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Respondality: Strategy of the Management in Projects

Respondalidad: Estrategia de la Gestión en Proyectos

Yan Carlos Ureña-Villamizar[a], Yusbely Cecilia Castrillón-Jaimes[b*], Norcelly Yaritza Carruyo-Durán[c].

[a]*Postdoctor in Human Sciences, yan.urena@uniminuto.edu, orcid.org/0000-0002-9970-159X, Corporación Universitaria Minuto de Dios, Cúcuta, Colombia.*

[b]*Master in Pedagogical Practice, yusbely.castrillon@unipamplona.edu.co, orcid.org/0000-0002-6239-5883, Universidad de Pamplona, Cúcuta, Colombia.*

[c]*Doctor in Educational Sciences, norcelly.carruyo.duran@gmail.com, orcid.org/0000-0001-5010-0016, Universidad Privada Doctor. Rafael Belloso Chacín, Maracaibo, Venezuela.*

ABSTRACT

Keywords:

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The term of respondability has a Castilianization of the English term accountability, which means accountability of both money and moral and legal commitment to the Stakeholders (ie those involved that may affect or be affected by the activities of the organization). It is clear that in the Spanish language there is no exact translation of this word. Now the accepted term in Latin America and Central America is respondabilidad, which is understood as the managerial action of responding to the demands and commitments acquired. In Colombia the term is still incipient, however, the public need is already noted as large companies or corporations, when managing the closure of projects.

RESUMEN

Palabras Clave:

Estrategia
Gestión
Proyectos
Responsabilidad

El término respondabilidad tiene una castellanización del término inglés *accountability*, que significa responsabilidad de dinero y compromiso moral y legal con los Interesados (es decir, aquellos involucrados que pueden afectar o ser afectados por las actividades de la organización). Es evidente que en el idioma español no existe una traducción exacta de esta palabra. Ahora el término aceptado en América Latina y Centroamérica es la respondabilidad, que se entiende como la acción empresarial de responder a las demandas y compromisos adquiridos. En Colombia el término es aún incipiente, sin embargo, la necesidad pública ya se nota como grandes empresas o corporaciones, a la hora de gestionar el cierre de proyectos.

Introduction

The following article presents a review of responsadality as a management strategy in projects, taking into consideration actions and management as a tool. The structure of this article is as follows: The first part is the introduction where the guidelines and structure of the article are presented. The second part seen from a general level and how it develops within project management. The third part is related to actions and management. The fourth is project management and its implementation stages. And the last part is focused on the conclusions.

Responability as a strategy for project management

Before beginning to see the importance of respondability as a project management strategy, it is necessary to know that it is a condition that is assumed at the moment when an industrial management commitment is made, that is, it is defined as the response capacity, the demands, which responds to democratic principles and social values that focus the industry's response on the integral promotion of projects to achieve productive and critical development.

In this regard, [1] points out that respondability is the duty of the officials or employees to render an account before an authority mission or objective that is commissioned and accepted, in other words, it is understood as a process in which public, private organizations and the individuals who make them are responsible for their decisions and actions, including the safeguarding of resources, impartiality, and all aspects of their performance.

From there it can be pointed out that accountability is the accountability that the manager makes in each evaluation and monitoring of the projects, because these projects are the main dimension of an organization, in it there must be a permanent need to interpret the environment, project the changes in it, and with a strategic management model to be able to respond to the reality that this environment demands. Likewise, according to [2] managing a project under the responsibility means managing, understood as a definition of management, while managing is nothing more than managing the resources with which an organization or department has this, in order to achieve the objectives posed.

Efficiency, refers to the relationship between inputs and products, is doing things right, while effectiveness refers to deal with the culmination of activities. For his part, [3] ensures that the organizational structure of industries must respond to the principle of managerial responsibility, for which the manager must be accountable not only for its own effectiveness, but for the results of employees who have his position and for the constitution and maintenance of effective work teams.

Responsibility or also calling accountability are the steps by which the management and staff that integrates the industry, as well as being reflected in the management of their projects, keeping each product within the competitive market. This is an indispensable strategy to improve each one of the processes of the industry since with the rendering of accounts the weaknesses that the projects have are observed allowing their improvement. Responsibility specifies the responsibilities for which it is necessary to take into account the results of the analysis of the industry's operational capacity and its performance in the past.

