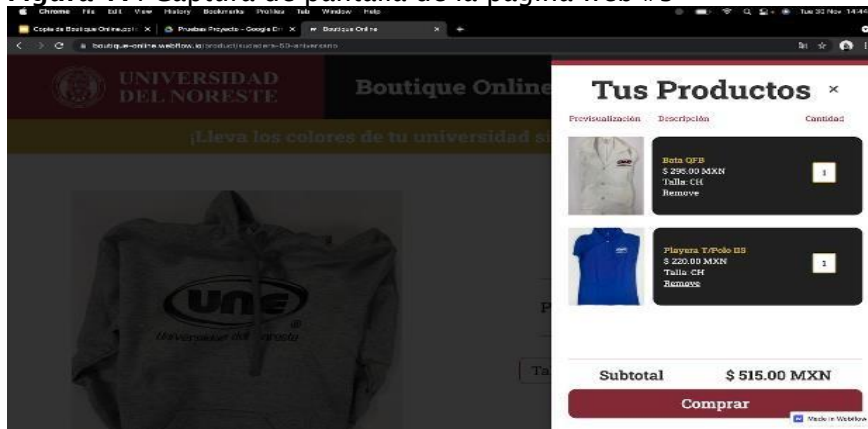


Figura 16: Captura de pantalla de la página web #2



Figura 17: Captura de pantalla de la página web #3



En las figuras 18, 19 y 20 se observa el diseño para tableta electrónica y de celular en uso. El diseño para tableta y para celular es esencialmente el mismo, la diferencia entre ambos es solamente la resolución y el tamaño, este se adapta automáticamente dependiendo de que dispositivo se esté utilizando.

Figura 18: Captura de pantalla de la página web utilizando la vista de tablet y celular. #1

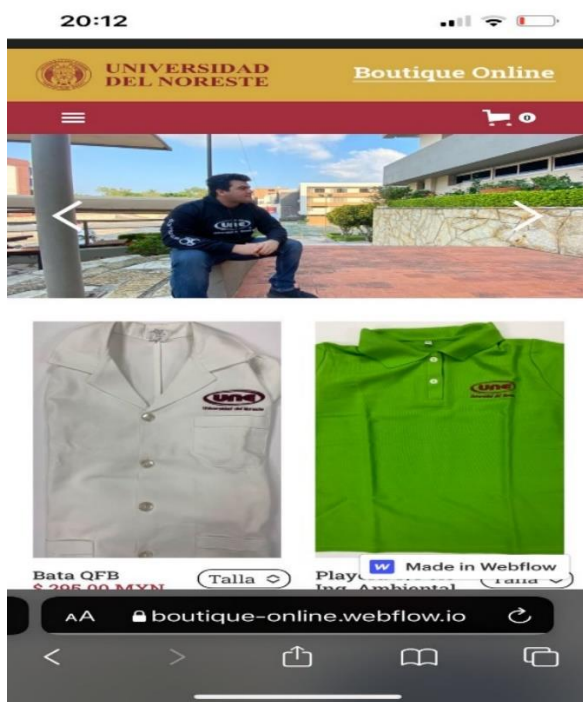


Figura 19: Captura de pantalla de la página web utilizando la vista de tablet y celular. #2



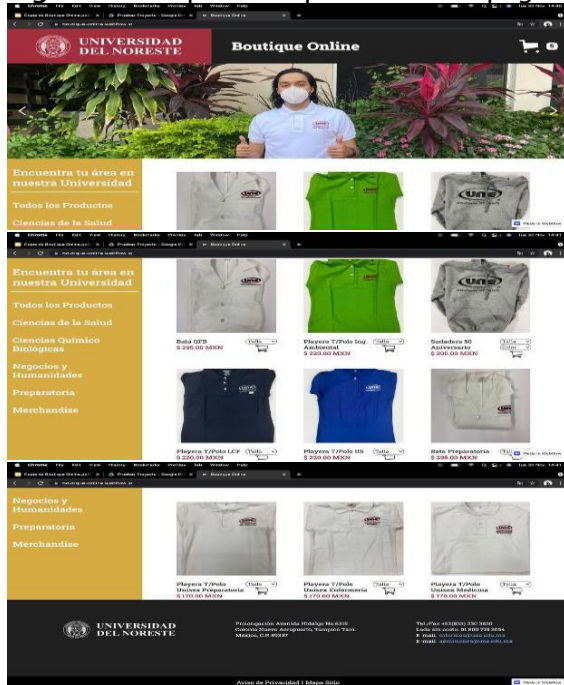
Figura 20: Captura de pantalla de la página web utilizando la vista de tablet y celular. #3



En la figura 21 se pueden ver las 3 secciones del nuevo portal propuesto de la boutique, el encabezado, el contenido y el pie de página. En el encabezado se puede apreciar el logo de la universidad, que te lleva directamente a la página de la UNE si se hace clic en él, el nombre de la boutique, que sirve para regresar a la ventana principal de la boutique y finalmente, el botón para ingresar al carrito de compras; en el contenido se pueden apreciar los productos disponibles en la boutique, cada producto tiene un botón de acceso rápido al carrito para agregar sin necesidad

de entrar a la ventana de producto, un directorio con todas las carreras de la universidad, preparatoria y mercancía; finalmente en el pie de página se encuentra toda la información de contacto de la universidad.

Figura 21: Captura de pantalla de la página web (Encabezado, contenido y pie de página)



En la figura 22 se puede observar la ventana de producto, en la ventana de producto está la imagen del artículo seleccionado, el precio, una descripción breve, la selección de talla y color (color solo aparece si el artículo tiene diferentes colores disponibles) el botón de agregar al carrito y finalmente un botón que lleva al usuario a una guía de tallas.

Figura 22: Captura de pantalla de la página web (Ventana de producto)



En las figuras 23 y 24 se pueden observar las descripciones de las medidas, y las tallas específicas por prendas.

Figura 23: Captura de pantalla de la página web (Guía de tallas #1)

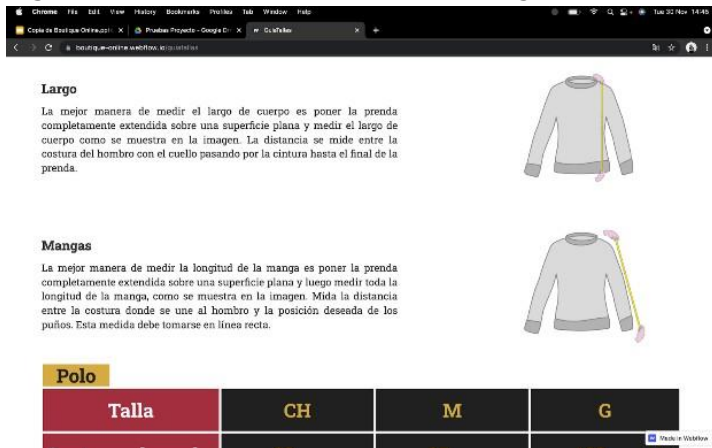
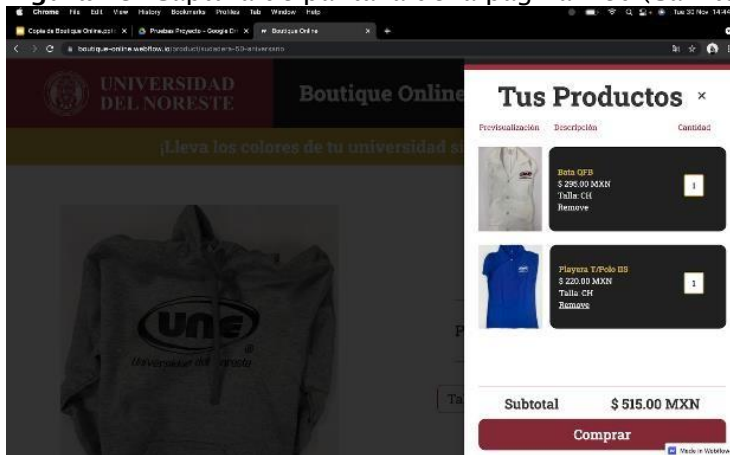


Figura 24: Captura de pantalla de la página web (Guía de tallas #2)



Finalmente, en la figura 25, se puede observar todo lo que se seleccionó haciendo las compras, talla, color y cantidad. Tiene un botón para cambiar la cantidad dentro del carrito y un botón para remover en caso de que el cliente lo requiera. Al final, arroja el subtotal final de las prendas o productos seleccionados y muestra el botón de comprar.

Figura 25: Captura de pantalla de la página web (Carrito de compras)



XIII. Conclusiones

Como conclusión general se llegó a que todo tuvo un proceso exitoso en la realización de la renovación de la Boutique Online, ya que se diseñó una página web donde se muestra el esfuerzo y la dedicación del procedimiento, el cual da como frutos una página más confiable y con mejor rendimiento para el usuario.

Conclusiones detalladas:

- Se considera que el sitio web propuesto es accesible para todo el público de la universidad y sus egresados.
- El proyecto es de fácil mantenimiento y puede ser actualizado en poco tiempo para atender las necesidades cambiantes de la boutique online.
- El aplicar esta metodología permitió generar un diseño usable para el usuario.

La siguiente potencial etapa, una vez que el proyecto sea autorizado por la Universidad sería:

- Añadir la funcionalidad de pago de los artículos del carrito de compra.
- Agregar todos los productos existentes en la boutique física.
- Proveer la información acerca los detalles de envío.

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Efectos de la mezcla de mercadotecnia aplicada a la internacionalización de microfabricas de artesanias en Nuevo Laredo, Tamaulipas

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Resumen

El estudio de los elementos de la estrategia de marketing ha sido diseñado para evaluar su impacto en el sector de desempeño de exportación, es por ello que ha sido objeto de investigación empírica común. Sin embargo, los resultados planteados en la teoría y antecedentes han sido expresados por su diversidad, lo que no identifica su sustento, sin embargo, en la actividad práctica se ofrecen interesantes cifras. Este documento presenta una descripción simple de los elementos de las 4 Ps que generan una valoración del desempeño en las mypes exportadoras de la ciudad de Nuevo Laredo, Tamaulipas llegando a demostrar sus efectos de la rentabilidad de la comercialización internacional, mediante una metodología de investigación mixta, con un diseño no transversal, exploratorio y sobre todo con un diseño de carácter correlacional para poder determinar la influencia de las variables mercadológicas.

Palabras clave: Mezcla de Marketing, Desempeño exportador, MYPES.

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El consumidor postpandemia y la fidelización de las marcas

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Resumen

Bien sabemos que la mercadotecnia no es estática, sino todo lo contrario. Avanza a pasos rápidos para cumplir con las tendencias del mercado. El consumidor se ha vuelto más exigente y la pandemia vino a darnos una lección muy fuerte en los negocios; a enseñarnos que “no sobrevive el más grande, sino el más rápido.”

El marketing de experiencias o marketing emocional ha ido en gran aumento, lo trajo como una ola gigantesca la postpandemia. Pandemia en la que muchas personas sufrieron de ansiedad, desconcierto e incertidumbre. La publicidad vino a ser un gran activo para las marcas y empresas en despertar las emociones en los consumidores y generar cambios direccionales sobre la adquisición de productos y servicios. Una vez que la pandemia tocó los negocios, la publicidad se volvió más bilateral y cercana al consumidor, las empresas estudiaron con más profundidad los nuevos insight en los consumidores.

Tanto marcas como empresas han buscado a toda costa la personalización de sus productos, de crear en el consumidor el acercamiento como parte de la marca: de la familia empresarial. Y han generado estrategias que antes no se veían, que no se esperaban que pudiéramos tener como consumidores, desde mandar correos mencionando la preocupación pandémica, indicaciones de salud o de mejora económica. Ya lo decía Philip Kotler “El vendedor de éxito se preocupa primero por el cliente y luego por el producto”. Y la estrategia de la preocupación y la personalización por el consumidor les funcionó a las empresas, por lo que ahora, esa necesidad de sabernos queridos por las marcas es algo necesario para sentirnos identificados con ellas.

Además del gran empuje, cambio y actualización que trajo la pandemia sobre todo en los comercios pequeños, mejoras en el canal o los canales de compra, en dónde se modificaron las conglomeraciones a compras en línea, generando sentimientos de confianza de manera electrónica y protección al realizarlas.

Aunado a esto, el uso de tarjetas de crédito ha ayudado a impulsar el comercio electrónico, la adquisición de productos y servicios en línea, creación de nuevas formas de comercializar. La adquisición de tarjetas de crédito, mismas que han generado el endeudamiento personal de los consumidores que tras la pandemia han también aprendido a administrar más sus compras y sus gastos.

El comportamiento del consumidor tras los resultados de la pandemia ha dejado consumidores más creyentes en la información que se transmite en redes sociales, buscando no el precio en los productos, sino la calidad en ellos. Y las opiniones de otras personas para poder tomar decisiones que lo ayuden a satisfacer sus necesidades concretas y aptas para lo que está requiriendo, buscando tutoriales e información de las reseñas. El comportamiento se ha transformado en ser impulsivo en los productos básicos, a ser mucho más pensante en la información que tiene a su alcance, tecnicismo e información precisa de los productos y otros elementos.

En la presente investigación, la metodología aplicada fue de carácter cualitativo, con el objetivo de reflexionar y comprender el comportamiento del consumidor y las necesidades de sus productos y servicios. El nivel de conocimiento corresponde al nivel descriptivo, para caracterizar el fenómeno o realidad social investigada, señalando sus expresiones más específicas.

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Palabras Clave: Consumidor, Comportamiento del consumidor, Postpandemia, Empresas, Marcas y Comercio electrónico

Abstract

We all know that marketing is not static, quite the contrary. It advances at a fast pace to meet market trends. The consumer has become more demanding and the pandemic came to give us a very strong lesson in business; to teach us that "it is not the biggest that survives, but the fastest."

The marketing of experiences or emotional marketing has been on the rise, brought like a giant wave by the post-pandemic. Pandemic in which many people suffered from anxiety, bewilderment and uncertainty. Advertising became a great asset for brands and companies to awaken emotions in consumers and generate directional changes on the acquisition of products and services. Once the pandemic touched business, advertising became more bilateral and closer to the consumer, companies studied more deeply the new consumer insights.

Both brands and companies have sought at all costs the personalization of their products, to create in the consumer the approach as part of the brand: of the business family. And they have generated strategies that were not seen before, that were not expected that we could have as consumers, from sending emails mentioning pandemic concerns, health indications or economic improvement. As Philip Kotler said, "The successful marketer cares first about the customer and then about the product." And the strategy of concern and personalization for the consumer worked for the companies, so now, that need to know that we are loved by the brands is something necessary to feel identified with them.

In addition to the great push, change and update brought by the pandemic, especially in small businesses, improvements in the purchase channel or channels, where the conglomerations were modified to online shopping, generating feelings of trust and protection in an electronic way when making purchases.

In addition to this, the use of credit cards has helped to boost e-commerce, the acquisition of products and services online, and the creation of new forms of commercialization. The acquisition of credit cards, which have generated the personal indebtedness of consumers who after the pandemic have also learned to manage their purchases and spending.

Consumer behavior after the results of the pandemic has left consumers more believers in the information that is transmitted on social networks, looking not for price in products, but for quality in them. And the opinions of other people to be able to make decisions that help them meet their specific needs and fit for what they are requiring, looking for tutorials and information from reviews. Behavior has transformed from being impulsive on commodities, to being much more thoughtful on the information at hand, technicality and accurate information on products and other items.

In the present research, the methodology applied was qualitative, with the objective of reflecting and understanding consumer behavior and the needs of their products and services. The level of knowledge corresponds to the descriptive level, to characterize the phenomenon or social reality investigated, pointing out its most specific expressions.

Keywords: Consumer, Consumer Behavior, Post-pandemic, Business, Brands and E-commerce

Beyond the Great Resignation: Additional Notions and Ideas

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Abstract

Even before the COVID-19 pandemic started, waves of unhappy workers had already been spreading ideas of their search for better working conditions across the globe. A general discontent seemed to be prevailing, especially in the younger generations. Different notions have been used to describe this phenomenon, yet the Great Resignation has been by far the most widely acknowledged. This article presents a collection of the most common ideas and keywords that help understand an unprecedented situation in the relationship of employees with their employers and the workplace. Information was collected from news and management articles through content and trend-search analysis.

Keywords: The great resignation, the big quit, workforce, workplace, discontent, demoralization.

I. Introduction

This article analyzes the phenomenon of The Great Resignation, as developed by Texas A&M professor Antony Klotz (Kellett, 2022), and identifies a series of related movements and notions associated with the new *zeitgeist* in the world of work. What does the Great Resignation mean? And what are other concepts that have been used to express similar ideas? are the relevant questions that will be answered.

The Great Resignation has created polarization among scholars, HR practitioners, and employers. For some, it appears as an exaggeration that only reflects a generalized discontent and that data does not show significant differences with regards to the years before the pandemic.

Critics suggest that it is more about the rebel and dissatisfied younger generations who are less resilient, less tolerant to working conditions, and less loyal. The problems for dissimilar opinions lie mostly on data, including the types of workers that such data reflect, voluntary resignations, those who are dismissed, and early retirements. Additionally, economic conditions in different regions seem to affect the decision of an employee to resign when a family is dependent on the income and no government aid for the unemployed is provided. In fact, some critics consider the great resignation as an outcome of confinement conditions and imposed

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restrictions due to the COVID-19 crisis, yet the notion and initial studies were developed even before the pandemic started.

It has been implied that there might not be as many workers resigning as originally thought (still reflect a minority) and that, therefore, incorrect generalizations have been made because data is not concrete, and that even the reasons behind the Great Resignation are not as clear as they should be (Lufkin, 2021).

Those who support the ideas behind the great resignation consider that this will become an enduring movement that will lead to a new era in work culture, providing a necessary re-signification of life and work, especially for those who think they would like to quit their jobs, and that the importance lies in the intent (Lufkin, 2021).

Regardless of the pro and con positions, the Great Resignation is a topic that has attracted attention, and that has promoted conversations across the world, hence its importance. However, the main problem is that several notions have been developed around it, and no one knows what to call it (McGregor, 2021a).

Through a literature review and content analysis, this article collects different movements that are related to the Great Resignation, providing a framework that integrates a series of variables associated with employees resigning, being unhappy at work, or at least thinking about the possibility of leaving their jobs. News from around the globe were collected, as well as published articles.

II. The Great Resignation

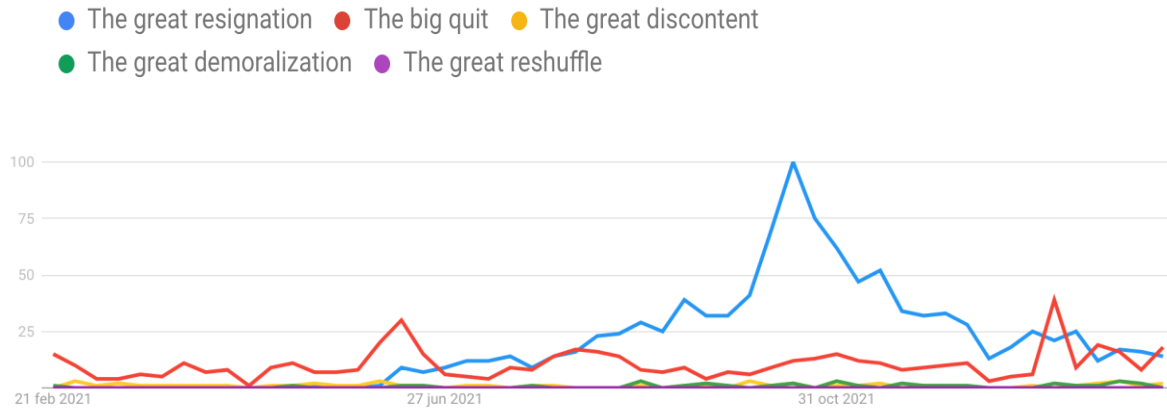
The Great Resignation has been studied as a work-related phenomenon originating in the United States. It reflects a massive and voluntary exodus of the workforce who feel they have to resign due to working conditions, personal dignity, and even health. Their movement attracted attention because it is a call to action regarding working conditions, including excess work and the meaning of work. The Great Resignation does not describe a problem of a specific industry or sector but the conditions of work and the workplace.

The balance between life and work has become imperative. Apparently, it is the first time in history that the employee is empowered, putting himself or herself first. Although this statement needs to be analyzed from two distinct perspectives: those employees who resign or plan to because they are looking for something better, and those who resign to let go of toxic and terrible working conditions (Lufkin, 2021). In this regard, historically, there have been massive resignations in the military, enslaved people, prisoners, sailors, agriculture laborers, and manufacturing workers who ran away from dangerous and inhumane working conditions or because they wanted to preserve their lives.

Different names have been given to this phenomenon, including *the big quit* (Matuson, 2021), *the turnover tsunami* (Donegan, 2012), *the great reshuffle* (Edmon, 2022), *the great discontent* (Hirsch, 2021) *the great change-up* (Strav, 2021), *the great upgrade* (McGahey, 2022), *the great attrition* (Couch, 2021), *the great reprioritization* (Dust, 2021; McGregor, 2021b), or *the great reset* (Schwab, 2020), to name a few. Additional names keep on piling up, creating even more confusion. The only common element is that they appear to be pointing out a change with a big or great impact.

The topic has caught media fire. A simple search in Google yielded nearly six million results by February 16th, 2022, and the trend analysis of the topic shows that in October 2021, it was one of the top searches, reaching 100% in the peak of popularity worldwide (see figure 1). From all the different designations, *The Great Resignation* and *The Big Quit* appear at the top of the searchers worldwide, while the other notions tend to dilute and are used in very few publications as a personal take on *The Great Resignation*.

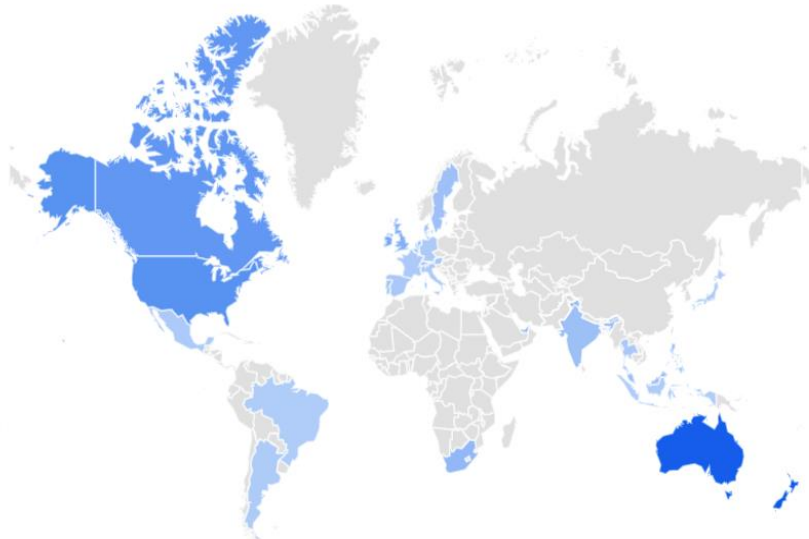
Figure 1: Top Google searches of terms connected to *The Great Resignation*



Data source: Google Trends, 2022. (<https://www.google.com/trends>).

As can be observed in figure 2, the countries in which the denomination of the Great Resignation is stronger are primarily New Zealand, Australia, Hong Kong, Ireland, Malaysia, Italy, India, Australia, the United States, the United Kingdom, and Canada, followed by South Africa, Switzerland, Austria, Sweden, Denmark, Portugal, Spain, Thailand, Germany, Indonesia, Mexico, Argentina, the Philippines, and Brazil.

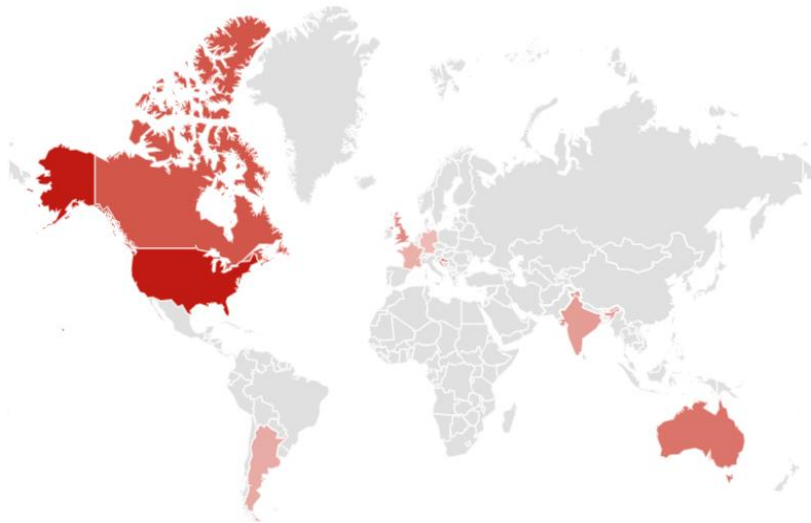
Figure 2: Leading notions by country The great resignation



Data source: Google Trends, 2022. (<https://www.google.com/trends>).

Figure 3 shows that the countries in which *The big quit* had more searches were Argentina, France, Germany, and Croatia. Although Canada, the UK, the US, Australia, and India have also searches related to *The big quit*, they are outnumbered by those of *The Great Resignation*.

Figure 3: Leading notions by country *The big quit*



Data source: Google Trends, 2022. (<https://www.google.com/trends>).

III. Movements and Drivers that can be Connected to the Great Resignation

In the past decades, a series of different movements have emerged across the globe to protest work-related issues such as fair income, dignity at work, working conditions, workplace safety, and wellbeing. “Powerful movements have enhanced the experience of women, racial minorities, and other disadvantaged populations in the workplace” (Hirsch, 2021). The most relevant movements and drivers connected to the Great resignation in different publications are described as follows.

Anti-materialists, Minimalists, and Anti-consumption Movements (1960s-1970s, and Renewed Interest Started in 2018)

Anti-consumerism is a sociopolitical ideology that discourages the ever-growing consumption of material possessions and includes anti-corporate activism movements (Lee & Ahn, 2016). It is driven by environmental and social concerns and the pursuit of a simpler lifestyle.

Minimalism stems from an understanding that material goods do not bring happiness and that people need to move away from consumption addiction (Zonakis, 2018). This has been considered an inevitable result of being overwhelmed by everything (Siqi, Huifeng & Peach, 2021). A lifestyle that focuses on materialistic values exacerbates feelings of insecurity and frustration because there is always the envy that others have more goods (Zonakis, 2018). Anti-consumption potentially decreases waste and natural resources depletion while reducing negative effects on wellbeing, shifting concerns from spending money to spending time (Lee & Ahn, 2016).

Minimalism is a new model of consumption, a reduction of physical possessions, and the motto less is more and simplify. It has been regarded as a tool to find freedom. It is less about what a person owns and more about personal attitudes regarding what they do and do not want to own. In 2008, the housing crisis in the US led to an increase in interest in minimalism as it became desirable to learn to rely on less, so people could have more time, more passion, and more contribution (Da Silva, 2021).

Minimalism involves providing for material needs as simply and directly as possible. It is a way of voluntary change, seeking a life that relies more on human relationships (Zobakis, 2018), minimizing expenditure while focusing more time and energy towards pursuing non-materialistic sources of satisfaction and meaning (Etzioni, 1999).

FIRE Movement: Financial Independence, Retire Early (1992, Renewed Interest Since 2008)

The movement started in the United States and has a growing base in the UK and Australia. The idea was introduced in a book called “Your Money, your life” by Joe Dominguez and Vicky Robin (1992); it is about being frugal, using extreme saving methods, and investing. The movement became appealing to people who wanted to quit their jobs and were dissatisfied with consumerism, wanted to gain financial independence, or wanted to move their retirement forward (Binns, 2022). Employees want to save enough money to retire early, having the time to do what they want. In its extreme version, it includes minimizing expenses giving up certain comforts in life (Smith, 2021).

Knowing that it is possible to quit when a person wants to becomes a liberating experience. The method included living below one’s means to obtain financial independence and security as early as possible, striving to live life on one's terms. This would lead to having the financial freedom to change careers, work less, or travel, and it reflects a shift in perspectives regarding money, monetizing what is most important to achieve work-life balance (Goodwin, 2021). In Australia, people are living cheaply to retire young, with the motto of pain now, pleasure later, and delayed gratification. Any remaining savings are turned into investments that provide returns. “Decluttering” spending is prioritized. According to its followers, it is hard at first but becomes a daily habit giving people peace of mind in case they lose their jobs or something unexpected happens so they can fall back on their savings (Marsh, 2021).

Occupy Wall Street Movement (2011-2012)

A protest movement against economic inequalities, income disparity, and corporate corruption (History, 2021). The movement looked to reduce the influence of corporations in politics and wanted more and better jobs and a more balanced distribution of income. The protest was organized by a Canadian anti-consumerist publication, *Adbuster* (History, 2021), representing the frustration of the American people, especially regarding the world of work.

Job Hopping, Job Switching (Started 2012)

Professionals are changing jobs more often and voluntarily. Millennials are known as the Job-hopping generation. They are natural explorers, and boredom is a major contributor to this tendency (Open Access Government, 2020). Staying less than two years in a position can be viewed as a path to a higher salary, although before the pandemic, it was considered that bouncing between positions might be a serious red flag to employers. In fact, it was seen as something that employees should not do, and employers frowned upon resumes that signal a lack of loyalty. Job hopping increased due to the economy and the reduced loyalty of millennials (Chatzky, 2018).

The pandemic has substantially reduced the stigma behind job-hopping (Pelta, 2021). People have become more comfortable switching jobs and moving around without the fear of being stigmatized (Kelly, 2021a). Frequent job moves have become normal, and it provides the opportunity of a career full of experience and new challenges. Job switching might result in an increase in compensation, better work arrangements, work-life balance, growth potential, meaning, and purpose (Kelly, 2021a). The number of years a person stays in the job has decreased dramatically, having the younger workers a median tenure of only 2.8 years (Pelta, 2021).

YOLO Movement or YOLO Economy (Started 2012)

The YOLO acronym represents a mindset that reflects the idea of *Carpe Diem* or living life to the fullest. It was made popular by a song by rapper Drake called *The Motto*, becoming a hashtag, sometimes used as an excuse for bad or risky behavior and recklessness (Judkis, 2012). It has

been connected to the exhaustion of type-A millennial workers, particularly in the US, who are abandoning their stable jobs to start a new business or moving to a different gig and are not willing to return to the workforce unless it is done on their own terms (Roose, 2021).

Decisions of a life change are based partly on cabin fever, low-interest rates, new ways of making money fast, such as mining or gambling on cryptocurrencies, Non-Fungible Tokens, and others (Roose, 2021; Kelly, 2021b). The perks of the YOLO economy include increased control over one's life, having the possibility to establish working hours according to needs and wants, and saving valuable time to use in more meaningful activities (Fang, 2022). After all, life is too short to stay in a job that employees are not passionate about (Kelly, 2021a).

Anti-work Movements (started 2013)

Anti-work movements have been developed as a reaction to the lack of dignity at work, the degradation of work, large inequalities, low salaries, lack of paid sick leave, inadequate workplace safety, and much more (O'Connor, 2022). This type of movement seeks to push away from the economic order that underpins the modern workplace. "They contain a mix of personal narratives about quitting, creating change in hostile workplaces, advocacy for ongoing labor strikes, labor organizing, and ways people can try to advocate for themselves" (O'Connor, 2022).

The Great Demoralization (2014-2022)

Employees becoming angry and resentful is the result of a demoralizing workplace. Low morale affects productivity, and employees are unable to work at their full capacity. Demoralization can be an inadvertent problem that employers might not be aware of. Inadvertent demoralization includes providing employees with an unclear career path, ignoring their ideas, being unaware of the effect that messages are giving employees, forgetting about feedback, and making big issues out of little things (Lipman, 2017). There are numerous causes of a demoralizing workplace, such as a lack of motivation that piles up over time, lack of trust, and managers decimating people's confidence. There might be poor decisions based on hiring, promotion, training, and even firing employees, resulting in a toxic culture. Pulling rank, criticizing, belittling employees, establishing comparisons, generalizations, and smashing employees' hopes are the most relevant ways in which an employer can demoralize the workforce (Martinuzzi, 2014).

The Great Discontent (2020-2022)

The great discontent has been acknowledged as a better way to describe the Great Resignation. It is the result of having to work in an unsupportive environment and having a toxic culture from the office being brought home when remote work was installed during the COVID-19 pandemic (Hirsch, 2021). The attitudes towards work that it inspired are not going away. It is an evolution of the Great Resignation in which workers who have left the workplace are not ready to move to a new job, creating substantial shortages (Moraitakis, 2021).

The SheCession or the Feminine Recession (2021)

The term SheCession was coined by Nicole Mason, President and chief executive of the Institute for Women's Policy Research, to explain an economic downturn where job and income losses are affecting women more than men (Holpuch, 2021) with a disproportionate economic impact, mainly derived from the COVID-19 crisis which has led to more job losses among women, being the most affected groups the mothers of young children and single mothers (Ro, 2020).

The 'SheCession' is heavily affecting sectors such as hospitality and retail because these sectors employ a lot of women and are also vulnerable to lockdown measures (Ro, 2020). These jobs tend to also be underpaid and undervalued, which means that many newly unemployed women have less of a financial cushion to fall back on (Gupta, 2020), while the unequal division of labor in many households adds to the burden (Marshall, 2021).

China's Laying-flat Movement (2021)

The movement of social protest started in April 2021 in a post in Baidu by 26-year-old factory worker Luo Huazhong (Jones, 2021) as a rejection of societal pressures to overwork, the hustle culture (Muzaffar, 2021), and as a way to end the *rat race* culture that forced Chinese workers to work from 9 am to 9 pm six days a week. Especially the young became disillusioned with the country's oppressive work culture, grueling working conditions, and low quality of life. It was suggested that wanting more money led to people losing direction (Jones, 2021). It became a change in lifestyle manifesto against materialism which resonated with students who were overwhelmed by the pressure to compete with millions of others for a place in a top university to obtain a high-paying job.

China's laying-flat movement, or *tang-ping*, means doing the bare minimum to get by (Siqi, Huifeng & Peach, 2021). It is a state of mind that reflects actions on which people feel it is not worth spending their energy. It included a rejection of the traditional narrative of success in favor of a minimalist style. Workers started realizing that they could be content with more attainable achievements and allowing time to unwind (Allen, 2021), searching for a life free from anxiety. The Communist Party has labeled the movement as a threat to stability (Feng, 2021), and Chinese President Xi Jinping has condemned the movement because it opposed his idea of the *Chinese dream*.

Independent Work and the Gig Economy (Starting 1999)

Independent or gig work is one of the alternatives people are considering after leaving their jobs (Santiago, 2021). Working from home gave some people the opportunity to seek gig work they found more interesting or more satisfying, changing the attitude of many employees in terms of how they see their professional life, which involved a focus shift from professional growth to making enough money to support their desired lifestyle (Povlitz, 2021).

In this sense, many speculate that the Great Resignation will lead to the growth of the gig economy (Santiago, 2021). A recent study indicates that 20% of American workers are considering a freelance career, most of them because they want to continue working remotely (Power, 2021). The gig economy includes freelance or project-based work, giving workers the freedom to choose the jobs or tasks they take on, when and where to carry them out and how to approach them (Santiago, 2021).

Cabin Fever

The COVID-19 pandemic has been regarded as "The greatest confinement in history" (Crawford & Crawford, 2021), requiring people to limit their time outside of the home, leading to isolation and a phenomenon called cabin fever (Adelayanti, 2020). The health-crisis-induced lockdown heightened concern about the mental health challenges that this radical social change had in store (Crawford, 2021).

Social isolation and loneliness are highly associated with anxiety and depression (Crawford, 2021); additionally, cabin fever can include feelings of dissatisfaction at home, restlessness, boredom, irritability, needing to break routine (Rosenblatt, Anderson & Johnson 1983), nihilism, severe procrastination, helplessness, and compulsion (Chen, Bao & Li, 2021). Cabin fever is not a medical condition nor a diagnosis of mental disorders (Adelayanti, 2020), but a term used to describe certain physical and mental consequences of confinement, isolation, or lack of stimulation (Crawford, 2021). It is associated with long-term exposure to negative emotions (Chen, Bao & Li, 2021), and it is different from boredom in general (Adelayanti, 2020), with multiple repercussions.

The Cave Syndrome (2020-2022)

After over a while of staying at home in order to follow strict health restrictions and safety guidelines, many people are reluctant to re-enter society (Marples, 2021). The term “cave syndrome” was coined by a psychiatrist in Florida to describe this phenomenon of people being scared or unwilling to go back to what life was like before the pandemic because they have grown to like and be comfortable in confinement or isolation conditions (Goldberg, 2021). The longer people spend in their “cave”, the harder it becomes to leave it (Marples, 2021).

Many people who have grown accustomed to socially isolate are afraid to return to their former lives despite being fully vaccinated (Newsome, 2021). There seems to be a sense of discomfort rooted in the fear or anxiety that the idea of being in the same space with other people brings, be it the office or places designed for one’s enjoyment and leisure (Goldberg, 2021). Many remote workers are reluctant to give up the safety and comfort of their home office (Anwar, 2021). Recent data shows that, in the United States, 49% of adults feel uneasy about readjusting to in-person interactions, and 46% do not feel comfortable going back to how life was before the pandemic (Goldberg, 2021).

Remote Work and the Return to the Office

Remote work is not a new practice. It was developed long before the pandemic, and in fact, its origins can be traced back to the *putting-out system* as a way of organizing work from home. The idea of remote work has changed substantially, especially due to flexible time and work location arrangements. Although remote work can be done almost anywhere, most remote work happens at home, with only 8% using coworking spaces and 4% public spaces (Buffer, 2020).

During the pandemic, employees became categorized differently. They were either essential front-line workers, remote workers, or non-essential workers. The return to the office for remote workers was not easy.

The Need for a Pause and the New Sabbatical

An increasing number of people are taking pauses, such as career breaks (Puri, 2021). Sabbaticals have both religious and educational roots. Some universities offer them so that faculty can take their mind off work, recharge, develop a new skill, or write. They are considered a psychologically safe space to figure out what life means, heal, explore, and reintegrate back into the workforce completely renewed (Didonna, 2021). Sabbaticals allow employees a break from work so they can pursue other interests while they are still employed at their organizations but do not perform normal duties.

In recent years, there have been important waves of workers leaving their jobs but are not starting a new job immediately. They are taking longer breaks than before, stating the need to rest and recuperate. Some companies are offering pop-up holidays, giving employees a week off or even months-long sabbaticals because people need the time off, and companies do not want to lose brilliant workers. Sabbaticals offer the possibility of traveling, pursuing an educational goal, investing in another project, or caregiving (McGregor, 2021).

IV. Emerging Ideas for the Future of the Great Resignation

The Turnover Contagion

The turnover contagion has been described as the domino effect of one resignation because when key employees (or star employees) resign or are fired, it can set off a chain reaction (Ro, 2021). It stems from employees sharing how they feel and the need to feel valued at work. Sometimes, certain negative news or a difficult situation in the organization prompts high-profile employees

to leave. News spread and other employees start to wonder why that person left, and there is the presumption that there are problems that are not being disclosed, therefore others believe they should leave too (Kelly, 2021c). Mass departures are common, and it refers to multiple employees independently reacting to the same situations, but it can also include the psychological effect of seeing others leave (Ro, 2021).

The Great Reimagination

The health crisis, along with different social changes, has put work to the test; people are starting to imagine what work should look like in this new era, what they want it to be like. (Ziglar, 2021). Employees' desire for flexibility is transforming the future of work (Johnson Hess, 2021). Deloitte has defined the great reimagination as a fundamental reexamination of workplace systems that can help businesses weather future shocks (Field, 2021).

As organizations try to reduce the consequences of the great resignation and attract talent, they begin to prepare for and contribute to the great reimagination (Field, 2021). The balance of power has shifted (Ziglar, 2021), and employees are more empowered to make decisions and take action in their professional life. In the United States, the trends show that of the employed individuals who are seeking to make career changes, 41% are looking for more flexible jobs or remote work altogether, 39% want a raise or to be promoted -to be compensated according to their contribution to the company's success (Ziglar, 2021)-, and 33% are interested in shifting their professional path to other industries (Johnson Hess, 2021).

The mindset is changing; people want to work for a company with a vision that aligns with their values (Ziglar, 2021). The great reimagining can help companies shift their focus from engaging employees solely for the company's benefit to promoting value creation for their employees, considering them as key stakeholders (Field, 2021).

The Great Realignment

The great realignment is known as a *fresh start effect* and a reassessment of personal and organizational values, which will become a competitive advantage (O'Mallon, 2021). There is a lure of a meaningful workplace, a place of belonging, and workplace cultures that foster authentic relationships (Whitehead, 2022). Employees and organizations are redefining who they are (Zubiria, 2021).

Employee thinking has changed in organizations, in part due to the pandemic and the need for employees to find meaning and purpose in their work (Ferguson, 2021). The pandemic is marking a new beginning for numerous employees; realigning employment practices, engagement policies, and new aspirations for employee-employer relationships becomes key (Puri, 2021). It is also a change in leadership patterns, leading both with the head and the heart (Ferguson, 2021).

Realignment must also come from the part of employees, especially in terms of their expectations from their employers (Puri, 2021), and leaders must ensure that they are leading employees who do not want to leave (Ferguson, 2021). The great realignment involves reflecting on what matters to the employer, the teams, and the individuals, a newfound respect for workers, and the development of more meaningful connections (Zubiria, 2021).

The Great Realization

The pandemic has made people reconsider what makes them happy, making the most of their time. There are real concerns about losing jobs, but at the same time, there is an idealization of a happier future that includes an improvement in the quality of people's lives (Kelly, 2021d). As a society, we are in a different place than at the beginning of the pandemic, and there has been a substantial change in the way people look at their lives and livelihoods.

If organizations are able to embrace the great realization by understanding the underlying needs of employees, balancing flexibility and effectiveness, and creating a sense of belonging,

they can emerge stronger, more attractive to employees, and become more successful; on the contrary, if they continue to pursue pre-pandemic remedies for post-pandemic reality, they will undoubtedly fail (Chin, 2021).

The Great Renegotiation

The great renegotiation appears to be a great development. This phenomenon can be considered a byproduct of inflation due to rising living costs. Although resigning to search for better conditions or better payment is not something new, this situation has been increasing as employees, especially lower-income workers, search for better life conditions (Rosalsky, 2022). This will lead to a redesign in organizations so that they provide more exciting and fulfilling conditions for employees. It has been suggested that, in many cases, employees would be happy to stay if their employers made important changes; the problem is that there is no one-size-fits-all solution (Hamilton, 2022).

In some economies, such as the UK and Australia, which have been facing significant changes and high uncertainty, it is possible that the great renegotiation will emerge with more impetus than the Great Resignation, as people may not want to leave, but rather wish to renegotiate the terms and conditions of their employment (Peak, 2021).

The Great Recognition

This might be the era in which companies recognize the current situation and respond with compassion, listening to the employees and providing pragmatic responses so that important benefits would be obtained from this historical moment (Hirsch, 2021). Employees, employers, and HR practitioners are recognizing new trends that are disrupting the workforce. The great recognition moves away from negative perceptions of the great resignation, capturing how people are learning and evolving, addressing the challenges at hand (Fieldman, 2021). There are different things that need to be acknowledged: the recognition that highly engaged employees are less likely to leave, that if employees are not treated fairly, turnover will increase, and recognition that employee retention is not exclusively an HR function but a company-wide concern that needs to be driven by leadership (Cameron, 2022).

The Great Relocation

The pandemic has forced people to move for various reasons, including financial motives, family, work, or the decision not to work. People no longer want to travel long distances to work or give an hour of their time to their commute (O'Mallon, 2021). It is about understanding the benefits of ditching the long commute (Zubiurria, 2021).

In countries such as the United States, Ireland, and Australia, employees are fleeing in the thousands leaving large cities and selecting places that offer more quality of life instead of living in cramped spaces or paying high rent or mortgages (Sharples, 2021; Kennedy, 2021). There appears to be an important movement to the country influenced by remote work. Some are prepared to either take their job and work remotely or leave it, sometimes sacrificing as much as 20% of their pay to obtain more flexibility (Sharples, 2021).

The Great Return and the Boomerang Employee

The great return is based on reimagining the workplace, empathizing with employees, making an effort to become more humane toward the workforce beyond the pandemic, and catering to the physical, financial, mental, and social wellness (Das, 2021).

The boomerang employee is the name given to workers who had to leave their job during the pandemic for situations beyond their control and are looking to return. Boomerang employment is a growing trend in part due to the possibility of keeping in touch with former employees over time. There are three distinct scenarios in which returning to former employment becomes

appealing: some employees who changed jobs might miss the experience or opportunities they had before, others might be dissatisfied with the new employers, and others might regret the decision to leave which was made too quickly (Liu, 2021).

The Great Fights

Employees and employers are expected to fight over working conditions. They want to decide where and when to work, while executives want more employees in the offices (Barrero, Bloom & Davis, 2021). Loyal employees who decide to stay will be pressured to take over some of the activities left unattended by the resignations, and they will end up working more in between new hires and new training. This would lead to employees asking for better conditions, including increased pay, therefore businesses will need more financial resources. Eventually, the increased cost will be transferred to the customer, resulting in substantial increases in consumer products.

Additionally, there are some other emerging trends and ideas that could help shape the future of work. Due to the pandemic, the workforce is eager to learn. There has been a substantial increase in enrollment in online courses, especially those related to data science, artificial intelligence, and machine learning (Vijayakumar, 2022). This has been called the great relearning revolution. It includes people being more willing to leave their current jobs if a new job offers skills training opportunities and considers upskilling essential (Vijayakumar, 2022). Entrepreneurship has also been growing substantially, and startups have become a symbol of success. In the United States alone, over 600,000 applications for new businesses were filed in July 2020 (Kelly, 2021b), paving the way for the free-agent era and the startup boom.

Furthermore, there has been talk of the great reshuffle, which entails the search for more fulfilling jobs with greater flexibility; and better suited to the employee's values and life choices (Edmond, 2022). Understanding that what people want has changed, different sectors will be affected in different ways, and there will even be tides of movements from one sector to another while certain sectors will decline (Edmond, 2022). Finally, societies worldwide could be looking at the great reset (Schwab, 2020). This agenda suggests steering the market toward fairer outcomes by engaging governments, upgrading trade arrangements, and creating the conditions for a "stakeholder economy."