Actions and management of respondability

The attention the industry lends to the field of social responsibility has increased substantively in recent years and, without a doubt, should increase much more in the future. Today we talk, for example, about direction by values and direction by objectives and income generation. Now the action of respondabilidad is referred to the degree of obligations that an organization assumes by means of actions that protect and improve the welfare of the society, as they try to satisfy their own interests. In this regard, [4] says that in the action can not but assume responsibility in the name of humanity, understand the deep sense of devastation and accept the current reality of beings uprooted and alienated from Earth.

Only managers of industries are responsible for penetrating the limitation of the power of authority implicit in any law, and the consequential responsibility that falls on the authority when it exceeds or deviates from the spirit of the rule, can include the unit of orientation that every day more ahincadamente is shown in the jurisprudence of the projects. On the other hand, for [5] in the action the managers have the responsadabilidad to face the problems within the industries, specifically when it comes to manage and manage the projects that put it within the competitive market as one of the first and important of its kind, leading to the success of its products and services.

However, within the projects, audits are taken into account, where faults are visualized, allowing the directors to perform the account surrenders. The role of the audit as a means of providing information capable of facilitating accountability of management (respondability) and decision making); and, scope of the exam to practice. It is necessary to understand,

according to [3] that within the actions of respondability should be taken into account:

a) Reflection: This action is a point where new contributions are given in the projects since they can be reflected in the middle of the action without interrupting it. For, a surprise in the course of the dynamics of the industry, an unexpected variation in the application of a routine, would arouse a process of reflection within an action-present where it will be conducted that results in some conscious measure, even if it does not necessarily occur by means of the word.

b) Guidance: This action is capable of generating confidence to promote a climate of encouragement and motivation, where all those involved feel considered, respected and loved to value diversity as wealth, with skills to encourage each one's creativity; it is for this reason that it must maintain the balance between efficiency, growth and self-realization of the personnel between the big goals and the small details, between the global and the concrete.

c) Evaluation: From a more general perspective, any activity that is carried out must be evaluated to define to what extent it is capable of satisfying the demands, needs or expectations of its personnel, even more so when it comes to organizations that offer goods or services a community increasingly demanding in terms of receiving higher quality products, suitable for scientific and technological developments, with low costs and guarantees of minimum satisfaction of requirements. That is why processes must be evaluated so that the final result is as expected, without the need for re-elaborations that increase costs and waste time, money, resources, personnel to organizations that have not yet achieved the optimization of the final product.

Regarding the management of respondability, it can be pointed out that it is the way in which they are carried out, either through accountability as a way of controlling the needs of the industrial environment without affecting the activities. Likewise, managing the respondability is the way in which they surrender they count among the superiors to be able to improve the industrial quality. On the other hand [6], points out that it is directed to the systematic way of doing things. Management is a process where managers develop personal skills, which allow them to have interconnected actions in order to achieve the goals they want.

Now, the management of the respondabilidad is based on the way to manage the account surrenders of the activities developed within the projects. It is necessary to understand that the administration, direction, organization, optimization of results must be taken into consideration, which allow to see if the missions of the organizations are fulfilled. In many cases, the responsibility for the clashes of power between managers and employees is left behind, leaving their responsibilities and competencies aside. Likewise, in order to carry out said management, according to [6] it is necessary to consider the adminis-

trative processes such as:

a) Administration: The administration as part of the management of the respondabilidad allows the control of the work where the effectiveness is demonstrated when the activities of the projects are organized by skills or processes. It is recognized that specialization creates problems of coordination, however, the increase in productivity largely compensates for the difficulties. In another sense, to favor productivity, it is necessary to centralize specialized functions.

b) Direction: The direction of an industrial project is operated from a hierarchical position and, from there, a manager will try to do everything possible to achieve the objectives of it. However, the changes or means used for this should not be passed over the dignity of the staff. Relationships and time are fundamental for management activities. In fact, management reaches the bottom of managers' relationships with each of the people who work with them.

c) Organization: It constitutes an important part of the management of the respondabilidad. The function of the organization makes it possible for the plans to be carried out jointly and collectively among all the elements of the industry. It is to divide the work between people and groups and coordinate their activities. An industry is well organized if everyone knows clearly what their work is and if the parties fit together to perfectly develop the functions and achieve their objectives.