V. Conclusions

Some of the main ideas, trends, and movements surrounding the world of work and the Great Resignation were presented; nevertheless, quite certainly, there are more things to come, more ideas to develop, new names adjusted to particular research needs, or workplace trends. Still, the existing ones all seem to include the general sense of dissatisfaction and wanting something better in terms of work.

The pandemic has created an unprecedented tidal wave of mental health issues resulting from confinement conditions, loss of freedom, and extreme uncertainty that has led people to reevaluate life and what they want out of it. People seem to want to work only as much as needed rather than working longer hours to create excess capital or goods (O'Connor, 2022).

Times are changing, and in the face of uncertainty, some individuals are understanding that they can live differently. Additionally, the amount of loss, including people, freedom, time, and relationships due to the health crisis, has induced a change of perspective that has allowed people to think of this time as an opportunity for positive change (Roose, 2021), including searching better-suited career paths (Kelly, 2021a).

In this context, there is an apparent disconnect in what employers assume employees want. Companies dealing with the great resignation and the renewed war for talent need to understand the movements in the workforce as a new reality in which employees will be led by their passions (Kelly, 2021a). In this sense, there is a need to develop studies with empirical evidence that shed light on how the phenomena occur in different latitudes, patterns that can be identified, and other information that can help create engagement strategies that work based on emotional

commitment and connection, giving employees a voice, and elevating employee experience. Connected, engaging, and meaningful workplaces are essential to the ability to successfully hire, onboard, and retain valuable employees (Whitehead, 2022).

On the bright side, the Great Resignation and related movements have the potential to provide better conditions that will favor employees (Klotz, in Smith, 2022), such as better salaries and more gender equality. Remote work will become more competitive, there will be increased investments in digitalization, while the independent career will become attractive for the newer generations, creating more employment opportunities.

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Understanding the Process of Data Transforming for Decision Making in the Health Care Field

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Abstract

Data-driven decision-making is critical to the survival and thriving of an organization, including those in the health care field. This article explores the process of transforming patients' data from electronic health record systems to become evidence for nurse administrators to make decisions. After reviewing 24 articles, we conclude that data analysts not only need to be skillful in analyzing data but also need to immerse into the organization's culture to fully understand the organization's mission when interpreting the data. Successful data transformation helps add value to the organization and improve the quality of nursing.

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The Role of Transactional Leadership on New Product Development Performance

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Abstract

Market orientation substantially influences new product creativity and new product development speed, consequently new product performance. However, this study investigates how transactional leadership influences the relationships between market orientation elements and new product creativity and development speed. We also utilize the resource-based view (R.B.V.) approach in our theoretical framework, where market orientation ensures the inimitability, valuable, and rarity of novel products through influencing new product development creativity and new product development speed. We selected U.S.A companies to test our model by employing manufacturing firms from S&P 1000. We administer the multi-stage stratified sampling to select the manufacturing industries from different states to ensure the reliability and validity of the data. Our results support the conceptual model and show that market orientation positively influences overall new product performance through new product creativity and new product development speed. Our results also demonstrate that transactional leadership positively influences the relationship between market orientation elements and new product creativity and new product development speed, except for its negative influence on the relationship between cross-functional orientation and new product creativity.

Keywords: Transactional leadership, Resource-based view, Market orientation, New product creativity, New product development speed, Overall new product performance.

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Consumer Response to Bilingual Spanish-English Advertisements

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Abstract

Consumers are increasingly identifying themselves along the lines of their political belief (e.g., Republican or Democrat), and as a result, they are finding themselves on opposite ends of the political spectrum. Consumers can make decisions based along the lines of abortion rights, drug legalization, economic inclusion, and immigration. Another area where the political belief of consumers differ is the role of bilingualism in the marketplace. Drawing from the Moral Foundations Theory (MFT), this research explores the role of political orientation plays in the likeability of a bilingual automobile advertisement as well as consumer buying intention.

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The Impact of Cultural Institutes on International Tourism

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Abstract

Cultural institutes first started after World War II as a way for countries to promote their cultures and foster international trade by reducing the cultural distance between the two countries. Tourism is a form of international trade that is of key importance to many countries throughout the world as a means of generating income through foreign exchange. The purpose of this study is to determine if cultural institute programs can have a positive impact on international tourism development, both directly and by reducing the negative impact of cultural distance and geographic distance on international tourist arrivals. Based on the experiences of China's Confucius Institute and Germany's Goethe-Institut, it was found that cultural institutes have mixed effects on international tourism development, especially when there are only 1 or 2 cultural institutes in a host country. In other words, the positive impact of cultural institutes on tourism flows is best for countries that host more than 2 cultural institutes.

Keywords: cultural institutes, cultural distance, geographic distance, tourism development.

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Geo-Political Economic Analysis of Agriculture & Farmers Welfare under Economic Systems and WTO Global Corporate Era

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Abstract

Most of the world's poor people earn their living from agriculture, so if we knew the economics of agriculture, we would know much of the economics of being poor. Modern world is defined by various-isms like social, political, economic and philosophical ideologies. Globally, agriculture and farmers are not benefited by market reforms. Type of economic systems of a Country also effects farming and farmers. Food security and development in developing countries especially in agribusiness are shaped by Transnational Corporations. Placing national interests above corporate profit has led corporations to sue National Government as a result of WTO rulings. The present paper researches on how Global Agriculture & Farmers Welfare are under different Economic Systems in the Global Corporate Era. Scientific and Political policy approach and Meta-analysis are employed to evaluate Global Agriculture & Farmers Welfare under different Economic Systems and Global Corporate Era. It can be inferred that developing countries are following socialistic economy while, capitalist economy is adapted in developed countries. Agriculture and farmers are protected by subsidies and direct income measures in western agriculture. Also, In the world, Majority of the countries operate on mixed economies. Problems of Socialist Agriculture is Farmer's resistance to forced collectivization of lands had led to Less entrepreneurial activities in farming. Agriculture technology transformed farming, rather than living standards. Communists countries identifying characteristics in agriculture in which numerous farmers administer their holdings as a joint enterprise are collective farming and communal farming. Communal farms can be divided into two categories: Agricultural cooperatives, in which members and owners collaborate on farming activities and collective farming, in which state farms are owned and managed by the government directly. A mixed economic system which protects private properties and provides economic freedom in the application of capital, while allowing governments intervention in economic activities to achieve their social goals. Farmers gain from lower rates for electricity and other energy services, as well as subsidies, in a mixed economy. Agriculture benefits more than other types of economies because there is free movement of ideas between public and private entities. The results show that Globally, all countries protect agriculture but in many developing countries, Transnational agribusiness shapes trade development and hence affects food security further pushing farmers

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under debt trap and making them commit suicides. But multinational corporations can provide benefits like generating employment opportunities and the latest technological innovations in their host countries. Finally, the study concludes that Mixed Economic systems is good for agriculture and farmers welfare. The study suggests that the countries have to protect agriculture and farmers from corporates by regulating.

I. Introduction

In this 21st century agriculture faces many challenges. Agriculture dependent developing countries faces various social, political, economic and philosophical ideologies that define the modern world. About 9.1 billion people in the world require overall rise in food production by around 70 per cent from 2007 to 2050, while it needs to be double in developing countries. Globally, agriculture and farmers are not benefited by market reforms. Agriculture and farmers are protected by subsidies and direct income measures in western agriculture. Food security and agribusiness development in developing countries are shaped by Transnational Corporations.

Nobel Prize in Economics (1979) Awardee Theodore Schultz states that: *“Most of the people in the world are poor, most of the world's poor people earn their living from agriculture, so if we knew the economics of being poor, we would know much of the economics that really matters and if we knew the economics of agriculture we would know much of the economics of being poor”* (Schultz, 1979).

In developing countries, at present people working in other sectors of the economy are living relatively better lives than people depending on agriculture for their living. Ways to increase incomes of those people requires finding ways, which in turn helps to achieve Millennium Development Goal (MDG) of halving the poverty by 2030. How is government going to bring income growth of such kind? Especially, in improving and developing agricultural policy towards trade and co-operation which in turn promotes contribution of agriculture to poverty reduction?

An achievement largely credited to Global economic growth is that during the past thirty years, there has been a steady decline in percentage rate of poverty (World Bank, 2008a). A list of required conditions might result in economic growth as well as growth in agriculture, like accessibility to input & output markets supported by a good transport and marketing facilities, infrastructure for processing, non-discriminatory tax and trade policy, increase in investments towards research and extension in agriculture, employment generation even for growth of non-agricultural sectors, institutions that are functioning under good governance etc., yet the debate occurs on their relative importance and what ought to be done by government to promote them.

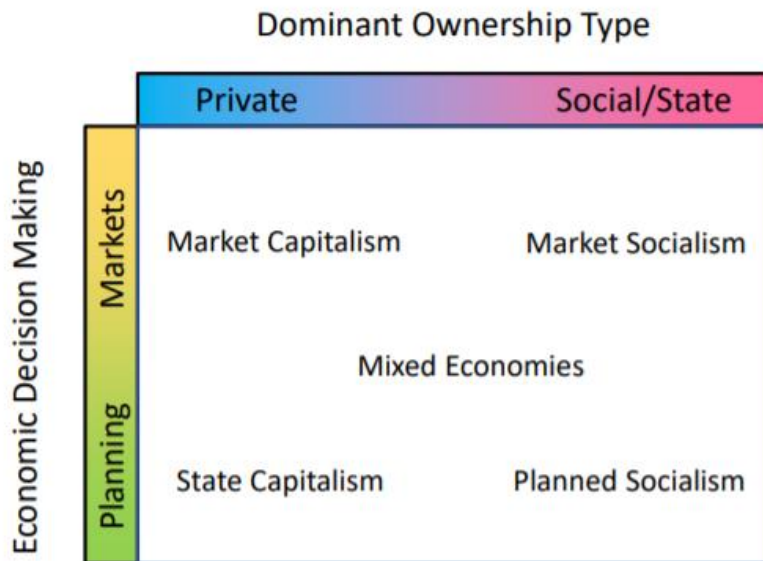
There are 6 different Economic systems in the world. 1. Traditional Economy 2. Capitalism 3. Socialism 4. Mixed Economy 5. Communism 6. Fascism

Traditional Economy: Rural and farm based economic system of any Country is considered Traditional Economy is also well known as **Subsistence economy** and is defined by barter system of trading. **Capitalism** is generally defined as the ownership of the various means of production (capital) privately. Markets that are characterized by the dominance of bureaucratic and hierarchical, corporations refers to Corporate capitalism. **Socialism** or **Socialist economic systems** are the type of economic systems where means of production are under social ownership. Based on their coordination mechanism they are subdivided into planning and markets into planned socialist and market socialist systems.

Mixed economy combines characteristics like economic planning on market based allocation, free markets with state intervention, industrial ownership of public and private ownership of industry. In **Communism**, means of production like land and factories do not belong to individuals. People all together work not for profit but for the common good. Based on their contribution to the work the produced wealth is shared among the people. **Fascism** is defined as **a political movement that forcefully suppresses the opposition and embraces far-right nationalism**. Most generally, “A dictator leading a governmental system and emphasizing on

nationalism and racism aggressively.” All modern economies are mixed economies, with private and public sectors sharing production resources, also known as a dual economy. A mixed economy is a system in which production is owned by both private and public entities, with some government supervision.

Figure 1: Showing Classification of Different Economic Systems



Multinational Companies (MNCs) and developed countries being the giant economies of the world are the primary motivational forces behind globalization. Only 500 among largest industrial corporations’ controls about seventy percent of world trade. In the world 52 corporations and 48 countries are the 100 largest economies. Largest 200 multinational corporations (MNCs) employ global work force less than one percent, but still have sales almost equal to 30% of the total world's GDP. Turnover of many corporations is greater than most countries’ GDP. (Koen De Backer, Sébastien Miroudot, Davide Rigo 25 September 2019)

Globally, all countries protect agriculture but in many developing countries, Transnational agribusiness shapes trade development and hence affects food security further pushing farmers under debt trap and making them commit suicides. Jayne Thomson (2019) reported that multinational corporations can provide benefits like generating employment opportunities and the latest technological innovations in their host countries. Hence, it is very important to research how Global Agriculture & Farmers Welfare are under different Economic Systems and Global Corporate Era. The objectives under this specific study are as follows.

Objectives

1. To analyze development of Global Agriculture & Farmers Welfare under different Economic Systems and Global Corporate Era.
2. To analyze Economic and Political Policy of Global agriculture and farmer’s welfare
3. To analyze advantages and disadvantages of different economic systems and MNC’s.
4. To suggest strategies & policy measures to improve Global Agriculture and farmer’s welfare and agricultural trade in the world.

II. Research Methodology

This is a geopolitical and economic policy research, hence political policy and scientific approach Meta-analysis, and are employed to evaluate Global Agriculture & Farmers Welfare under different Economic Systems and Global Corporate Era. Success, failures, relevance and geopolitical influence on different economic systems and global corporate era were also analyzed. The data on different economic systems such as capitalism, socialism, mixed economy, communism and fascist countries agriculture performance, progress and farmers welfare were collected from their countries resources, websites and authors literature. The major global MNC's, TNC'S in food system were collected from different sources and evaluated for their usefulness in agriculture and farmer's welfare. The period of study is from 1944 to 2020. This study is entirely based on secondary data. Under stated economic systems and corporate world, the findings of this study recommend policy approaches for global agriculture and farmer's welfare.

Policy analysis

Policy analysis is a significant component in the identification of policy concerns and advantages, as well as the clarification of those with workable answers (Cairney, 2020). The three key analysis tools used to meet the current study's aims are listed below:

1. Political analysis
2. Scientific analysis and
3. Meta-analysis

Meta-analysis is a Statistical analysis of the data from different, independent, primary studies focusing on one question, that directs to investigate the policy issues of different economic systems and corporate era. Policy analysis is a scientific approach that builds theory and facts regarding policy actions in many countries throughout the world. In the current study, primarily political analysis was employed to advocate for and promote global agriculture and farmer's welfare policies.

III. Results and discussions

Types of political economic systems

Table 1 shows a list of countries and their type of economy. It was inferred that the majority of developed countries are capitalistic, whereas developing countries are socialistic. China, North Korea, Cuba, Laos, and Vietnam are the few communist countries in the world. Only a few countries, such as Germany and Italy, are fascist. The majority of the world's countries have mixed economies in operation. These economies play a vital role in resource allocation and agricultural protection.

Table1. Countries List and Economy type.

#	Economy type	Country/(ies)
A.	Capitalism	USA, UK
B.	Socialism	China, Russia, Yugoslavia
C.	Communism	Cuba, North Korea, Vietnam, Laos
D.	Mixed Economy	India, France, Norway, Sweden, Denmark, Finland, Iceland
E.	Fascism	Italy, Germany

1. Global Agriculture & Farmers Welfare under different Economic Systems

A) Capitalist Countries – Agriculture & Farmers’ Welfare

Capitalism is a type of economy where all the means of production, modelling of capital goods in industrial sector are privately owned. In capitalistic countries, all control and production process related decision are taken by private companies and benefits of production are also enjoyed by them as well. The chief characteristics of the capitalistic economy are assembling the capital, a particular price system, markets with neck to neck competition, owners possess rights for private property. Production of goods for existing markets is based on demand and supply.

Table 2. Advantages and Disadvantages of Capitalism

#	Advantages	Disadvantages
1.	Citizens has individual choice of choosing what to procure this leads to more competition between the firms	Greater chances for Monopoly or Oligopolistic markets where one or few firms join together and charge higher price for their products
2.	Competition between firms yields better products and services to its people	Inequality and division based on social status may arise
3.	Production of goods and service is based on demand which in turn generate greater incentives to eliminate waste and thus decrease production costs	Few or small group of individuals own all the money and pass down to their future generations
4.	Better economic efficiency due to production of demand driven goods and services	Leads to greater unemployment or recession when one private firm overruns the other
5.	Expansion and growth of economy rises GNP and in turn rises living standards of the people	Economy is not stable and highly fluctuating due to changes in consumer and producer markets

a. Overview of Agriculture – The USA

- About 97 Per cent of 2 million farms are family owned in the Country.
- In 2018, Revenue generated from Agriculture is around 374 Billion Dollars
- About 17 per cent of the revenue is from Fruits& Nuts, Vegetables, Rice and Wheat,
- Cotton, Tobacco and other products contributed around 10% of the revenue
- Monoculture is practiced in extremely large farms which is About 3 per cent
- Being the world’s largest producer of corn, approximately 17 per cent of its produce is exported to other states
- Modern technologies and farm mechanization is adopted by reduce cost of food production. Natural resources for future use in agriculture are protected by following Sustainable agriculture methods.
- Meat and feed canning industries gains around 75% of the total industrial revenue.
- Technical assistance on production, marketing, mechanization etc., Loans and Subsidies are provided by the U.S Department of Agriculture (USDA)

U.S. Department of Agriculture (USDA)

Role: US has different weather conditions that has highly unpredictable like hurricanes, drought, tornadoes and internal conditions like war, economic recessions or crises. In these conditions, food production and supply will be a major constraint. Hence USDA concentrates on production, storage and supply of food for uninterrupted utilization during these conditions.

- USDA provides employment for more than 1,00,000 people across 4500 locations.
- USDA provides advice on nutrition by inspecting plants and animals, also supports research.
- Loans are provided to farmers when market price fall lower than established rates.
- It provides financial support, subsidies, technical assistance and also emergency support to rural Americans through the *USDA Farm Service Agency*.

Operating areas of USDA:

Farm Production and Conservation: Focuses on Privately owned farmland, privately owned non – industrial forests, farmers, ranchers, and others.

- Risk management Agency (RMA)
- Farm Production and Conservation Business Center
- Natural Resources Conservation Service (NRCS)
- Farm Service Agency (FSA)

Food, Nutrition, and Consumer Services: It works to reduce food insecurity and bring abundance in agriculture in the United States.

- Food and nutrition service (FNS)

Food Safety: Takes care of food safety especially for Eggs, Meat and Poultry products.

- Food Safety and Inspection Service (FSIS)

Marketing and regulatory programs: Protects and regulates Plant, animal health activities and marketing agricultural products domestically as well as internationally.

- Animal and Plant Health Inspection Service (APHIS)
- Agricultural Marketing Service (AMS)

Natural Resources and Environment: It supports productivity and diversity and health of forest lands.

- Forest Service (FS)

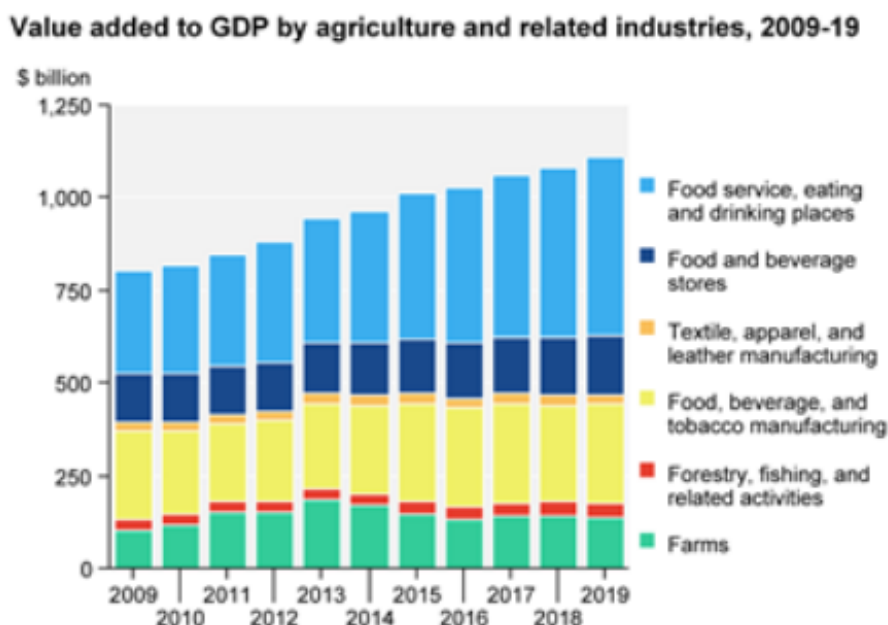
Research, Education and Economics: Integrated education, training, research and to develop a safe and sustainable systems for food and fiber.

- National Agricultural Statistics Service (NASS)
- Agricultural Research Service (ARS)
- Economic Research Service (ERS)

Trade and Foreign Agricultural Affairs: Huge opportunities to compete in the global market are provided to farmers and ranchers.

- Foreign Agricultural Service

Figure 2: USDA – agriculture and related industries contribution to GDP, 2009-19



Note: GDP = Gross domestic product.
 Source: USDA, Economic Research Service using data from U.S. Department of Commerce, Bureau of Economic Analysis, Value Added by Industry, data as of September 30, 2020.

b.) Overview of Agriculture – UK

- United Kingdom in 2020 contributed around 9.4 Billion Pounds to the Country’s Economy of which 4.1 Billion Pounds is from agriculture.
- Half a Million people are involved in Agriculture, accounting for 72 per cent of land usage.
- Major cultivated croplands have milder temperatures and lower rainfall are the South-East low lands of Great Britain.
- Wheat is a major crop and occupies about 60 percent of cultivated land. Half of the cultivable land is occupied by cereal crops in the growing season
- In 2020, conventional farming lands are 97% and organic farming is around 3 % of the whole farmed area.

Figure 3: Total Income from Farming in UK 2013-2020

Real terms at 2020 prices

	2013-2017	2018	2019	2020
Total Income from Farming (£ million)	5,331	5,114	5,169	4,119
Entrepreneurial labour input (thousand Annual Work Units)	193	197	198	200
Total Income from Farming per AWU of entrepreneurial agricultural labour (£/AWU)	27,595	26,030	26,056	20,562

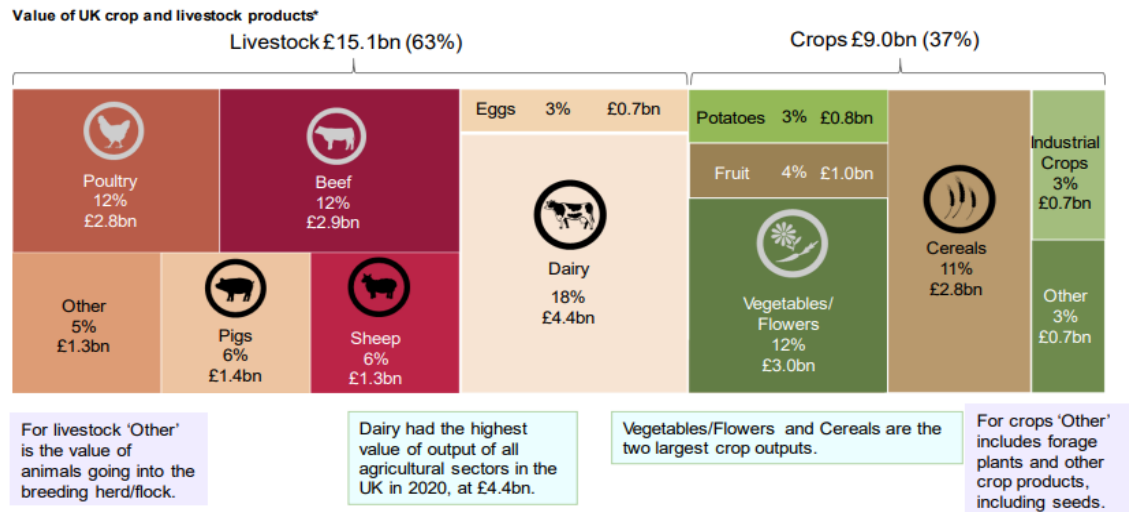
Source: Defra

Notes:

1. 2013-2017 figures are a 5-year average
2. Annual Work Unit (AWU) equals the work performed by one person who is occupied on an agricultural holding on a full-time basis in one year

Figure 4: Main Contributors of Crop and livestock Value

In 2020 63% of the total value of the UK's agricultural production comes from livestock, of which dairy and beef are the largest sectors.



*This table shows only the main contributors to crops and livestock product value.

- About 60 per cent of food for consumption is produced within country and 40 per cent is import dependent.
- Agricultural and lightly processed food products of 17.3 Billion Pounds were imported by UK in 2020.
- Countries like Spain, France, Germany, Netherlands and Ireland are the main trading partners.
- *Single Farm Payment*: Around £3 Billion worth subsidies per year were provided to farmers of the UK under this scheme.

B. Socialist Countries – Agriculture & Farmer Welfare

Socialism: Public ownership of the means of production based economic and political system. The government makes all lawful manufacturing and distribution decisions. All output and pricing levels are also decided by the government. Citizens in a socialist society rely on the government for everything, including food and medical treatment. Production for use rather than profit is the feature of this economy. Material and wealth resources are distributed to all the people equally. There will be no competition in buying as well as selling markets. Access to any services and products is unrestricted

Socialist slogan- “from each according to ability, to each according to need.”

Socialist country like China occupies a major portion in the world's economy.

- Population (Mid-2019): 1.39 Billion (18.47% of the total)
- Land: 9.5 Million km² (6.3% of the world total)
- GDP (1999): US\$ 989 Billion (3.2% of the world total)
- GDP (2020): US\$ 14.7 trillion (18.34 % of the world).

Planned Socialist Economy - Model of China Development

The government plans all of the basic means, such as allocating resources, setting production quotas that prioritize quantity over quality, and restricting consumption in order to boost savings to invest in heavy industries. It is self-sufficient and unaffected by international economic relations. As a result, industrial equipment is overused, and production and consumption items are in limited supply.

Effect of China's model on their agriculture & farmer welfare sector

To support industrial and urban development before 1978, agriculture was heavily taxed. Since 1978 burden on agriculture has been reduced due to various economic reforms, but the constraint in development is lack of state investments. Agriculture is an important and driving force for growth and development of other sectors but over the time contribution to GDP by agriculture sector has sharply declined. Agricultural growth is least effected by growth in non-agricultural sectors because of government policies that were restricted on rural-urban migration and were biased against agriculture.

Table 3: Current status of agriculture in China

#	Particulars	China	World
1.	Area of China's arable land	1.33 Million Sq. Km 13.5% of country's total territory	10% of world's arable land
2.	Size of Arable Land per capita	0.09 ha	40% of world's average
3.	Share of China's arable land among the world	9.4%	
4.	Share of China's population among the world	19%	

a.) Overview of Chinese Agriculture

- China is the major producer of **rice, wheat, corn, sorghum, barley, potatoes, millet, groundnuts, tomato, tea, cotton, soybean and oilseeds.**
- Farming lands in China is now about 121.7 million ha. But only 45% of the land is irrigated, remaining 55% of the land is rainfed.
- China has only 10% of world cultivable land but feeds almost 20% of world's population.
- China ranks first in the world with respect to farm output.
- Agriculture is contributing to 13% of China's GDP
- Major agricultural exports include, Fish, fruits, vegetables, and processed agricultural goods.
- Major agricultural imports include, Soybeans, cotton, barley
- Average landholding is 0.6 hectares

Table 4: China's share of global production of selected crops 2019-20

Sly No.	Crops	Share of global production
1.	Pears	74%
2.	Apples	54%
3.	Peanuts	37%
4.	Rice	29%
5.	Cotton	23%
6.	Corn	22%
7.	Wheat	18%
8.	Soy	5%

Farmer's income and agricultural value of output is increasing at increasing rate over the years during 2000 -2014.

Figure 5: Farmer's income in China from 2000-2018

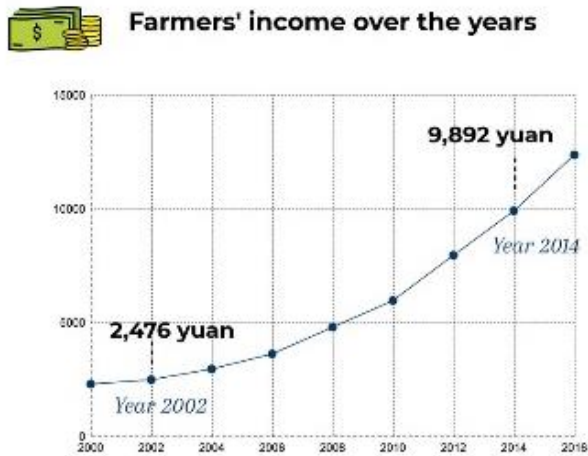
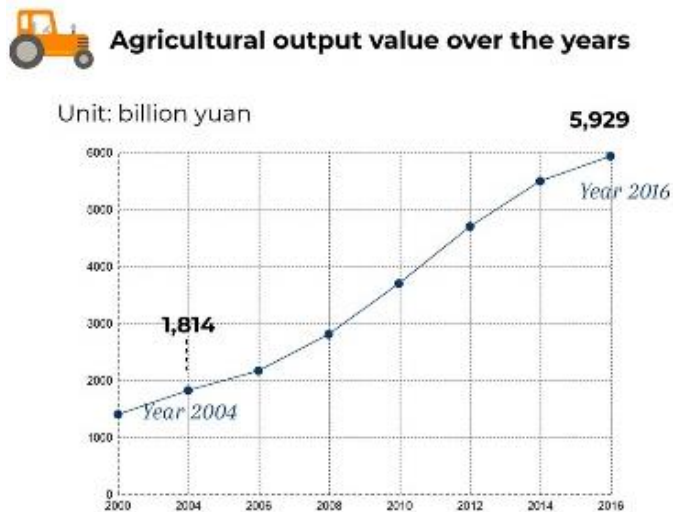


Figure 6: Agricultural output value in China from 2000-2016



Russia

Society and its Economy

- Agriculture is the main occupation for most of the Russian population (about 85 %)
- Industrialists setup industries as their private properties.
- Dissatisfaction at work led workers to unite and condemn, irrespective of division into groups.
- Only peasant community that pooled their land and divided equally among themselves were Russian peasants

Russian Socialism

- Prior to 1914, all political parties in Russia were outlawed. In 1898, the Russian Socialist Democratic Labour Party was established. It fought to grant peasants rights to land previously owned by lords. Because land was shared among peasants on a regular basis, they became natural socialists and it appeared that peasants were the main source of revolution. The party was then split into two factions: Bolsheviks and Mensheviks.
- The 1905 Revolution saw liberals, social democrats, and socialist revolutionaries join forces with peasants and workers to demand a new constitution.

b.) Overview of Agriculture in Russia

- Grains: Wheat -For consumption, Corn- For animal feed
- Fruits and Vegetables: Sugar beet, Tomato, Cabbage, Potato, Carrots and Apple
- Feed stocks: Sheep and Goats, Cattles, Pig

Figure 7: Specialization of Agriculture in Russia

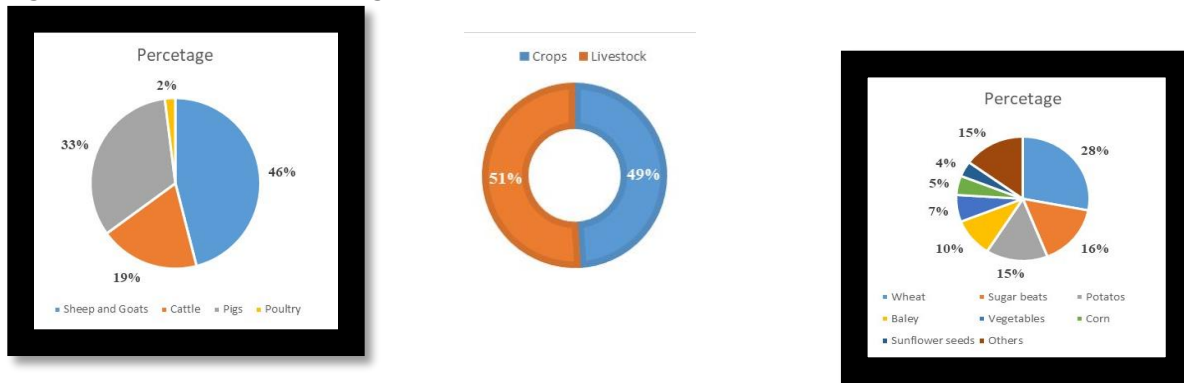


Table 5: Import and Export of Agricultural products

#	Imports	Exports
Major	Pulses, Vegetable oils, Alcoholic beverages	Tea, Coffee, Marine products, Buffalo meats and Rice
Minor	Some marine products, Spices	Fresh Fruits, Juices, Tobacco and few Spices

c.) Overview of Agriculture in Yugoslavia

- Between 1946 and 1952, the People's Federal Republic of Yugoslavia forced the collectivization of its agricultural sector.
- According to the February 1946 directives, collective farms also called Peasant's Work Cooperatives' strategic aim was combining labour and individual.
- State farms and collective farms are the two types of farms The Yugoslavian government adopted from Soviet Union's model
- Peasants' holdings were supervised by the government, while government-owned state farms were run by hired labour.
- The factor that led to abandonment of collectivization in Yugoslavia was The Cazin revolt of May 1950 was also called peasant revolt against the state's collectivization efforts.

Problems of Socialist Agriculture

- Farmer's resistance to forced collectivization of lands had led to Less entrepreneurial activities in farming
- Agriculture technology transformed farming, rather than living standards. Production is done only for organized market. Size and structure of farms is not a function of cost and size economies.
- Import dependency. No vital on farm improvements as here is no sense of ownership among the farmers. The sales are through government regulated channels at a regulated price which cannot be applied to private farms.

Conclusion

- The agricultural sector plays an important role in the development of any nation's economy.
- Economic aid to developing countries where farmers do not control their land.
- Non-owners do not make the vital on-farm improvements.
- Farmers thinking without being impeded by government policies.
- Socialistic agricultural forms, a differentiation to be made between state farms and collective farms.
- Use the agrarian sector for its own economic policy goals.
- The system has a few elements that have to be regarded as weak points.

C.) Communist Countries – Agriculture & Farmer Welfare

The ultimate goal of communism is to construct a communist society, which is a socio-economic system founded on the ideas of absence of social classes, money, and common ownership of the means of production.

Communist Countries

- Cuba
 - Laos
 - North Korea
 - Vietnam
-
- Identifying characteristics in agriculture in which numerous farmers administer their holdings as a joint enterprise are collective farming and communal farming.
 - Communal farms can be divided into two categories: Agricultural cooperatives, in which members and owners collaborate on farming activities and collective farming, in which state farms are owned and managed by the government directly.

Agriculture in Cuban- Overview

- Urban gardens cultivated intensively - Organoponics.
- Traditional farming following practices like composting and intercropping.
- Usage of non-toxic Bio pesticides and Bio- fertilizers.
- Establishment of cooperative farms.
- Surplus is sold for profits in Open farmers' markets.
- This model is highly successful that country's government would periodically suppresses farmers to become wealthy.

Experience in Cuba

- The collapse of the Soviet Union in 1989 has led to food crisis in Cuba in the 1990s.
- In the areas of petroleum, agricultural equipment and food Cuba has lost unique import advantages.
- There were severe energy and food shortages.
- Severe Malnutrition.
- Cuba responded by becoming the world's first country to adopt organic agriculture on a large basis.

Overview of Agriculture in Laos

- The economy of Lao depends highly on trade and investment with North China, Vietnam and Thailand.
- Agriculture provides 80% of the employment and hence accounts to half of the GDP.
- About 80% of arable land is under Rice cultivation.
- Average land holding is 1.62 hectares
- 97% farmers own their own land
- Tree farming namely Mango, Coconut, Banana, Jackfruit, Tamarind are important part of Lao's agriculture.
- About 35 % of farmers sell only part of their output while 6% of farmers sell their total output.
- Major agriculture exports include coffee, plywood, timber & lumber.
- Sugar and condensed milk major agricultural imports.
- Agriculture promotion Policy is by Land leasing and facilitation of Exports & Imports

Communism in North Korea

- North Korea was not a communist government till 1945, when Kim Il-Sung, a Korean communist leader backed by Russia, was appointed as the new nation's leader.
- The Kim dynasty has advocated its own version of communism finding basis on the notion of juche, which the North Korean government does not believe to be communist (self-reliance).
- Juche, which was first used in the mid-1950s, emphasizes Korean nationalism as reflected by the Kim's' leadership.
- Kim Jong-un ascended to power in 2011 also followed Juche that was maintained by Kim Jong-il, was made an official state policy in the 1970s

Overview of Agriculture in North Korea

- North Korean leaders' objective of turning the country into a defense economy has overtaken development and food production, devoting valuable resources to the military industrial complex and significantly lowering living conditions.
- Although it is an isolated and closely controlled command economy, North Korea's grain production was 4.64 million tonnes in 2019 and 4.4 million tonnes in 2020, despite a requirement of around 6 million tonnes per year to suit the needs of its population.
- The average North Korean consumed 445 calories less per day against the United Nations-recommended 2,100-calorie diet. According to a UN Food and Agriculture Organization estimate, North Korea faces a food shortage equivalent to two or three months' worth of supply.
- Trade is severely limited by sanctions

Communism in Vietnam

- In 1976, North and South Vietnam were united under a communist administration.
- Vietnam's communist beliefs were framed on Marxism-Leninism and Ho Chi Minh Theories.
- As a result of a series of political and economic changes, communism in Vietnam has weakened.
- Private enterprise and foreign investment were encouraged to revive the economy and propelling Vietnam to the forefront in several production and manufacturing sectors.
- In the last 15 years, Viet Nam's economy has grown at a rate of about 7% per year, making it stand among the world's fastest-growing economies.
- The late 1980s and 1990s' 'Doi Moi' policies were the main reason in boosting farmers' fortunes.

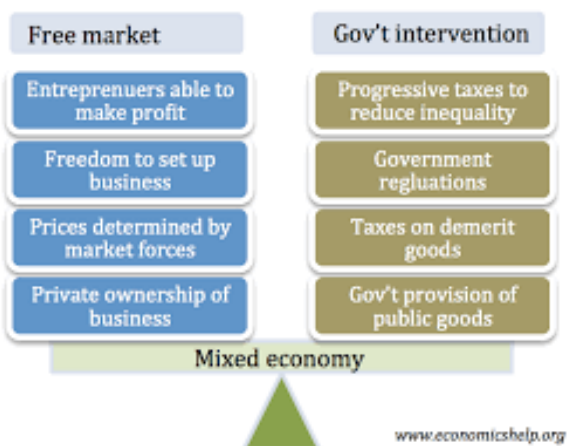
Overview of Agriculture in Vietnam

- About 70 percent of Vietnamese earn a living from farming
- The most important crops are dry and glutinous rice, that accounts for about half of total agricultural output.
- Maize, Sugarcane, Potatoes, Cassava and sweet potatoes are among the most important food crops while Coconut, Soybean, Coffee, Cashews, Tea, Pepper, Tobacco and Rubber, are among the most important cash crops.
- The change from collectivization towards individual land ownership increased agricultural productivity and reduced poverty.
- Vietnam is now the world's third-largest exporter of rice, thanks to agricultural market liberalization and rice exports. Exports climbed by 4.2 percent in 2019, bringing in approximately \$2.8 billion in earnings from rice exports.
- The government is currently focusing on a shift in policy, away from or restructuring their staple rice production to other crops.

D.) Mixed Economy – Agriculture & Farmers Welfare

- It is a hybrid economic system that incorporates elements of both socialism and capitalism. A mixed economic system which protects private properties and provides economic freedom in the application of capital, while allowing governments intervention in economic activities to achieve their social goals.

Figure 8: Depiction of Mixed Economy



Mixed economy offers a kind of freedom, as follows

- To possess all means of production
- To participate in managerial decision making.
- To transport all the items in trade and commerce
- To buy or sell whole enterprise to make organization
- To sell, hire, communicate and protest peacefully (marches, petitions, sue etc)

Mixed Economy

Table 6: Advantages and Disadvantages of a Mixed Economy

#	Advantages	Disadvantages
1.	Enough liberty	Foreign capital inflows are low
2.	The highest level of welfare	the public sector is inefficient
3.	Cutting-edge technology	the private sector is heavily regulated.
4.	Best Resource Allocation	Concerns about nationalization
5.		The Problem of Economic Power Concentration
6.		The Presence of Economic Inequality Agricultural Industry

India – Mixed Economy

- India, too, is a mixed economy that embraced this method after independence
- Industrial policies introduced in 1948 and 1956 aided the coexistence of the private and governmental sectors.
- The liberalization of the Indian economy created chances for the private sector to expand, expand, and grow.
- Following a period of economic stagnation under imperial authority, India implemented strategies to promote economic growth and lay the groundwork for technological, scientific, and industrial development.

a.) Overview of Agriculture in India

- Agricultural infrastructure is underdeveloped, thus irrigation sources are scarce, and agricultural goods are at danger of rotting due to a lack of suitable storage facilities and markets.
- Despite these issues, output continues to rise. India is a leading producer of Wheat, Rice, Vegetables, Sugarcane, Lemon, Banana, Mango, Papaya, Tea, Cotton, Oil seeds and silk worms
- While forestry contributes less to the country's GDP, it is a rising sector that produces fuel, Timber, Gum, Hardwood and furniture.
- Fishing and aquaculture are also important contributors to Indian economy.

Mixed Economy in India is supported by centrally as well as state sponsored missions

- a. National Food Security Mission (NFSM)
- b. National Mission on Oilseeds and Oil Palm (NMOOP)
- c. Mission of Integrated Development of Horticulture (MIDH)
- d. National Mission on Agriculture Extension and Technology (NMAET)
- e. Rashtriya Krishi Vikas Yojna (RKVY) (State sponsored scheme)
- f. National Mission on Sustainable Agriculture (NMSA)

Figure 9: Advantages for Agriculture Companies in India

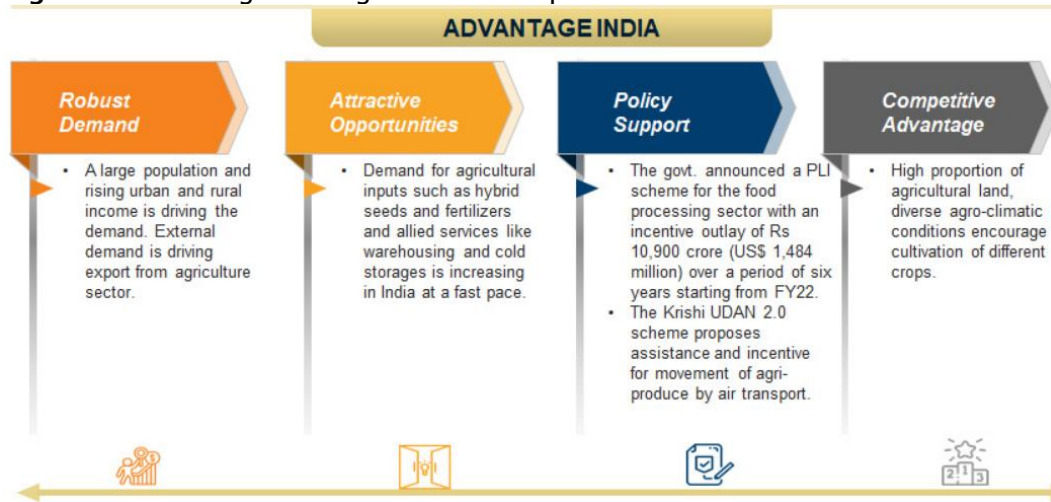
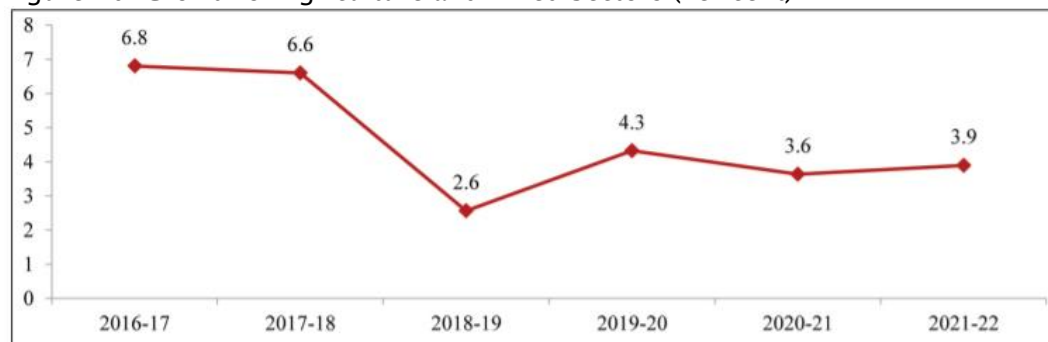


Figure 10: Growth of Agriculture and Allied Sectors (Per cent)



Source: First Advance Estimates of National Income, 2021-22

Mixed Economy in France

- Following the oil crises of the 1970s, unemployment increased significantly and growth rates were slowed.
- Agriculture and industry were the leading sectors in the 1950s.
- France adopted a mixed economy since long time even though there is more dominance of Private sectors
- Socialist government implemented an extensive nationalization scheme in 1982.
- Postwar economic expansion has been followed by a significant gain in living standards, as evidenced by an increase in the number of families owning their homes, a shorter workweek, and more vacation days.

b.) Overview of Agriculture in France

- Agriculture employs only around 3% of the labour force and contributes only about 2% of GDP. Also, France vast land area, which is arable or pastoral land that has been forested for agriculture and forestry.

- Despite this, France is the European Union's top agricultural nation, producing more than one third of the European Union's Cereals, Wine and Oilseeds and contributing for more than one fifth to overall output.
- Mediterranean regions have large areas dedicated permanently to farming.
- By adopting modern agricultural technologies, France has become a significant agricultural producer in Europe.
- Subsidies are generously provided by the government to the agriculture industry.
- France is known for its beef, veal, poultry, and dairy products, in addition to its wine.

Mixed Economy in Scandinavian Countries (Norway, Sweden, Denmark, Finland, Iceland)

a.) Overview of Agriculture in Scandinavian Countries

- The Nordic Council of Ministers, in June 2012 for Fisheries, Agriculture, Food, and Forestry stated that green growth is driven by primary sectors and food businesses. Green growth aims to improve both production viability competition and sustainability. The usage of commercial fertilizers increased dramatically in the Nordic nations in the 1960s and 1970s, resulting in greater agricultural productivity as a result of increased inputs such as chemical fertilizers.

Major Agriculture practices of Scandinavian farmers:

1. Agriculture: Cereals, Sugar beet, turnips, Oil seeds and potatoes etc.
2. Livestock: Dairy cattle, pigs, and poultry
3. Fisheries: Marine (offshore and inshore) and inland fisheries as well as aquaculture
4. Natural resource: Timber, Pulp and paper.

E.) Fascism – Agriculture & Farmers Welfare

- It rose to prominence in Europe in the early 20th century. It is a type of authority where nationalism is marked by dictator's control, harsh suppression of opposition, and heavy socio- economic regimentation.
- To forge national unity and to maintain an orderly and stable society, a fascist state is led by a martial law government under strong leader (such as a dictator) composing the members of the ruling party.
- Juan Perón in Argentina, Italy's Benito Mussolini, Germany's Adolf Hitler and Francisco Franco of Spain were the most well noted leaders of the 20th century fascist countries.

Characteristics of fascism:

- Militarism and Imperialism
- Corporatism
- Absolute State Power
- Dictatorship
- Extreme Nationalism
- Superiority of the People of the Nation

Common Features

1. Aggressive commercial strategies aimed to ensure national food self-sufficiency
2. State action to influence rural markets.
3. Corporate designs were used to bring about societal harmony.
4. Agrarian policy can benefit from military discipline and hierarchy as institutional solutions.

a.) Overview of Agriculture in Italy

1. 1925 - Battle for Wheat
2. 1926 - Import restrictions on agricultural commodities
3. 1929 - Subsidies are paid to boost the export of a certain crop.
4. 1930 - Controls on acreage, output, and pricing are imposed.
5. Ruralization and internal colonization were encouraged through legislation.
6. Tax laws and credit policies were altered

b.) Overview of Agriculture in Germany

1. From 1952 to 1960, under intense political pressure, east Germany grouped small farms together to form agricultural cooperatives.
2. Cooperative crop-producing or State-run firms had more than 11,000 acres by the mid-1980s. Despite a significant reduction in agricultural workers, modern machinery and scientific advancements resulted in greater production.
3. Potatoes, Oats, Rye and fodder beets are typically grown in inferior soils.
4. Milk production in non-arable areas in East Germany was concentrated.
5. Fruits, vegetables, and flowers are grown in the surrounding city areas of western Germany. Tobacco and seed corn thrive in the southwest warm lowlands.

Agriculture and Farmer's Welfare under Global Corporate Era:

According to *Reardon et al.*, 2004, *Neven and Reardon*, 2004. MNCs are widely disseminated over the world, especially in developing countries, with a larger share concentrated in the United States and Japan and China, Brazil, India, Malaysia, and Mexico accounting for about 8% of the top MNCs. (Global Development and Environment Institute).

In the globalization of food and agriculture, transnational companies (TNCs) have played a significant role. The growing influence of transnational corporations (TNCs) throws into question several of the assumptions about global agricultural commodity markets' competitiveness. To know systems of food production, it is required to see beyond areas, or even countries, to answer the issue of who benefits Farmers; transportation systems, grain traders, retailers, food processors and consumers involved in the supply chain. Corporate firms, once regarded as perilous and untrustworthy by governments, are now acknowledged as a major in the globalized economy, wielding significant influence over international organizations and governments in the entire world. There's a dire need for Global agriculture to metamorphose in alleviating poverty, hunger by protecting food security and fight against climate change (*M.B. Dastagiri et.al.*, 2018)

Share The World's Resources (2019) stated that The public suffers as a result of corporate friendly policies such as government reduction, market liberalization and privatization. Due to widespread opposition to many of the concepts and effects of globalization on a global economic scale. Transnational firms are constantly trying to minimize their tax, labour and environmental limitations by relocating their production facilities to developing countries resulting in widespread unemployment in developed countries.

Historical Perspective of Multinational Strategies in Developing Countries

The impact factors in the modern history of globalization on business strategies during three eras is investigated from the 19th century to the present. The extent to where multinationals' internal skills facilitated them to adapt to all opportunities and performance impacted by threats. *Geoffrey Jones* (2010) provided a three-part longitudinal and descriptive analysis of multinational companies' strategy in emerging countries.

- The current political economy includes home and host government policies, legal environment for international trade.
- Resources and markets available in host countries.
- Local businesses pose a threat.

Table 7: In the Three Globalization Eras, Multinational Strategies in Developing Countries

Opportunity/Risk	First Global Economy (1850-1929)	De-Globalization (1929-1978)	Second Global Economy (1978 - till date)
Political Economy	Imperialism and Western firms supported by International laws, High receptivity.	Controls on exchange and Import Substitution Expropriation	Assertive, Sovereign and Liberalized governments
Resources and Markets	Low income, Huge natural resources, Cultural Differences	Foreign ownership restricted due to limited convergence	Low cost labour and Globalization
Competition	Initial stages	Private enterprises were curbed and State-owned companies were encouraged	Growing private sector
Strategies	Overcome logistical challenges by seeking home country support and making local business entities as Partners	Joint Ventures with local participation. Negotiations were forced.	Adaption to local politics markets and low labor Costs,

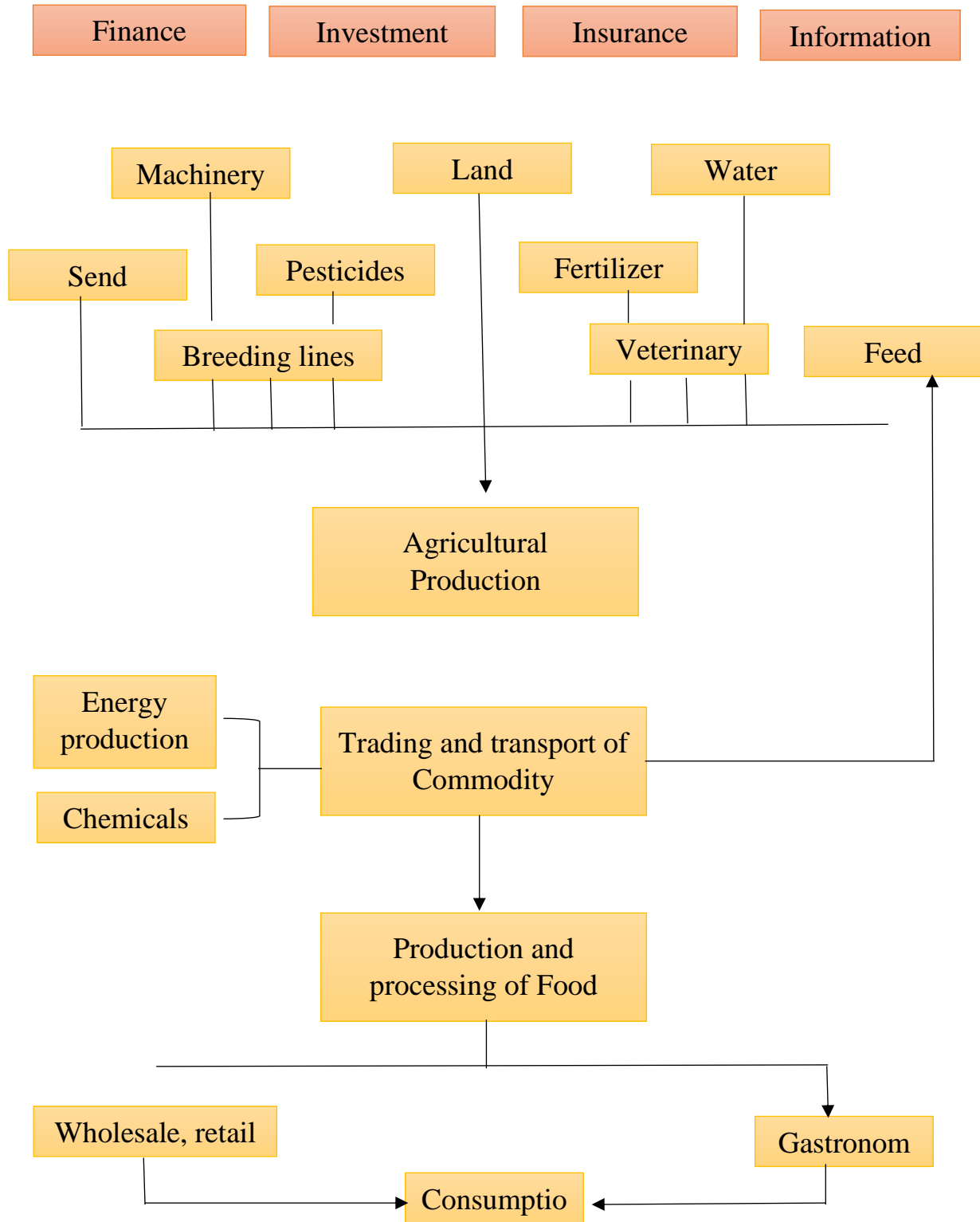
Source: Geoffrey Jones (2010): Multinational Strategies and Developing Countries in Historical Perspective

Over time, countries have moved between the "developing" and "developed" categories. Given the most obvious example, Japan in the first global economy has risen from emerging status to the second largest economy in the modern global economic world. *Sumru Bakan & Elif Yildirimci* (2015) found that using economic and financial statistics and examining the effects on India, as a developing country, the country allures for direct foreign investment. The study's findings show that multinational corporations' globalization has a favorable impact on India as a developing country.

Table 8: The following table show difference between MNC and TNC in brief

#	MNC	TNC
1.	Stands for Multi National Company	Stands for Trans National Company
2.	A corporation with its branches or facilities or assets in more than one country other than the home country	A corporation that operates in other countries including the home country
3.	They have subsidiaries in other countries	They do not have subsidiaries in other countries
4.	These companies have management globally and this is coordinated by an office at central level.	These companies do not have a centralized management system
5.	Decision making occurs in Home country and made to implement on all subsidiaries globally	Decision making is de centralized and hence each TNC can make a decision individually on its own
6.	As the company is centralized any decision made, affects all subsidiary companies at global level.	Subsidiary companies at global level are not effected as they are free to decide independently
7.	Ex: Godrej Agrovet, Britannia	Ex: Du Pont, Syngenta Global, Monsanto

Figure 11: A schematic representation of Agrifood industry and its Major activity areas
WHERE COPORATIONS WORK



Agribusiness Companies

Gigantic corporations such as Cargill, Nestle, Monsanto, ConAgra, and Archer Daniels Midland has a stranglehold on the global food system. They operate major portions of the international grain, fertilizer, pesticide, and seed markets, and they are involved in the food supply chain from farm to fork. Farm equipment firms, such as Deere & Company, and large food dealers are also influential. Hedge funds and other investment corporations are quickly establishing a global market for agricultural land, bringing in new players to the food system. These businesses influence government food policy. They drive small farmers out of business, encourage energy-intensive industrial agriculture, and create an unsustainable production and distribution system.

Table 9: Large retail companies that have entered in to agreements with producers of Agricultural products

Sl no	Companies	Type of Products
1	Cargill	Palm oil, Sugar cane, Milk, Beef, Pork, Poultry, Aquaculture
2	Olam	Milk, Almond, Palm oil
3	Bunge	Sugarcane, Corn, Oilseeds, Beef
4	Louis Dreyfus	Sugar cane, Corn, Oranges
5	Mitsui	Cotton, Milk, Oil, Grain, Poultry, Shrimp
6	Glencore	Oil, Grain
7	ADM	Sugar cane, Palm oil
8	Noble Group	Group Oilseeds, Cereals
9	Charoen	Pork, Poultry, Aquaculture, Fruits, Vegetables
10	Wilmar	Palm oil, Sugar cane

The role of Transnational Corporations and WTO

Transnational agribusiness influences food security and development in poor countries by shaping trade. Transnational agribusiness market strengthened in operations at global agricultural markets due to stronger trade laws and enhanced transparency, the arguments given argue that these are required if trade is to contribute positively to achieve food security for all.

The WTO Agreement on Agriculture (AoA) provides a framework for many negotiators to address issues that are essential to them, such as easy access to market, support in domestic markets, and subsidies in exports. The AoA failed to reduce agricultural expenditure in affluent countries and increase opportunities to access market, but it did lay the groundwork for future talks. The AoA's structure is still the most commonly mentioned good effect.

Points overlooked in AoA framework

- The demand inelasticity of agricultural products. Food is a basic necessity and fundamental right to humans; it must be available to everybody, not just to people with purchasing power. Market-based transactions do not adequately capture the demand for food.
- Relative inelasticity of agricultural supply
- Most farmers' political and economic weaknesses: in the food system, farmers are price takers.

Multinational corporations in the global economy: often debated, seldom measured

Sébastien Miroudot, Davide Rigo, Koen De Backer (25 September, 2019) Understanding global value chains requires clear insights into the function and operations of multinational firms, yet

empirical research on such enterprises is sparse. The OECD Analytical AMNE database offers special options to research multinational firms' operations as well as the impact on investment and production patterns in the global value chains. It demonstrates the importance of MNEs and their networks of international affiliation in today's global economy.

The successful corporate power on the world economy is quantifiable, as only 500 businesses today control 70% of worldwide trade. 90% of all biological resources come from the developing countries, where agriculture provides a living for 75% of the population. Despite this, transnational corporations headquartered in industrialized countries own 97 percent of all patents worldwide. Large-scale agribusinesses are exporting cash crops rather than growing food for those who locally need has out-competed small farmers and had led to deterioration of food security at the same time.

Table 10: Advantages and Disadvantages of MNC and TNCs to Global economy

	Advantages		Disadvantages	
	MNC	TNC	MNC	TNC
1.	Multinational corporations bring capital into developing countries	Promotes in Transfer if Technology	Profit repatriated	May give rise to oligopolistic markets
2.	Capital inflows help finance a current account deficit	Facilitates increase in investments	While undertaking new projects at Multinational level skilled labour is usually preferred and hired from other countries than growing economies. This condition leads to best occupations are occupied by foreigners rather than local workers.	Capital may outflow as profits from poor countries to rich countries.
3.	Multinational firms employ people	Helps in improving Know-how of host countries and upgrading their management skills	Causes dispersion in investment to next best alternative countries rather than benefitting host country by re investment of profits or appropriate tax payment	There are chances for Exploitation of workers in host countries
4.	Multinational corporations can assist in the infrastructure improvement in the economy	Educates and skill trains local workers in host country and home country as well	MNCs invest in searching for raw materials such as Rubber, Diamonds, Oil and other precious in developing economies	Might increase environmental damage
5.	Multinational corporations assist in diversifying enterprises from primary sources of agriculture, which is price and supply volatile in the economy	Increases country's wealth by FDIs and providing employment		Might change traditional values of the Host country
6.	According to the <i>Harrod-Domar</i> growth model, the rate of economic growth is critically determined by level of investment	Helps in introduction of new technologies Eg: Digital marketing		Chances for rise in inequality globally
7.	https://www.tutor2u.net/business/reference/impact-of-multinational-companies-mncs-on-their-host-countries	Cuts the dependency on imports hence foreign exchange can be minimized		Domination of foreigners at Top positions in management
8.		Can bring development even in remote villages, countries		Local industries and farming is at great risk expulsion due to competition

V. Conclusions

The various-isms are social, political, economic and philosophical ideologies that have defined the modern world. Globally, agriculture and farmers are not benefited by market reforms. Transnational agribusiness shapes trade and thus affects food security and development in developing countries. WTO rulings have often resulted in national governments being sued by corporations simply for placing national interests above corporate profit. Most of the world's poor people earn their living from agriculture, so if we knew the economics of agriculture we would know much of the economics of being poor. The present paper research how Global Agriculture & Farmers Welfare are under different Economic Systems and Global Corporate Era.

The significant findings are:

USA

In the United States, farm producers' ultimate goal is to gain highest profits by the sale of raw materials. Some farmers produce for general commodity markets, while few others do post-harvest processing there by selling these value added good to public directly. When huge quantities are produced by farmers, these commodities move to regional, National or International Markets. The ultimate goal for private companies marketing these commodities is maximization of margins in profits. Farms specialize in Fruits like Berries, vegetables, crops like Potatoes, Wheat, Sorghum, Cotton, ground nuts are grown Dairy farms that raise beef cows, Poultry, sheep and hogs are grown in large scale for industrial sector. To meet these demands and incentives of Capitalist markets, government provides subsidies. The agitation of capitalist system is that it develops as all the sectors maximize their profits especially in agriculture. More 0.6 percent of GDP is contributed by agriculture which is around \$136.1 billion, While Agri-food industries together contribute around a 5.2 per cent which attributes to \$1.109 trillion in 2019

UK

Agriculture contributed 0.49% to the country's Economy and 1.44 per cent in employing workforce in 2020. Over all income from agriculture is estimated to be £4.1 Billion and around 26 per cent of farms had over £50,000 Farm Business Income. Around 17.3 Million hectares of total 71 per cent land in UK was utilized for agriculture. About 6 Million hectares was arable land of which 3 Million hectares were under cereal crops. Total cattle population was around 9.6 Million, Pig population was 5.1 Million while Sheep & lamb is around 32.7 Million. Dairy and beef herds has around 1.9 and 1.5 Million population resp. in 2020.

Problems faced by agriculture under capitalist economy

- Even though there is abundance of food, there are hunger striving people
- Increased dependency on chemical fertilizers due to poor soil nutrients
- Accumulation of pollutants from chemical fertilizers on farm lands and cities
- Obdurate animal raising for meat industries
- Poorer crop rotations
- In the US & UK, agriculture was the main reason for around 9% and 10% resp. of greenhouse gases like nitrous oxide and methane released from fertilizers and animal rearing(cows).
- Of the total CHG and carbon dioxide emission, agriculture was the source of 10% CHG and 1.7 per cent of carbon dioxide emissions in UK.

China

- China ranks first in the world in farm output. China has only 7% of world cultivable land but feeds around 20% of world's population. Farmer's income and agricultural value of output over the years during 2000 -2014 is increasing at increasing rate.

Russia

- About 85 % of Russian population were agriculturalist. Unlike the French peasant, peasants had little reverence for nobility. Specialization in Crops 51% livestock 49%.

Yugoslav Countries

- Government supervised peasants' holdings. State farms and Collective farms were the two types of farms followed by the government followed adopting the Soviet Union's model.

Problems of Socialist Agriculture

Agriculture technology transformed farming practice more rather than living standards Farmer's resistance to forced collectivization of lands. Less entrepreneurial activities in farming. Production only for organized market. Size and structure of farms is not a function of cost and size economies. Import dependency and sales are through government regulated channels at a regulated price which are not applicable to private farms.

Communist countries

- Agricultural production in which many farmers administer their lands as a joint enterprise include collective farming and communal farming.
- Agricultural cooperatives, in which owner members collectively engage and perform farming activities as a collective and state farms which are owned and directly controlled by a centralized government, are the two main forms of communal farms.

Cuba

- Established cooperative farms where farmer's surplus is sold for profits. Government periodically suppressed success of these cooperative farms, to stop farmers from becoming wealthy. Cuba responded by becoming the first country in the world to implement national-scale organic agriculture.

Lao

- Agriculture that employs 80% of the country's population contributes to half of the GDP. Rice is the most prominent agricultural crop, accounting for about 80% of arable land. About 97% farmers own their own land. Tree farming is important part of Lao's agriculture, includes mango, coconut, banana, jackfruit, tamarind. Agriculture promotion Policy includes Land leasing and Export & Import facilitation

North Korea

- Being in an isolated and tightly controlled commanded economy, North Korea's grain production reached 4.64 million tonnes in 2019 and is expected to fall to 4.4 million tonnes in 2020, when the country's population wants over 6 million tonnes per year. According to a UN Food and Agriculture Organization estimate, North Korea faces a food

shortage equivalent to two or three months' worth of supply. Trade is severely limited by sanctions

Vietnam

- In the last 15 years, Viet Nam's economy has grown at a rate of about 7% per year, placing it among the world's fastest growing economies. Farming provides a living for 70% of Vietnamese people. The shift to individual owned land cultivation from collective farming resulted in increased agricultural productivity while lowering poverty. Rice exports from Vietnam made it the world's third largest shipper of the grain, increased by 4.2 percent in 2019, bringing earnings from exporting of rice to about \$2.8 Billion.

India

Indian Economy had stagnation during the British rule so it has brought some policies in 1948 and 1956 to support growth in economic development there by supporting Scientific, Industrial and Technological developments.

India's GDP at the time of independence was only 2.7 Lakh Crores, it's now 135.13 Lakh Crores by 2021. This indicates a long journey of seventy-four years marking it one of the largest economies in the world. In addition to this Indian Economy was liberalized in 1991 further supporting economy's growth and expansion in giant strides.

Current problems in agricultural industry in India, Monsoons provide the water that small farmers require to grow their crops. Irrigation is in short supply due to the lack of agricultural infrastructure. Agricultural products are at risk of rotting due to a lack of proper storage facilities and distribution systems. Production is increasing despite all of these factors. India is now a major producer of Rice, Wheat, Cotton Sugar Cane, Tea, Vegetables, Lemon, Mango, Oilseeds, Banana and Papaya and silkworms.

France

- Agriculture employs only about 3% of the workforce and contributes only approximately 2% of GDP. France is the European Union's country with most productive agriculture, accounting for more than one fifth of overall output. In addition, European Union's more than a one third production of the Oilseeds, Cereals and Wine if from France. It has become producer of major agricultural products in Europe, thanks to government subsidies and the application of modern agricultural technologies. Wine, beef, veal, poultry, and dairy goods are also popular in France.

Scandinavian Countries (Norway, Sweden, Denmark, Finland, Iceland)

- Subsidies to the agriculture sector are large and while the quantity of support has declined, there has been a shift to support developing public goods rather than supporting commodity production.
- Around 70% of Scandinavian farmers value high-quality food production, as well as sustainable and environmentally sound farming, over profit maximization.

Fascist countries:

Italy

- 1925 - Battle for Wheat
- 1926 - Import restrictions on agricultural commodities
- 1929 - subsidies were paid to encourage certain crops exports.

- **1930** – Limits on price limits, output and acreage was established, legislation was passed to stimulate colonization internally and Ruralization, tax laws and credit policies were changed.

Policies Followed Under Fascism Period (1922-25)

- Minimum government interference in the private sector
- Eased Trade controls
- New tariffs or trade restrictions
- Regulated investment in agriculture.
- Prizes were offered to farmers with the highest wheat yields per hectare.
- Subsidies were provided for the construction of new storage facilities.
- The government sponsored stockpiling programmes and marketing agencies.
- Price supports and acreage controls

Germany

- In the mid 1980s, farms run by the state or farm cooperative production covered more than 4,450 hectares (11,000 acres) on an average.
- Though there is a significant decline in agricultural employees, production increased significantly due to Modern technology, Machinery and Innovations.
- Germany's production and domestic demand of prominent agricultural products (such as Milk, Meat, Sugar, Oil, Grains) outstripped, as a result surplus and exports flourished by 21st century.

Strategies in developing countries from developed countries by Multinationals:

- The policies from prevailing political economy including the international legal framework from home and host governments.
- Resources and Market facilities availability in the host country.
- Local firms' Competition.

Agriculture is undergoing refinement as each country strives to enhance its current economic situation in all available ways. Agriculture contributes significantly to the economy. As the study has examined the many types of economic systems, agriculture and farmers benefit from a mixed economy. Because it is a combination of governmental and private policies, agriculture can be well directed to satisfy demand and supply quantities. Unlike a capitalistic economy, here the government will bring a sense of security to consumers and farmers which thereby achieves stability in the production and distribution of goods through farmers, processors, and final buyers. As the ultimate goal in a capitalistic economy is to maximize profits, a capitalistic economy allows to utilize all available resources in order to produce more, there will be excessive use of natural resources however there will be no restrictions in utilizing quantities and there is also loss of biodiversity due to extermination of indigenous plant species to raise the varieties of crops that are intended to trade in the market whereas in the mixed type of economy producers abide by regulating bodies and take corrective decisions. A mixed economy will have less impact on privatization and reduce the risk of loss of genetic diversity or private companies overtaking farmer's liberty for profit maximization, government interferes to maintain integrity between these private organizations, producer and consumer. In case of Fascism government does not care about farmers, they would rather invest in military than in agriculture. And farmers do not have any right to rise voice against strict policies. Less sources of employment and taxes are noticeable as there is meagre investment from outside nations, apart from funding the military, there would be no other money to spend on the everyday operation of the state. As in the case of the socialistic economy, the production decisions will be taken solely by the government, However, in the mixed type of economy, there will be freedom in the hand of farmers in taking

decisions in the means of production and there will be the zero commands. MNCs and TNCs operating in a mixed economy helps in opening new markets and enhances Foreign Direct Investments as per rules and regulations benefits producers, companies as well as consumers and national economy as a whole. Public sector and private companies act accordingly to preconfigured laws in the welfare of the farmers and put forth numerous schemes for farmers' assistance and support and will be working constantly for dissolving queries for instance in India which is having a mixed economy, Farmer producer organization scheme which has been launched by the government of India recently is also been governing by Non-Government Organizations with the aid from the Indian government for the ultimate welfare of the farmers.

Farmers gain from lower rates for electricity and other energy services, as well as subsidies, in a mixed economy. Agriculture benefits more than other types of economies because there is free movement of ideas between public and private entities, as well as coordination, governance, the development and release of new plant varieties, and sponsorships to private bodies in agricultural research and development.

Suggestions:

The ability of MNC management to deploy financial resources has indeed been curtailed in recent years amid host governments' efforts to maintain influence on their own national economies. Managers who are compelled to work even under terms may indeed be able to differentiate between the various forms of government intervention. The first and particular seek to control the underlying processes in decision making by an MNC and is regarded as a threat to managerial autonomy. Since it lays the fiscal and regulatory ground rules for an MNC's decision to compete in a host country, is also described as a barrier on strategic flexibility can be stated as the second. A decision making process mainly affects internal mechanisms seems to be a visible threat to managerial autonomy process. They all add up to a considerable restriction on MNC leaders' total strategic freedom.

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Aptitudes y conocimientos asociados al futuro emprendimiento en estudiantes de la Universidad Autónoma de Tamaulipas

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Resumen

El presente trabajo se enfoca en el emprendimiento de los estudiantes de la Universidad Autónoma de Tamaulipas, de la unidad académica multidisciplinaria reynosa-rodhe, ubicada en la ciudad de Reynosa, Tamaulipas. Pues de esta forma se pretende llevar una educación enfocada en aumentar estas oportunidades o simplemente al proceso emprendedor, logrando así tener una herramienta con un gran valor para el futuro de la comunidad. Aunque actualmente las instituciones educativas ofrecen carreras o materias orientadas a la administración de empresas, estas no suponen estos conocimientos desde una perspectiva interdisciplinaria orientada al emprendimiento propio de los estudiantes.

Una conducta emprendedora no se presenta de la misma forma siempre, en ocasiones para que esta surja es necesario incentivarla primero, ya sea de forma adoctrinada o incluso siendo orillado a esto por circunstancias de la vida. Aunque no se pueden dejar de lado los factores del entorno externo que suponen más retos para el camino de los emprendedores, cómo lo son la situación económica, la financiación, entre otros.

Es así que este trabajo propone que, mediante la identificación de las características que conforman a una persona emprendedora, las habilidades, conocimientos y competencias requeridas para lograr emprender en un futuro; se pretende desarrollar el espacio de un ecosistema de emprendedores para los alumnos de la Universidad Autónoma de Tamaulipas, para de esta forma crear lazos comerciales que permitan apoyarse mutuamente en la comunidad.

Aptitudes and knowledge associated with future entrepreneurship in students of the Univesidad Autonoma de Tamaulipas

Abstract

The present work focuses on the entrepreneurship of the students of the Autonomous University of Tamaulipas, of the Reynosa-Rodhe multidisciplinary academic unit, located in the city of Reynosa, Tamaulipas. In this way, it is intended to bring an education focused on increasing these opportunities or the entrepreneurial process, achieving a tool of great value for the future of the community. Although educational institutions currently offer careers or subjects oriented to business administration, they do not imply this knowledge from an interdisciplinary perspective oriented to the students' own entrepreneurship.

Entrepreneurial behavior does not always present itself in the same way, sometimes for it to emerge it is necessary to encourage it first, either in an indoctrinated way or even being pushed into it by life circumstances. Although the factors of the external environment that represent more challenges for the path of entrepreneurs cannot be ignored, such as the economic situation, financing, among others.

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Therefore, this work proposes that, by identifying the characteristics that make up an entrepreneur, the skills, knowledge and competencies required to achieve entrepreneurship in the future; It is intended to develop the space of an ecosystem of entrepreneurs for the students of the Universidad Autónoma de Tamaulipas, in order to create commercial networks that allow mutual support in the community.

El impacto de elementos culturales en el bienestar y comportamiento humano de los universitarios

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Resumen

La cultura como constructo social multidimensional impacta en la manera en que los miembros de una comunidad se comunican, se relacionan y comparten conocimiento, tradiciones y hábitos que los identifican como un grupo. La presente investigación se centra en la relación que puede existir entre las ciencias sociales y las ciencias de la conducta. Se busca mostrar la influencia que tiene la cultura y la diferencia generacional en el comportamiento humano de los estudiantes universitarios. Se realizó un estudio documental exploratorio y descriptivo a partir de una revisión teórica de artículos de revistas indexadas. Algunas de las conclusiones indican que factores relacionados con la cultura como el uso de la tecnología, la apertura hacia los cambios y la religión pueden influir en el bienestar y en el comportamiento de los universitarios.

Palabras clave: costumbres, diferencia generacional, estudiantes, educación superior, tecnología.

Cultural Element's Impact on the Wellbeing and Human Behavior of University Students

Abstract

Culture as a multidimensional social construct impacts the way in which the members of a community communicate, relate, and share knowledge, traditions and habits that identify them as a group. This research focuses on the relationship that may exist between the social sciences and the behavioral sciences. It seeks to show the influence of culture and the generational difference in the human behavior of university students. An exploratory and descriptive documentary study was carried out based on a theoretical review of articles from indexed journals. Some of the conclusions indicate that factors related to culture such as the use of technology, openness to change and religion can influence the university student's wellbeing and behavior.

Key words: customs, generational difference, students, higher education, technology.

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Perspectiva teórica sobre las habilidades directivas que influyen en la satisfacción laboral de los empleados

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Resumen

En la actualidad, las empresas requieren de gerentes con múltiples conocimientos y una amplia gama de habilidades gerenciales, para adaptarse a las diversas exigencias cambiantes del entorno global, por lo tanto esta investigación pretende darle un sustento teórico a las propuestas de las habilidades que tienen una influencia en la satisfacción laboral de nivel directivo. Por lo tanto la pregunta de investigación es ¿Cuáles son las habilidades directivas desde una perspectiva teórica que influyen en la satisfacción laboral del personal de las empresas multinacionales? A partir de una metodología utilizada cualitativa-documental a través de una revisión exhaustiva en la literatura se encontraron teorías, definiciones y estudios aplicados sobre las siguientes habilidades directivas como el de liderazgo transformacional, inteligencia emocional, comunicación efectiva, trabajo en equipos multiculturales y solución de conflictos que influyen en la satisfacción laboral del personal directivo, como hipótesis de investigación.

Palabras claves: Habilidades directivas, satisfacción laboral, liderazgo transformacional, inteligencia emocional, trabajo en equipos multiculturales y solución de conflictos

Abstract

Companies require managers with multiple knowledges and a wide range of management skills to adapt to the various changing demands of the global environment. For this reason, this research aims to give theoretical support to the proposals of the skills that have an influence on managerial job satisfaction. Therefore, the research question is: What are the managerial skills from a theoretical perspective that influence the job satisfaction of the personnel of multinational companies? From a qualitative-documentary methodology used through an exhaustive literature review, theories, definitions and applied studies were found on the following managerial skills such as transformational leadership, emotional intelligence, effective communication, multicultural teamwork and problem solving. conflicts that influence job satisfaction of managers, as a research hypothesis.

Keywords: Management skills, job satisfaction, transformational leadership, emotional intelligence, multicultural teamwork and conflict resolution

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Análisis de los esquemas para la conservación de la biodiversidad en Tamaulipas

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Resumen

Las áreas protegidas (AP) son una estrategia aceptada globalmente para la conservación de la biodiversidad que presentan dificultades para cumplir los objetivos planteados, por ello se promueven esquemas de conservación distintos que integren el diseño de interfaces que favorezcan el intercambio de conocimientos entre distintos sectores, sistemas de conocimiento y actores.

Para comprender los desafíos que enfrentan las AP y otras formas de conservación prioritarias en Tamaulipas, México, en este trabajo se analizaron 39 áreas que se encuentran con algún estatus de protección y las 70 designaciones nacionales e internacionales que integran. Se realizó una revisión documental y 13 entrevistas semiestructuradas con expertos del sector público, privado, académico y sociedad civil. Los datos se analizaron desde una perspectiva cualitativa orientada por la teoría fundamentada.

Los resultados obtenidos muestran que las AP analizadas y la designación de otros mecanismos de conservación que tienen enfrentan vacíos legales, de información, de atención a problemática, de gobernanza, de actualización de la información, de involucramiento de los sectores, y la ausencia de trabajo integral y largo plazo. No se encontró evidencia de interfaces que propicien el intercambio de conocimientos entre las partes interesadas, lo que genera un desafío para su gobernanza, gestión y conservación.

La información documental y las entrevistas realizadas permiten asumir que el principal desafío está relacionado con el hecho de que no existen las condiciones que sustenten una gestión integral para la conservación efectiva de la biodiversidad en Tamaulipas.

El incumplimiento de la ley y normativa que les aplica que puede estar asociada con lo manifestado por los entrevistados de que no existe por parte de los tres niveles de gobierno un compromiso para la conservación, ni conocimiento de los responsables de su administración, aunado a la carencia de una estructura estatal para la evaluación y monitoreo, así como a la falta de participación directa de integrantes de otros sectores como de la sociedad civil, la falta de transversalidad en el diseño de políticas públicas.

La ausencia de evaluación de la gestión efectiva en las AP es una constante a nivel global. Que se reflejan en el incumplimiento de la meta Aichi 11, establecida para el 2020, que buscaba “consolidar sistemas de áreas protegidas robustas, efectivamente manejadas, representativas y adecuadamente conectadas, como una estrategia de sostenimiento en el tiempo de estos espacios fundamentales para la conservación del territorio, el bienestar humano y como soluciones naturales al cambio climático”

Los resultados parecen confirmar lo encontrado en otros estudios sobre el sesgo en el establecimiento de las AP, ya que estas no siempre se establecen en los lugares más importantes. Quizá eso justifique que de 13 AP únicamente dos forman parte del Sistema Nacional de Áreas Naturales Protegidas (SINAP) por la importancia de la diversidad biológica: la Laguna Madre y Delta el Río Bravo, Reserva de la Biosfera El Cielo.

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El reto de la interculturalidad en un mundo Globalizado: Estudios comparativos entre México, Bolivia y Los Estados Unidos

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La globalización es un proceso dinámico y generalizado en todo el mundo, que se caracteriza por tener impacto en la económica de los países del mundo, sin embargo también influye en otras dimensiones como son las sociales, tecnológicas, políticas e ideológicas-culturales. Uno de los retos para los pueblos originarios es conservar la cultura que les caracteriza y les dá identidad.

Para lo cual, algunos países del continente americano han desarrollado el concepto de la interculturalidad dentro de la educación formal a nivel superior con el objetivo de implementar programas educativos que se basen en el respeto cultural, creando Universidades bajo este concepto para recuperar o conservar las tradiciones de los pueblos indígenas que se resisten al desplazamiento cultural por la globalización.

La globalización cultural, se refiere a la transmisión alrededor del mundo de ideas, creencias, valores, normas, conocimientos entre otros, que son precisamente los elementos básicos con lo que, a menudo las personas desarrollan su sentido cultural individual y colectivo. Y es en este sentido donde juega un papel importante la educación intercultural, ya que tiene como objetivo que el intercambio socioeconómico respete la diversidad cultural y la integración de los pueblos originarios (SEP, ABC de la interculturalidad, 2017).

En los Estados Unidos de América (EUA) la diversidad académica se ha dado bajo un contexto entre razas, nivel social y grupos étnicos estos últimos nativos americanos. Por lo que, se ha desarrollado un sistema educativo que permite la integración de los grupos nativos, generando una estructura con sus costumbres, de al menos siete etnias americanas con un sistema educativo denominado "Escuelas Tribales".

En el Estado de California, actualmente están integrando un conjunto de materias que brinda a los estudiantes conocimientos culturales originarios y permite que ellos conozcan y valoren las cualidades culturales y ambientales del país a través de los grupos étnicos.

En los países latinoamericanos las comunidades rurales y asentamientos indígenas regularmente son los habitantes más vulnerables, son quienes enfrentan el deterioro de sus ecosistemas y la explotación de los recursos naturales por la economía extractiva y el desplazamiento social y por ende la falta de acceso a los servicios básicos de educación y salud. Aunado a esto se asocian las condiciones de pobreza y analfabetismo a falta de un desarrollo económica adaptado a sus costumbres.

La estrategia nacional aplicada en algunos casos incorpora estos grupos nativos y fue mal vista por los grupos indígenas ya que más allá que la adaptación educativa a sus costumbres culturales se desarrolló como un programa de homogenización del nativo para integrarse a la dinámica urbana. Por lo que no hay un respeto los grupos étnicos, hasta que se implementó el sistema educativo intercultural (Baeza R., 2006, pág. 10). Dicha estrategia se observa en México, Bolivia y Estados Unidos de América.

En un ejercicio de comparación de estrategias universitarias de integración cultural en estos tres países. Se analiza como los Indígenas se integran al sistema educativo, adaptan el sistema

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económico y defienden sus comunidades de la economía extractiva y la desigualdad social (Sandoval-Forero & Montoya-Arce, 2013).

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Efecto de factores sociodemográficos en la salud municipal en México: Un análisis de econometría espacial

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Resumen

El objetivo de este trabajo es analizar el efecto de factores sociodemográficos sobre el índice de salud en los municipios mexicanos. Se emplean datos georreferenciados de 2445 municipios para el año 2015, y se elabora un análisis exploratorio de datos y un análisis de econometría espacial. Los resultados muestran que las variables que afectan de manera positiva al índice de salud son el ingreso y la educación; por otro lado, la tasa de analfabetismo, el piso de tierra de la vivienda, la carencia de drenaje y excusado, la falta de agua entubada, así como la condición de ruralidad de los municipios influyen de forma negativa al índice de salud. Una de las aportaciones principales de este estudio es demostrar la relevancia de considerar los efectos espaciales para explicar la salud municipal, es decir, el índice de salud está determinado por factores socioeconómicos internos de los municipios y del contexto regional.

Palabras clave: geografía de la salud, autocorrelación espacial, econometría espacial, factores socioeconómicos.

Effects of Sociodemographic Factors on Municipal Health in Mexico. An Analysis of Spatial Econometrics

Abstract

The aim of this paper is to analyze the effect of sociodemographic factors on the health index in the Mexican municipalities. With the use of geo-referenced data from 2445 municipalities for the year 2015, an exploratory data analysis and an econometric analysis are elaborated. The results indicate that the variables that positively affect on the health index are income and education; on the other hand, the illiteracy rate, the dirt floor in dwelling, the lack of a proper drainage system, the limited access to piped water and the rural condition of the municipalities show a negative relation on the health index. One of the main contributions of the research is to demonstrate the relevance of the spatial effects to explain municipal health, that is, the health index is determined by internal sociodemographic factors of the municipalities and the regional context.

Keywords: Health geography, spatial autocorrelation, spatial econometrics, sociodemographic factors

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Implementación de una herramienta digital para gestión del proceso de ingreso, registro y búsqueda de contratistas en una empresa petroquímica del corredor industrial en el sur de Tamaulipas

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Resumen

La empresa petroquímica analizada es el mayor fabricante de EPS² en el continente americano, cuenta con una capacidad de producción combinada de más de 460 mil toneladas por año, y con plantas de producción en países como México, Chile, Brasil y Argentina, entre otros. Esta compañía realiza distintos procesos para elaboración de EPS y cuenta con varias certificaciones relacionadas al mejoramiento continuo, entre ellas la certificación de la norma ISO 9001-2015, la cual contempla la ejecución de medidas para mejorar el servicio a clientes. El área de oportunidad que abordó este proyecto, realizado con apoyo del departamento de Medio Ambiente, Seguridad e Higiene (MASH) de la empresa, surgió cuando se modificó el artículo 12 de la Ley Federal del Trabajo, dicha modificación consistió en la prohibición de subcontratación de personal. A partir de esto, la empresa petroquímica terminó su relación laboral con BASF, empresa que le proveía el registro de contratistas; esto originó la pérdida del sistema que cumplía con dicho propósito, dejando a la empresa petroquímica con problemáticas para el ingreso, registro y búsqueda de sus contratistas, el cual consistía en la captura de archivos enviados por proveedores en distintos formatos, que eran almacenados en la red interna de la empresa, lo que ocasionó:

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²EPS: Expanded Polystyrene (Poliestireno Expandido).

incompatibilidad de archivos, la duplicidad de información, información fragmentaria o inconsistente, procesos de captura y búsqueda de información ineficientes. El proyecto documentado en el presente artículo resuelve la problemática mencionada a través de la herramienta metodológica DMAIC, la realización de entrevistas vía remota, el uso del análisis FODA, creación de diagramas de Ishikawa, la técnica de los 5 Por qué, el estudio de tiempos. El sistema tecnológico propuesto e implementado utilizó Excel administrando una base de datos y disminuyó en un 33% el tiempo del proceso de las tareas de recopilación y búsqueda de datos y en un 38.46% el costo financiero. La base de datos propuesta para la gestión de datos plantea un ahorro promedio del 81.26% en el tiempo de ejecución de las actividades requeridas para el cumplimiento de los procesos.

Palabras clave: Control y gestión de datos, proceso, herramienta digital, contratistas.

I. Introducción

La Empresa Petroquímica, inició operaciones el 14 de febrero de 1965. A finales de 1969 la empresa *Wyandotte Chemicals* poseía 40% de las acciones de la compañía que fue adquirida por BASF. En 1974 el grupo Industrial ALFA adquiere el 60% de las acciones. En 1994 la Empresa Petroquímica se convierte en una asociación estratégica temporal (50% - 50%) entre el grupo ALFA y BASF, y en 1995 esta empresa petroquímica inicia operaciones con su base en Altamira, Tamaulipas, siendo parte del grupo ALFA. El 1 de abril de 2015 la empresa petroquímica se independizó, cambiando su nombre, y eligió a BASF como su proveedor de servicios para la contratación de recursos humanos. Actualmente la Empresa Petroquímica es el mayor fabricante de EPS en el continente americano, tiene plantas de producción de EPS en México, Brasil, Argentina y Chile, con una capacidad instalada combinada de 460,000 toneladas por año y experiencia en la atención del mercado estadounidense, canadiense, centroamericano y del Caribe; además de oficinas centrales en Houston, Texas, dedicadas a las ventas, servicio técnico y administrativo.

El 23 de abril del año 2021 se reformaron diversas disposiciones de la Ley Federal del Trabajo en México. Una de estas reformas incluyó al Artículo 12, que menciona:

Queda prohibida la subcontratación de personal, entendiéndose ésta cuando una persona física o moral proporciona o pone a disposición trabajadores propios en beneficio de otra.

Las agencias de empleo o intermediarios que intervienen en el proceso de contratación de personal podrán participar en el reclutamiento, selección, entrenamiento y capacitación, entre otros. Estas no se considerarán patrones ya que este carácter lo tiene quién se beneficia de los servicios. (Cámara de Diputados Del H. Congreso De La Unión, 2021)

Según Medina (2021), "La figura de subcontratación u outsourcing³ es un esquema laboral bajo el cual una empresa terceriza el servicio de contratación, principalmente para hacer más fácil la gestión de recursos humanos, reducir tiempo y costos para su negocio".

La reforma del artículo número 12 de la Ley Federal del Trabajo, entró en vigor el 1 de agosto del 2021, provocando que esta empresa petroquímica y BASF terminaran el vínculo de negocio, dejando la última de ejercer la figura de subcontratación.

³ Leticia Medina, "Outsourcing en México: todo lo que debes saber", HOLMESHR, <https://www.holmeshr.com/blog/reforma-outsourcing-mexico/>

BASF se encargaba del sistema de control de contratistas de la Empresa Petroquímica, por lo que esta pérdida del sistema trajo consigo problemas en el ingreso de nuevos contratistas y en la búsqueda de información de los ya registrados, haciendo que la duración de estos procesos fuera en promedio de 30 minutos por contratista semanalmente, generando discrepancias y entorpeciendo el registro de las capacitaciones de estos trabajadores, lo cual ocasionó problemas al área de Medio Ambiente, Seguridad e Higiene (MASH) de la empresa, al no contar con información consistente.

Para solucionar esta situación se trabajó en colaboración con el área de MASH, con el fin de proponer un sistema de control del personal externo que gestionara datos con base a los antecedentes y registrados de los contratistas, lo cual debía de incluir tareas como: el ingreso de nuevos contratistas, su registro, y búsqueda de información sobre el estatus de capacitaciones. “Cuando se trabaja habitualmente con un sistema de control de datos es fácil darse cuenta de lo que significa tener que realizar constantemente las mismas acciones. En especial cuando se trata de procesos complejos o en varios pasos” (IONOS, 2019).

Planteamiento del problema

Al iniciar el proyecto, el sistema de control y gestión de personal se realizaba parcialmente de manera análoga, recopilando la información de los contratistas externos por medio de archivos en formatos electrónicos JPG⁴ o PDF⁵ enviados vía correo electrónico al área MASH y almacenados en diferentes carpetas del sistema. El responsable del sistema en la empresa detectó información fragmentaria, inconsistente, duplicada y respaldada en diferentes formatos, falta de estandarización en el proceso de ingreso, registro y búsqueda, lo que ocasionaba retrasos en la verificación de requerimientos para el ingreso a la planta y en la entrada del personal al área de trabajo, entre ellos la vigencia de las capacitaciones recibidas, incurriendo con esto en potenciales incumplimientos conforme a la Ley Federal del trabajo.

II. Justificación

La elaboración e implementación de un sistema para la gestión de datos de los contratistas externos beneficiaría a la Empresa Petroquímica en: el manejo de información que agilice el proceso de ingreso, registro y búsqueda para el seguimiento del estatus de capacitaciones del personal externo, reducción de tiempos en su proceso, que se puede traducir en ahorros por la disminución de errores humanos en la gestión de datos.

III. Objetivo general

Plantear propuestas de mejora para el sistema de gestión de datos de los contratistas, mediante la implementación de una base de datos automatizada que procese de manera accesible los datos y procesos estandarizados de actividades involucradas en el sistema para el área de Medio Ambiente, Seguridad e Higiene (MASH) de la Empresa Petroquímica ubicada en el corredor industrial de Altamira, Tamaulipas.

IV. Objetivos específicos

- Analizar la situación actual del proceso.
- Diseñar la estructura de la base de datos y prototipo del sistema.

⁴ JPG: Joint Photographic Experts Group.

⁵ PDF: Portable Document Format.

- Implementar pruebas al prototipo del sistema.
- Realizar comparativas entre el sistema actual y el propuesto.

V. Metodología experimental

La metodología experimental abordada para el planteamiento de propuestas de mejora consiste en: realización de Análisis FODA, implementación de la herramienta metodológica DMAIC, análisis de información obtenida en entrevistas a responsables e involucrados en el proceso actual, diagramas, implementación de la técnica de 5 Por qué y Análisis e interpretación de datos estadísticos.

Figura 1: Metodología experimental utilizada en proyecto



Nota: La figura fue elaborada por el equipo de la UNE en el año 2021.

Tabla 1: Análisis FODA para el planteamiento de propuestas de mejora.

Amenazas	Fortalezas
<ul style="list-style-type: none"> • Compatibilidad del sistema propuesto con nuevos sistemas predeterminados. • Cambio de la dirección del área • MASH. • Seguridad en los sistemas para la gestión de datos. • Almacenamiento de datos en equipos portables de la empresa. 	<ul style="list-style-type: none"> • Adaptabilidad y actualización de conocimientos tecnológicos. • Autorización para el manejo de información necesaria del área para elaboración del proyecto. • Cultura organizacional comprometida con el bienestar del personal. • Seguimiento a la certificación y capacitación de contratistas sobre el conocimiento necesario para la realización de trabajos de áreas. • Licencias vigentes para Microsoft Excel.
Debilidades	Oportunidades
<ul style="list-style-type: none"> • Adaptación del sistema de base de datos a nuevos requerimientos del área. • La configuración de la base de datos para el ingreso, registro y búsqueda de datos. • Proceso para las tareas de ingreso, registro y búsqueda de datos de contratistas. 	<ul style="list-style-type: none"> • Herramientas de Excel para la gestión de información en base de datos. • La contratación de sistemas para el control y gestión de documentos para la administración de personal.

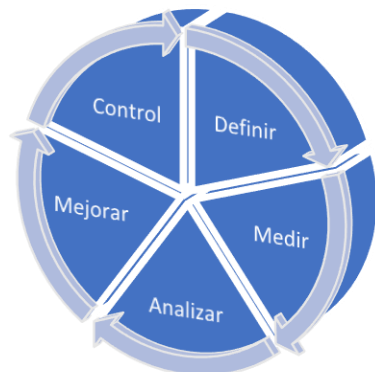
Nota. Elaboración en conjunto con el área de MASH de la Empresa Petroquímica el equipo de alumnos de la UNE.

La investigación de campo fue llevada a cabo mediante reuniones virtuales en las cuales se realizaban entrevistas estructuradas, comentarios y dudas a la encargada del área de Medio Ambiente Seguridad e Higiene (MASH), I.I.S. Izmir Soto Méndez, sobre procedimientos que se llevan a cabo dentro de la empresa en cuanto al ingreso y egreso de los contratistas, a la captura y resguardo de sus respectivos datos; mediante la investigación cualitativa se realizó la recopilación de datos no estandarizados, como: opiniones o estados referente al procedimiento de la empresa para la captura de dichos datos.

La investigación documental se enfocó en la consulta y el análisis de los documentos y formatos del proceso de estudio proporcionados por la empresa, investigación respecto a los elementos de un sistema de gestión de datos, al igual que registros y bibliografía que proporcionen información para respaldar el desarrollo del proyecto.

La herramienta metodológica DMAIC, acrónimo de: Definir, Medir, Analizar, Mejorar Controlar, consta de cinco etapas interconectadas, los resultados de cada etapa tienen un efecto acumulativo. Es una “metodología con un enfoque en resolución de problemas basado en datos que ayudan a realizar mejoras y optimizaciones en productos, diseños o procesos utilizando datos y estadísticas como parte de Six Sigma” (Smith,1987).

Figura 2: Herramienta metodológica DMAIC



Nota: La figura fue elaborada por el equipo de la UNE en el año 2021.

A continuación, se explica las actividades que se realizaron en cada etapa de la herramienta metodológica DMAIC:

- **Definir:** En esta fase se realiza una investigación de campo para observar los detalles de la empresa, establecer cuál es la situación actual y marcar claramente los objetivos que se desean conseguir. Se aplicaron tres cuestionarios, el primero se enfocó en conocer el área, el segundo se hizo para entender el proceso y el tercero para solventar las dudas que surgieron, estos constaron de cinco, ocho y diez preguntas respectivamente, en conjunto estos proporcionaron la información requerida sobre el proceso y área donde se desarrolló el proyecto.
- **Medir:** Se realizó un análisis a la estructura del procedimiento que lleva a cabo la empresa con un mapeo de proceso, dicha herramienta despliega de manera gráfica los eventos principales que ocurren dentro del proceso para conocerlo detalladamente.
- **Analizar:** Se implementó en esta fase una lluvia de ideas para identificar posibles programas o métodos que puedan ser utilizados para la solución de la problemática.

También se agregó a esta fase tablas de ventajas y desventajas como técnica para tomar la decisión de cuál programa utilizar para la elaboración de la base de datos.

- **Mejorar:** Se implantaron las mejoras pertinentes, eliminando las causas de error e introduciendo los cambios necesarios para garantizar un procedimiento óptimo, rentable y robusto.
1. Solución propuesta: Es la propuesta de solución que funciona para reducir las inconformidades dentro del proceso. Dentro de este entregable se agrega el producto final que viene siendo la herramienta de base de datos utilizando el programa de Microsoft Excel.

2. Prueba de propuesta: Se realiza una prueba piloto con datos para comprobar su funcionamiento.
- **Controlar:** En esta etapa se presentó la solución sostenida, documentación del proyecto y las oportunidades de traslado, ya que se debe de controlar el proceso tras implantar los cambios en él.

Entrevista semiestructurada

Para el desarrollo de este proyecto las entrevistas realizadas resultaron de suma importancia debido a que así fue como se consiguió de forma más detallada información relevante sobre la empresa, el área y el proceso de estudio. En la entrevista se utilizaron preguntas abiertas y cerradas.

Se realizó previamente el diseño de la entrevista, sin embargo, fueron cambiando y adaptándose conforme se fue presentando la información durante las reuniones.

Primer cuestionario de entrevista enfocado en el conocimiento del área

El objetivo principal: conocer acerca del área en el que radica, los procesos y áreas de oportunidad de la empresa para desarrollar un análisis en mejora de procesos, al igual que datos generales o dudas que fueran surgiendo a lo largo de dicha entrevista.

1. ¿En qué área se desarrollará el proyecto?
2. ¿Cuánto tiempo tiene conociendo esta área?
3. ¿Conoce los procesos que se llevan a cabo en el área?
4. ¿Cuál es el nombre del encargado/encargada del área?
5. ¿El proyecto es de importancia en el área?

Segundo cuestionario de entrevista enfocado al proceso

1. ¿En qué consiste el proceso de ingreso de contratistas?
2. ¿En qué consiste el proceso de egreso de contratistas?
3. ¿Cómo se capacita a las personas al momento de entrar a la empresa?
4. ¿En qué consiste el proceso de registro y resguardo de datos?
5. ¿En qué proceso ocurren más errores?
6. ¿En qué etapas del proceso ocurren más errores?
7. ¿Qué clase de errores ocurren?
8. ¿En qué etapas del proceso ocurren más tiempos muertos?

Tercer cuestionario de entrevista enfocado a dudas sobre el proceso

1. ¿Cómo se lleva a cabo el ingreso de contratistas por primera vez?
2. ¿Cómo se lleva a cabo actualmente el control de contratistas?
3. ¿Qué procedimientos son necesarios para ingresar a la planta?
4. ¿Es necesaria la inspección del personal que ingresa a la planta?
5. ¿Qué medidas de seguridad (de COVID-19) se tienen al ingreso a la planta?
6. ¿Qué herramientas utilizan para el control de proceso de los contratistas?
7. ¿Manejan algún formato para recopilar información?
8. ¿Qué requerimientos se les solicitan a los contratistas?
9. ¿Deben los contratistas cumplir con requerimientos de salud?

VI. Resultados y discusión

Fase 1: Definir

El área de la empresa investigada es Medio Ambiente Seguridad e Higiene (MASH), la cual se encarga de diversas actividades, la más relevante para este proyecto es que lleva a cabo el registro de datos de los contratistas que ingresan y egresan a la empresa.

El proceso elegido como objeto de estudio fue el registro y captura de datos de los contratistas que ingresan y egresan a la empresa como se mencionó anteriormente.

Tabla 2: Las actividades del proceso actual de recopilación y búsqueda de datos.

Acción
Recopilación de datos de los contratistas
1. Abrir el correo electrónico que envió el contratista con los documentos y revisar la información que contiene.
2. Responder al correo electrónico del contratista confirmando lo recibido y lo que prosigue en su proceso de entrada a la planta.
3. Abrir la carpeta de contratistas que se tiene en la red.
4. Crear una nueva carpeta dentro con el nombre de la empresa del contratista.
5. Copiar los documentos adjuntos del contratista a la carpeta designada.
Búsqueda en la base de datos
1. Entrar a la carpeta de contratistas de la red.
2. Buscar la carpeta del nombre de la compañía contratista.
3. Seleccionar la carpeta del dato que se requiere buscar.
4. Buscar el documento del contratista seleccionado.
5. Abrir el documento adjunto donde se consigue el dato y verificarlo.

Nota. La tabla fue elaborada en conjunto con el área de MASH de la Empresa Petroquímica el equipo de alumnos de la UNE.

Puntos relevantes de respuestas a las preguntas del primer cuestionario de entrevista, enfocado en el conocimiento del área:

- El proyecto se llevó a cabo en el departamento de MASH (medio ambiente seguridad e higiene).
- La encargada del área es la I.I.S Izmir Soto, la cual conoce los procesos desde hace un año.
- Este proyecto es de gran importancia para el área ya que se requiere control sobre los datos de los contratistas, para proporcionar seguridad en los procesos que se lleven a cabo, al igual proporcionarles seguridad dentro de la planta a estos.
- La Ing. Soto proporcionó una presentación e información para dar respuesta a las preguntas planteadas.

Puntos relevantes de respuestas al segundo cuestionario de entrevista, enfocado al proceso:

- El proceso de ingreso a los contratistas consiste en revisar que cumplan con los requisitos y la documentación necesaria para ingresar a la empresa. Para que los contratistas salgan de las instalaciones se revisa el material con el que ingresan y salen, se verifica que el personal salga con sus pertenencias y que no haya ningún lesionado.
- Antes de entrar a la empresa y a la planta los contratistas deben cumplir con una capacitación básica de seguridad, en donde se aborda: qué hacer en caso de un incendio, la definición de las señalizaciones y qué indicaciones se deben seguir para evitar accidentes dentro de la planta.
- El proceso de registro muchas veces se hace manualmente, en hojas sin formato o bien, los mismos contratistas hacen estos registros, debido a que no se tiene ningún formato

especial de la empresa. Estos documentos se resguardan en el sistema como archivos en formato PDF, hasta fotos.

- En el proceso enfocado a los contratistas es donde más errores ocurren, ya que es necesario revisar continuamente que cumplan y estén vigentes las capacitaciones, porque no se tiene orden sobre los documentos y no es un formato estándar que sea fácil de leer y entender.
- Existe tiempo perdido buscando información de los contratistas, haciendo que el ingreso tarde, lo que es un inconveniente debido a que el pago es por hora.

Puntos relevantes de respuestas al tercer cuestionario de entrevista, enfocado a dudas sobre el proceso:

- Para ingresar a la planta se requiere revisar el estado del o los contratistas, se revisa que cumpla con la capacitación básica, cada seis meses el contratista debe actualizarse, cursos o certificaciones que sean necesarias para la tarea que van a realizar.
- La inspección del personal es importante y necesaria para la seguridad de los contratistas y el personal de la planta.
- Está prohibido ingresar a la planta con dispositivos que sean motivo de riesgo.
- Las medidas de seguridad que se tomaron para el COVID-19 son, medición de temperatura, prueba negativa de COVID-19 y gel desinfectante en la entrada de la planta.
- No se maneja ningún formato especial y exclusivo para el proceso de control de contratistas.
- A los contratistas se les pide que estén en buenas condiciones de salud para que puedan realizar actividades dentro de la planta.

Análisis del proceso actual de la empresa

El análisis del proceso actual se realizó mediante una descripción de actividades el cual se presentó al área de MASH en un diagrama de operaciones, que se puede observar en Figura 3.

El proceso muestra 7 inspecciones, 6 almacenamientos, 9 operaciones y 4 actividades combinadas, de operación e inspección. Tal y como menciona Velasco en su libro Organización de la producción, Distribuciones en planta y mejora de los métodos y los tiempos (2013):

















Quando ha pasado un cierto tiempo desde que se creó el proceso general de ... y los métodos detallados de las operaciones es conveniente reconsiderar si es posible mejorarlos. Los objetivos que se persiguen son: ...

-Atacar fallos de la organización de la empresa, ya que al investigar un grupo de problemas se van descubriendo las deficiencias de todas las demás funciones que repercuten en ellos. (p.95)

Las inspecciones y almacenamientos en los métodos y o procesos son actividades que pueden ser consideradas para disminuirse o eliminarse y lograr así una mejora en los procesos.

Figura 3: Diagrama de operaciones del proceso actual de la empresa

DIAGRAMAS DE OPERACIONES DE PROCESOS		Operario/Material/Equipo				
Diagrama no. 1	Hoja 1 DE 1	Resumen				
		Actividad	Actual	Propuesta	Economía	
Producto: Procedimiento de empresa petroquímica del corredor industrial para el Proceso de ingreso, registro y búsqueda de contratistas		Operación	○			
		Inspección	□			
Actividad: proceso de ingreso, registro y búsqueda de los contratistas		Espera	D			
		Transporte	→			
		Almacenamiento	▽			
Método: actual /propuesto		Distancia (mts)				
Lugar: Área de operaciones		Tiempo (hrs)				
Operario (s):	Ficha no.	Costo				
Compuesto por:	Fecha:	Mano de obra				
Aprobado por:	Fecha:	Material				
		TOTAL				
Proceso de ingreso, registro y búsqueda de los contratistas						
1	<p>Cuando se contrata por primera vez, se envía por medio de correo electrónico por parte del área de MASH el documento "Proceso interno para ingreso de contratistas" a los contratistas donde indica los requisitos de cumplimiento a seguir para su ingreso a la planta al igual que los siguientes formatos para su llenado:</p> <ul style="list-style-type: none"> ●Cuestionario médico de ingreso ●Eormato de ingreso vehicular ●Eormato de permanencia ●Eormato de credenciales 		○			
2	Un responsable de la empresa debe validar la descripción, alcance y tiempo de las actividades que pretende realizar el contratista mediante orden de compra.		□			
3	El área de MASH determina qué tipo de compañía es (fija o no fija), así como los requisitos aplicables.		○			
4	El área de salud ocupacional de la empresa realiza evaluación médica del contratista con la entrega de la siguiente documentación con el tipo de clasificación contratista. <ul style="list-style-type: none"> ●Examen médico de acuerdo con el tipo de compañía. ●Tabla con información específica con base en las actividades que desempeñará el colaborador. 		□			
5	Se emiten las aptitudes médicas respondiendo al correo que envió la documentación.		○			
6	Una vez aprobado por salud ocupacional de la empresa se recibe el llenado de una tabla con los datos del contratista y fecha agendando la inducción de MASH, además de los siguientes documentos adjuntos: <ul style="list-style-type: none"> ●Afilación a IMMS o SUA vigente. ●Personal extranjero presenta seguro de gastos médicos. ●Constancia de habilidades DC-3 en uso y manejo de extintores basado en (NOM-002-STPS Vigente). ●Tabla de aptitud de salud ocupacional. 		○			
7	El área de MASH imparte la plática de inducción al contratista.		○			
8	En caso de no aprobar se le da una segunda oportunidad de retomar la inducción y si vuelve a fallar se le niega el acceso a sitio en los próximos 6 meses.		□			
9	Una vez aprobada la inducción de seguridad, el departamento de MASH recibe en físico las credenciales del documento de "Formato de Credenciales" con datos solicitados y fotografía tamaño infantil a color.		▽			
10	Cuando se realizan trabajos de alto riesgo el departamento de MASH recibe por correo electrónico la siguiente información: <ul style="list-style-type: none"> ●Constancia de habilidades con valor de 8 horas. ●Actividades puntuales que requieren constancia de habilidades. 		□			

11	Para un ingreso semanal a planta por los contratistas, el área de Recursos Humanos recibe por correo electrónico el trámite de ingreso semanal con los siguientes documentos adjuntos: ●ALTA ante IMSS o SUA vigente ●Solicitud de ingreso semanal	
12	En caso de que los contratistas requieran laborar después de los días y horario establecido en el permiso de ingreso semanal se realiza el trámite de permiso de permanencia en el formato establecido con un duplicado con copia recibida por vigilancia.	
13	Una vez sellado, el departamento de MASH lo recibe escaneado.	
14	El departamento MASH y vigilancia caseta sur firman dos copias del trámite de ingreso vehicular con el formato de solicitud indicado anexando los siguientes documentos: ●Póliza de seguro ●Tarjeta de circulación ●Licencia de manejo ●Constancias de habilidades DC-3 según aplique	
15	Vigilancia se queda con una copia firmada.	
16	Una vez aprobados el departamento de MASH recibe los documentos escaneados.	
17	Semanalmente la empresa recibe el cuestionario de ingreso covid-19 respondido por el contratista de empresa tipo fijo.	
18	El guardia imprime la tabla resumen de todos los contratistas que hayan contestado el cuestionario.	
19	El guardia busca al personal en la lista para asegurar que ya realizó el cuestionario.	
20	Se registra el valor de temperatura que el contratista checo en la tablet en la lista y se pregunta al contratista si en el momento de ingreso considera que alguna de sus respuestas ha cambiado, registrándolo en la lista.	
21	Si las respuestas del cuestionario son negativas se le concederá el ingreso al contratista.	
22	En caso de una respuesta positiva se procederá a seguir el mismo protocolo que se tiene actualmente.	
23	En casos muy puntuales en los que el contratista no pudo realizar con anticipación el cuestionario, este se tiene pegado en los torniquetes para que lo pueda realizar antes de ingresar al sitio, verificando las respuestas vía electrónica en la computadora de caseta sur.	
24	Para contratistas no fijos se les comparte el código QR pegado en la ventanilla de caseta sur G4S con el fin de que se lea y conteste en el celular cada vez que requieran ingresar a la planta.	
25	En caso de que alguien no cuente con un celular o los medios para contestar el cuestionario de forma digital, se les entrega un formato en físico.	
26	Una vez contestado la recepcionista verifica el cuestionario en la computadora y pide que se tome la temperatura, siguiendo el mismo proceso que hasta este momento.	

Nota. La figura presentada sobre las actividades del proceso de recopilación y búsqueda fue elaborada en conjunto con el área de MASH de la Empresa Petroquímica el equipo de alumnos de la UNE para su proyecto de certificación de competencias de Estudio del trabajo, 2021.

Técnica de los 5 Por qué

La técnica de los 5 Por qué fue planteada y ejecutada para el desarrollo de propuestas de mejora en la base de datos de la siguiente forma:

1. ¿Por qué encontramos los datos dispersos en carpetas?
2. ¿Por qué no se tiene un sistema integrado para almacenar y ordenar datos?
3. ¿Por qué no se cuenta con una base de datos?
4. ¿Por qué es mejor opción el desarrollar una base de datos para el ingreso, registro y búsqueda de los contratistas?
5. ¿Por qué ocasionaría un ahorro de tiempo y de qué manera se puede sacar un beneficio financiero de los resultados?

Fase 3: Analizar

Técnicas o estrategias para determinar la causa raíz de un defecto o problema del proceso

Diagrama de Ishikawa

Se realizó un análisis mediante la herramienta del diagrama causa-efecto (diagrama de Ishikawa), para representar las causas al problema actual y tener un mejor entendimiento de este, esto se presenta en la figura 4.

Figure 4: Diagrama de Ishikawa



Nota. La figura presentada fue elaborada en conjunto con el área de MASH de la Empresa Petroquímica el equipo de alumnos de la UNE para su proyecto de certificación de competencias de Estudio del trabajo, 2021.

Listado de las causas a la problemática

1. Inconsistencias en el registro de ingreso.
2. Retardo en el control de quienes entran y salen de la empresa.
3. Riesgos operativos a nivel de gestión del personal.
4. Extravío de información interna, así como de archivos.
5. Posible pérdida de pases de entrada o de salida.
6. Estudios a los trabajadores fuera del rango de fechas aceptadas.
7. El examen para ingresar a la planta debe estar vigente o actualizado.
8. Elaboración de estudios previos.
9. Aprobación de documentos, legalización e inicio.

Del procedimiento que la empresa realiza con los contratistas, se resumen las acciones que realiza el área de MASH para el registro y búsqueda de los datos en la base de datos actual.

➤ Recopilación de datos de los contratistas.

1. Abrir el correo electrónico que envió el contratista con los documentos y revisar la información que contiene.
2. Abrir los archivos adjuntos y verificar que los datos que ahí vienen sean verídicos.
3. Responder al correo electrónico del contratista confirmando lo recibido y comentar lo que prosigue en su proceso de entrada a la planta.
4. Abrir la carpeta de contratistas que se tiene en la red.
5. Crear una nueva carpeta dentro con el nombre de la empresa del contratista.
6. Copiar los documentos adjuntos del contratista a la carpeta designada.

➤ Búsqueda de datos requeridos para la entrada a la planta.

1. Entrar a la carpeta de contratistas de la red.
2. Buscar la carpeta del nombre de la compañía contratista.
3. Seleccionar la carpeta del dato que se requiere buscar.
4. Buscar el documento del contratista seleccionado.
5. Abrir el documento adjunto donde se consigue el dato y verificarlo.

4.3.1 Estudio de tiempos

Para analizar el procedimiento del área de MASH y destacar las actividades que no generan valor al proceso específicamente en el tema de la repetitividad y monotonía de acciones se decidió por utilizar el estudio de tiempos siguiendo estas etapas:

1. *Selección del trabajador, debe ser el más capacitado para la realización de la tarea o el que tenga mayor experiencia en el campo. Cabe destacar que debe actuar con total naturalidad, como si el encargado de realizar el estudio no estuviera ahí.*

La encargada de la realización de la tarea es la Ing. Izmir Soto Méndez, quien es la persona del área de MASH que nos comunicamos en este proyecto. El estudio se realizó por medio de una videoconferencia en la plataforma TEAMS donde nos va mostrando paso a paso lo que se realiza.

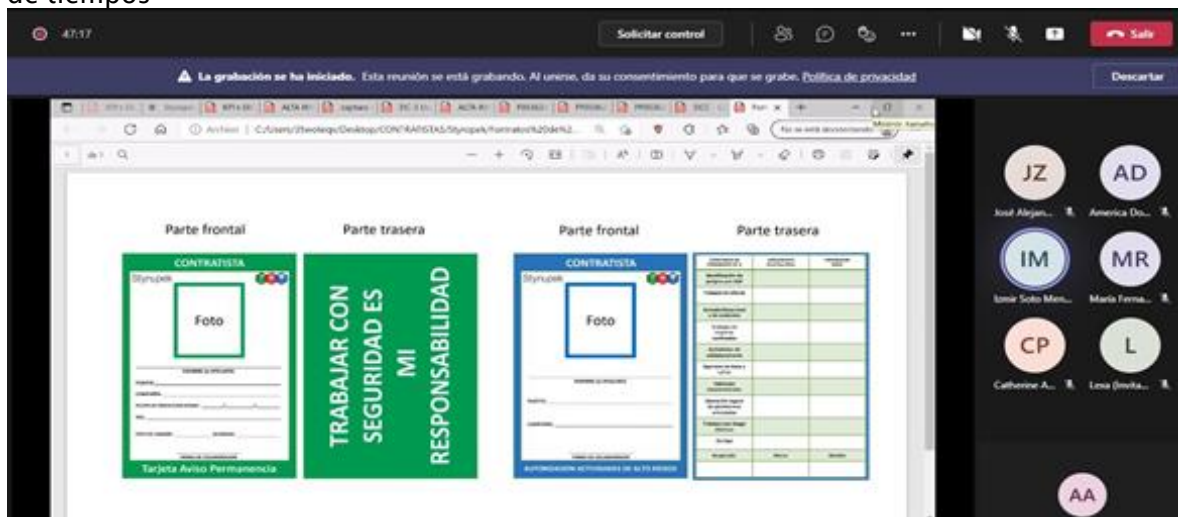
2. *Registrar la información pertinente, bajo la supervisión de quien realizará el estudio de movimientos, el trabajador debe hacer su trabajo como normalmente lo hace, sin sentirse bajo presión, ya que puede alterar los datos reales.*

Se graba la sesión de videollamada para una revisión extra posterior donde se toma captura de cada paso realizado al igual que se lleva un registro del tiempo de cada acción. Se le pide a la

Ing. Izmir Soto Méndez la realización de algunos ejemplos más específicos ya que al momento de realizar los pasos no siempre son los mismos:

- Recopilación de datos para la solicitud del curso de inducción.
 - Búsqueda en la base de datos sobre información para la solicitud del curso de inducción
3. *Examinar los métodos de trabajo, aquí se evalúan los movimientos y métodos que el o los trabajadores estuvieron realizando durante el registro de la información y búsqueda de datos.*

Figura 5: Captura de pantalla con la asesora del proyecto realizando las pruebas para el estudio de tiempos



Nota. La figura presentada la reunión vía remota desarrollada con la asesora del área de MASH de la Empresa Petroquímica y el equipo de alumnos de la Universidad del Noreste para la realización del Estudio de Tiempos que forma parte de su proyecto de certificación de competencias de Estudio del trabajo, 2021.

La Tabla 3 muestra las acciones realizadas en los dos procesos:

4. *Establecer una evaluación de las operaciones, se analizan las que mayor impacto tuvieron, tanto las buenas como las malas, para seleccionar las que se pueden quedar y cuáles es mejor eliminar.*

Evaluando la tabla anterior con la realización de los ejemplos específicos y con la información dada por Ing. Izmir Soto Méndez se obtuvo que la tarea que se debe quedar es la de “Recopilación de datos de los contratistas” ya que los contratistas envían sus documentos por correo electrónico y es algo que se debe de seguir haciendo para que la información que envían sea la correcta.

De la actividad de “Búsqueda en la base de datos” consideramos eliminar ciertas de sus acciones y reemplazarlas con una mejora porque son pasos repetitivos que consisten en: abrir carpetas y archivos para encontrar un dato.

5. *Definir el método de trabajo adecuado, se establecen diversas opciones que podrían aplicarse en la misma actividad, para después seleccionar la óptima.*

Para reemplazar esas acciones del paso “Búsqueda en la base de datos” se decidió establecer una lluvia de ideas entre todos los miembros del equipo, por medio de una videollamada, pensando en una alternativa que fuera óptima. De las diversas alternativas que se discutieron, se

decidió por utilizar una herramienta digital de gestión de datos ya que su empleo agilizaría enormemente el proceso.

Se tuvieron en cuenta varias alternativas, pero al final se decidió elegir entre dos opciones:

- Base de datos MS Access
- Microsoft Excel

Para escoger entre las dos opciones se utilizó la estrategia de ventajas y desventajas.

Tabla 3: Proceso de recopilación y búsqueda de datos

Acción	Tiempo
Recopilación de datos de los contratistas	
1. Abrir el correo electrónico que envió el contratista con los documentos y checar la información que contiene.	278 s
2. Responder al correo electrónico del contratista confirmando lo recibido y lo que prosigue en su proceso de entrada a la planta.	
3. Abrir la carpeta de contratistas que se tiene en la red.	
4. Crear una nueva carpeta dentro con el nombre de la empresa del contratista.	
5. Copiar los documentos adjuntos del contratista a la carpeta designada.	
Búsqueda en la base de datos	
1. Entrar a la carpeta de contratistas de la red.	181 s
2. Buscar la carpeta del nombre de la compañía contratista.	
3. Seleccionar la carpeta del dato que se requiere buscar.	
4. Buscar el documento del contratista seleccionado.	
5. Abrir el documento adjunto donde se consigue el dato y verificarlo.	
TOTAL	459 s

Nota. La tabla presenta los tiempos obtenidos para la recopilación y búsqueda de datos. La tabla fue desarrollada con la asesora del área de MASH de la Empresa Petroquímica y el equipo de alumnos de la Universidad del Noreste para la realización del Estudio de Tiempos que forma parte de su proyecto de certificación de competencias de Estudio del trabajo, 2021.

Técnicas o estrategias para la toma de decisiones

Estrategias ventajas y desventajas

Tabla 4: Ventajas y desventajas de Microsoft Access

Bases de datos en MS Access
Ventajas
<ul style="list-style-type: none">• Facilidad para integrar, las bases de datos access funcionan muy bien con muchos de los programas para desarrollo de software basados en Windows.• Fácil de instalar y usar ya que para crear bases de datos access basta con instalar Microsoft Access. Microsoft Access contiene asistentes que te guían a través de cada paso del camino. La interfaz de usuario es intuitiva, acelerando la recuperación de datos.• Se le puede dar control total y funcionalidad de manera remota a una base de datos access de modo que el teletrabajo pueda convertirse en una opción viable para los administradores de bases de datos• Microsoft Access es el sistema de base de datos de escritorio más popular en el mundo por lo que las bases de datos access pueden ser entendidas por la mayoría de usuarios de bases de datos.• La capacidad de almacenamiento de una base de datos access puede almacenar hasta 2 GB de datos lo cual es más que suficiente para una gran mayoría de desarrollos.• Microsoft Access es más económico que otros sistemas más grandes, ofreciendo las funcionalidades y uso similares.• La versión 2016 de MS Access permite hasta 255 usuarios concurrentes.• Hace que sea muy fácil importar datos.
Desventajas
<ul style="list-style-type: none">• Múltiples sistemas operativos Windows podrían corromper la base de datos.• La base de datos de MS Access podría no ser la más segura ya que el Structured Query Language (SQL) para MS Access no es tan robusto como MS SQL Server u Oracle.• Las transacciones críticas a tiempo son difíciles de gestionar, si generas datos que necesitan ser utilizados o distribuidos inmediatamente, las bases de datos access pueden no ser las más adecuadas.• Los controles y formularios también pueden ser difíciles de personalizar o adaptarse a ciertas necesidades y también, por lo general, debes tener un conocimiento básico de lenguaje de programación SQL para tener mejores posibilidades de éxito.• Las bases de datos access son útiles para pequeñas y medianas empresas o departamentos individuales. Cualquier sector cuyo uso vaya más allá de las 2 GB descubrirá las limitaciones.• Toda la información de tu base de datos se guarda en un solo archivo. Esto limita las opciones y cómo elegir utilizar los datos. Su rendimiento se va volviendo lento conforme el usuario va escalando el tamaño de los datos. Los datos multimedia pueden llenar el límite de espacio MS Access rápidamente.• El límite técnico de las bases de datos access es de 255 usuarios al mismo tiempo, pero el límite real es de entre 10 y 80• Todavía hay una curva de aprendizaje que se necesitará seguir, Microsoft Access tiene un diseño relacional relativamente pobre, lo que puede hacer que sea difícil para algunos usuarios aprender a utilizar o acceder a los formularios de bases de datos.

Nota. La tabla presenta las ventajas y desventajas del programa de Microsoft Access consideradas para la selección de la tecnología que puede ser utilizada para el desarrollo de la base de datos para su gestión.

Tabla 5: Ventajas y desventajas de Microsoft Excel

Bases de datos en MS Excel
Ventajas
<ul style="list-style-type: none">• Si ya tienes instalada la paquetería de Office, no tienes que comprar un programa y gastar dinero extra.• Si el libro de Excel está guardado en OneDrive, varias personas pueden verlo y editarlo desde distintos equipos al mismo tiempo.• Excel tiene varias herramientas que te permiten ordenar la información alfabéticamente, por número, etc. Esto facilitará encontrar los datos que necesitas.• Tiene una interfaz fácil de utilizar y amigable para el usuario sin necesidad de un curso.
Desventajas
<ul style="list-style-type: none">• Crear una base de datos en Excel puede ser complicado. Si no se tienen conocimientos del programa, incluso podría haber errores que corrompan la información y la hagan inutilizable.• Los procesos para manejar información no están automatizados, es decir, todo lo tienes que hacer manualmente. Esto puede quitarte tiempo y hacer menos productiva tu labor.• Teniendo conocimiento profundo en el programa, el error humano siempre será un factor importante al momento de capturar o vincular datos (que además deberás verificar uno por uno).• Una hoja de cálculo se almacena en la memoria de acceso aleatorio de una computadora mientras está en uso. Este es un problema si la hoja de cálculo contiene cantidades de información extremadamente grandes.

Nota. La tabla presenta las ventajas y desventajas del programa de Microsoft Excel consideradas para la selección de la tecnología que puede ser utilizada para el desarrollo de la base de datos para su gestión.

Fase 4: Mejorar

Solución Propuesta

La solución propuesta de este proyecto es la elaboración de una base de datos usando el programa Microsoft Excel para el área MASH, una herramienta muy útil, ya que ofrece una solución factible considerando las condiciones actuales de la empresa petroquímica para el registro y resguardo de los datos de los contratistas, así como facilitar su acceso a ellos. Se muestra el esquema de fases y actividades para el desarrollo de la base de datos y su interfaz de usuario en las figuras 7 y 8.

En la Figura 7 se muestran las actividades que se realizan en el proceso actual y propuesto, así como los tiempos de pruebas realizadas y el promedio total de las tres pruebas realizadas. Esta comparación se realizó con el fin de poder demostrar la cantidad de tiempo que le toma al sistema actual realizar el proceso de búsqueda, se muestra un ahorro del 80% del tiempo de ejecución de las actividades con el sistema propuesto.

Figura 6: Interfaz de la base de datos para el sistema propuesto.

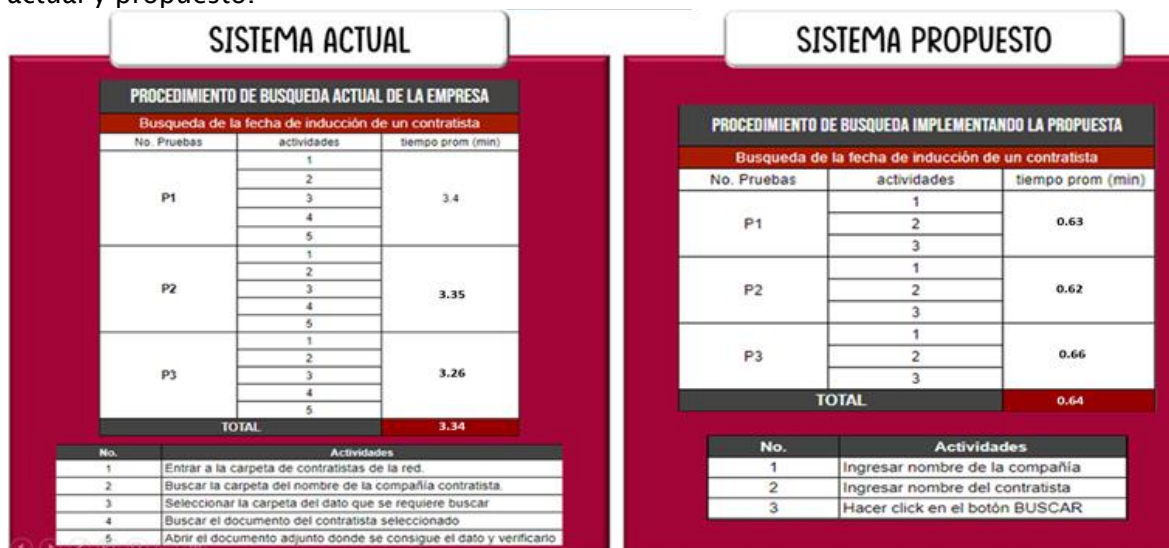
Nota. La figura presenta la interfaz de usuario de la base de datos para la gestión de estos con el sistema propuesto, por medio del programa de Microsoft Excel, la interfaz de usuario forma parte de las propuestas planteadas por el equipo de alumnos de la UNE para la realización del Estudio de Tiempos que forma parte de su proyecto.

Figura 7a: Esquema de actividades para la realización de la base de datos

FASES	ACTIVIDADES
INICIO	Crear un libro de excel destinado para un formato de registro de los contratistas y base de datos
DEFINICIÓN DEL ÁREA DE TRABAJO	<p>Seleccionar y definir una hoja para la creación del formulario de registro de los contratistas</p> <p>Añadir y nombrar una nueva hoja como "Base de datos" para el registro de los datos de los contratistas</p>
ESTABLECER LOS CRITERIOS	<p>Delimitar los criterios de identificación de los contratistas en "Base de datos"</p> <p>Delimitar los criterios de identificación de los contratistas en "Formulario de registro"</p>
DESARROLLO DEL PROGRAMA	<p>Convertir los campos destinados para los criterios de identificación de los contratistas en "Base de datos" con formato de tabla</p> <p>Identificar las funciones necesarias para vincular los campos de "Formulario de registro" con sus respectivos criterios en "Base de datos"</p> <p>Formular los campos de "Formulario de registro" con sus respectivos criterios en "Base de registro" para su almacenamiento</p> <p>Crear botones "guardar" y "limpiar"</p> <p>Programar dos macros para almacenar y borrar los datos en "Formulario de registro"</p> <p>Aplicar cada macro a su respectivo botón</p>
INSPECCIÓN	<p>Revisar el programa en caso de la existencia de errores en este</p> <p>Resolver problemas existentes en el programa</p>
FORMATO DE DISEÑO	Mejorar la estética del formato de registro en "Formulario de registro"
PROTOTIPADO	Se realizan pruebas piloto para confirmar que cumple con el objetivo

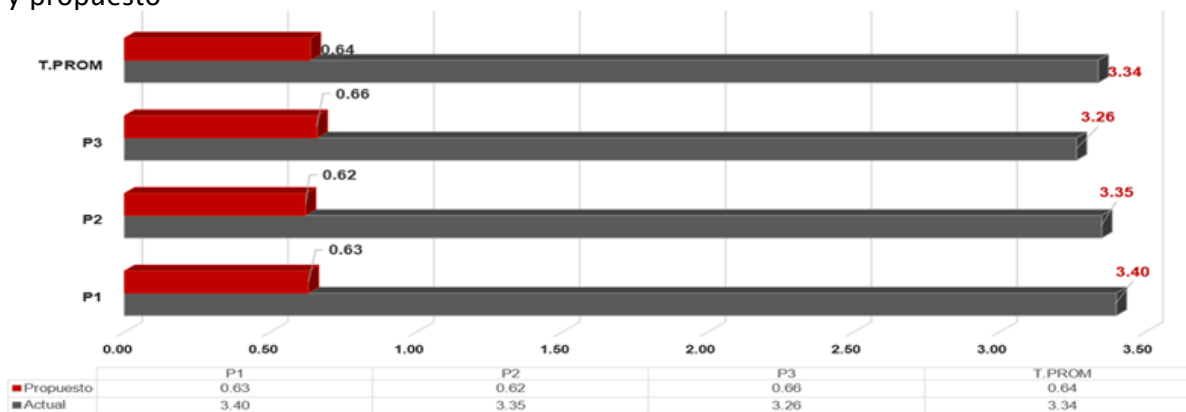
Nota. El esquema de actividades para la base datos fue desarrollada con la asesora del área de MASH de la Empresa Petroquímica y el equipo de alumnos de la UNE.

Figura 7b: Comparativa de las pruebas realizadas como parte del estudio de tiempos del sistema actual y propuesto.



Nota. La figura presentada sobre las actividades del proceso de recopilación y búsqueda fue elaborada en conjunto con el área de MASH de la Empresa Petroquímica el equipo de alumnos de la Universidad del Noreste para su proyecto de certificación de competencias de Estudio del trabajo, 2021.

Figura 8: Gráfica de comparación de tiempos en minutos de prueba entre ambos procesos, actual y propuesto



Nota. Elaborada por el equipo de alumnos de la Universidad del Noreste.

Se realizó una comparación de tiempos donde se observa la base de datos actual contra la solución propuesta.

En estas tablas se muestran las comparaciones de los tiempos de utilización del sistema actual de la empresa y el sistema nuevo propuesto. Para demostrar los cambios en la duración de los procesos, actual y propuesto, se utilizó el indicador % de mejora en duración de tiempo de proceso, en la tabla se muestran los cambios logrados:

En promedio se lograría un 81.26% de mejora en la duración del proceso con las recomendaciones previamente explicadas para el sistema de Gestión de Datos de la empresa petroquímica.

Tabla 6: Tabla con % de mejora en duración de tiempos de proceso

No. De prueba	% de mejora en duración de tiempos de proceso
P1	81.47
P2	81.49
P3	80.83
Promedio	81.26

Nota. Elaborada por el equipo de alumnos de la Universidad del Noreste.

VII. Análisis financiero

El área de MASH se encarga de recopilar los documentos de los contratistas y mantenerlos actualizados semanalmente en su base de datos actual, como parte del proceso se revisan para que los contratistas ingresen a la planta. Los documentos que se revisan son:

- Aptitudes médicas de contratistas
- Credenciales una vez aprobadas la plática de inducción a MASH
- Documentos para trabajos de alto riesgo
- Trámite de ingreso semanal enviar ALTA ante IMSS o SUA vigente y solicitud de ingreso

En la tabla 7 se muestra las actividades en el proceso de revisión junto con su duración promedio.

Tabla 7: Actividades del proceso actual de recopilación y búsqueda.

Acción	Tiempo
Recopilación de datos de los contratistas	
1. Abrir el correo electrónico que envió el contratista con los documentos y checar la información que contiene.	4.63 min
2. Responder al correo electrónico del contratista confirmando lo recibido y lo que prosigue en su proceso de entrada a la planta.	
3. Abrir la carpeta de contratistas que se tiene en la red.	
4. Crear una nueva carpeta dentro con el nombre de la empresa del contratista.	
5. Copiar los documentos adjuntos del contratista a la carpeta designada.	
Búsqueda en la base de datos	
1. Entrar a la carpeta de contratistas de la red.	3.26 min
2. Buscar la carpeta del nombre de la compañía contratista.	
3. Seleccionar la carpeta del dato que se requiere buscar.	
4. Buscar el documento del contratista seleccionado.	
5. Abrir el documento adjunto donde se consigue el dato y verificarlo.	
TOTAL	7.89 min

Nota. La tabla presentada sobre las actividades del proceso de recopilación y búsqueda fue elaborada en conjunto con el área de MASH de la Empresa Petroquímica el equipo de alumnos de la UNE.

Como se puede observar hay 4 documentaciones requeridas durante la recopilación, por lo que se multiplica el tiempo de las acciones por 4, su suma da un total de 31.56 minutos a la semana. Traduciendo esto económicamente, se tomaría el salario anual promedio en México, como referencia para el personal de MASH que se involucra en esta parte del proceso de recopilación que sería de \$141.70 por hora, pero como el tiempo está presentado en minutos sería \$2.36 por minuto y multiplicando por las horas trabajadas teniendo así el análisis de los costos y tiempo invertido del proceso actual y propuesto, este desglose es mostrado en las tablas 8 y 9.

Tabla 8 y 9: Costo del proceso actual y propuesto en la base de datos

BASE DE DATOS ACTUAL				PROPUESTA DE MEJORA			
	Horas-hombre trabajadas	Salario del trabajador	Total invertido		Horas-hombre trabajadas	Salario del trabajador	Total invertido
Semanal	31.56 min	\$2.36	\$74.48	Semanal	21.04 min	\$2.36	\$49.65
Mensual	126.24 min	\$2.36	\$297.92	Mensual	84.16 min	\$2.36	\$198.61
Anual	1,641.12 min	\$2.36	\$3,873.04	Anual	1,009.92 min	\$2.36	\$2,383.41

Nota. La tabla 8 y 9 presentan el cálculo de los costos con el proceso actual y propuesto, elaborado por el equipo de alumnos de la Universidad del Noreste para su proyecto de certificación de competencias de Estudio del trabajo, 2021.

Anualmente se invierten 1641.12 minutos en la realización de actividades del proceso de recopilación y búsqueda de información de contratistas, lo que se traduce en un total de \$3873.04 M.N.

En las tabla 10 se puede observar el total invertido entre la base de datos actual y la propuesta de mejora, se muestra el ahorro que se produciría con las propuestas de mejora en la base de datos y proceso.

Tabla 10: Comparación entre la base de datos actual y la propuesta de mejora

COMPARACIÓN			
	Base de datos actual	Propuesta de mejora	Ahorro
Semanal	\$74.48	\$49.65	\$24.83
Mensual	\$297.92	\$198.61	\$99.31
Anual	\$3,873.04	\$2,383.41	\$1,489.59

Nota. La tabla elaborada en conjunto con el área de MASH de la Empresa Petroquímica el equipo de alumnos de la Universidad del Noreste para su proyecto de certificación de competencias de Estudio del trabajo, 2021.

La propuesta de mejora logra reducir en 21.04 minutos, es decir, 33% el tiempo total invertido que se ocupa capturando y actualizando la base de datos de los contratistas y un ahorro del 38.46% del total invertido.

Teniendo este ahorro económico y en tiempo, el personal de MASH puede enfocarse en actividades más importantes en relación con la seguridad de la planta y de los trabajadores.

VIII. Conclusiones

La tarea que se mejoró es la búsqueda de datos, reduciendo el número de actividades que se realizan en el proceso, de 5 actividades a 3, estas son:

1. Ingresar nombre de la compañía
2. Ingresar nombre del contratista
3. Hacer clic en el botón BUSCAR

El sistema propuesto, el cual consiste en el proceso de 3 actividades y una base de datos en Excel, disminuyó en un 33% el tiempo del proceso de las tareas de recopilación y búsqueda de datos y en un 38.46% el total económico invertido. La base de datos propuesta para la gestión de datos plantea un ahorro promedio del 81.26% en el tiempo de ejecución de las actividades requeridas para el cumplimiento del proceso.

Las propuestas planteadas en este proyecto también reducen los errores humanos que caracterizan al proceso actual, como: confusión al buscar un archivo, registro incorrecto de datos, etc. El área de MASH continua con la inserción de las propuestas en su operación diaria.

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