Project management and its implementation stages

Project management means that the improvement of the results in a category at the retail level will result in an improvement in the result of manufacturers' brands, which are integrated into that category. When analyzing project management, according to [7], it is the management actions through which activities are executed in order to achieve organizational efficiency and effectiveness. Therefore, it is understood how to allocate resources and coordinate such allocation based on the goals set. From the perspective of [8] the management process refers to the functions undertaken by managers, such as: planning, organization, management and control.

The management involves a management administrative process, through which the administration of companies fulfills its essential functions for the achievement of the objectives, including the planning used to combine the resources in order to plan new projects that may be profitable for the company, the organization in which all the resources with which the company counts are grouped, the direction in which the leadership actions are executed, guidance of the resources to achieve the efficiency of the work and the control through which the progress is quantified, as well as the achievement of the

outlined objectives is evaluated.

On the other hand, [2] points out that management means managing, understood as a definition of management, while managing is nothing more than managing the resources available to an organization or department of it, in order to achieve the objectives set. Efficiency, refers to the relationship between inputs and products, is doing things right, while effectiveness refers to deal with the culmination of activities. It is also a process established at all levels of the organization. Now, organizations that can use small projects in order to carry out a series of tasks in small order. For SMEs and micro businesses, especially in the creative industries, the management of minor projects can be an essential component of their core business.

Individuals and groups regularly use smaller projects as a means of offering a wide range of organizational results for low cash flow for the construction of small facilities. The implementation phase of the management model refers to the implementation of the actions stipulated or planned in the planning. The necessary resources are obtained after the project is successfully presented to financing entities. For [9], this phase can also be understood as project management, and although it is possible that the project has been presented individually, that is, as a natural person, where the project is presented for approval and execution before an institution. Within the phases of implementation, according to [10] are:

a) Time: In all project management time usually includes the processes necessary to achieve the completion of the project on time. Likewise, each of the processes implies the effort of all the members of the organization. Time is a decisive factor in managing the success of projects. Time is a space that is carried out in projects to efficiently carry out a project, in which all activities are limited and timed. That is, it is assumed that we will implement the project with a certain amount of money, within the stipulated time and within the agreed quality conditions for the deliverables.

b) Costs: In an economic analysis, the theoretically correct way to take into account the opportunity cost is to record each year the value that has been waived to use it in the project during that year. Taking into account the raised, the cost is not more than the resource sacrificed or lost to reach a specific objective. A cost (such as materials or advertising) is usually measured as the monetary amount that must be paid to purchase goods and services. A cost is incurred in the background of the project management model adopted by the organization.

c) Quality: If an organization talks about quality processes or products, it is necessary to know that quality is inherent to the service itself, however, it is the client who makes the assessment of it according to the context. There are parameters that can measure the speed, time accuracy, customer reaction, but these can change in time and space. If it is about recovering quality, it is necessary to resort to specific strategies, develo-

ping mechanisms to act from the beginning to the end of the process that generates the product or service supervising in all its stages until reaching a quality final product.

d) Security: Security includes the knowledge and attention shown as well as the skills to inspire credibility, trust, knowledge and courtesy. Trust is fundamental to achieve the conquest of the client's will. They explain that the central axis is limited to the interaction between the service in a climate of trust. The security in project management is the protection of each of the resources as well as the full compliance with the goals of the same. Also, the best strategy to achieve user loyalty is achieved by providing security in their interactions with the organization, avoiding failures in the service and also, through a safe organization, the kindness and respect of the staff quality is achieved, for which kindness can acquire strategic character.

Conclusions

Responsibility is an essential strategy because through the account performance the industry can manage the projects that are generated for the optimization and improvement of activities and creation of products. This allows a series of administrative actions that must operate jointly and in a harmonious way to obtain the desired results. That is to say, that this accumulation of tools must be conceived in an interrelated way to achieve the objectives that are pursued and that are expected to be achieved. These elements that intervene in the management model are oriented to the quality, safety and cost of the projects. It is important to point out that managerial elements involve inseparable processes, without marking a dividing sequence.

Responsibility can lead to the success of hiring which can be developed in detail the scope and execution plans of the selected option to allow the corporation to commit the funds or obtain the financing required to execute the project; in the same way, prepare the documentation that serves as the basis for detailed engineering; the contracting of the execution of the project and; confirm if the expected value of the project meets the business objectives. Project management is responsible for properly planning the hiring process, in order for this to occur before starting the actual contracting.

Likewise, with the respondabilidad one can coordinate the activities of purchase or acquisition that are realized in a management model, in which the organization is reflected for the improvement of the equipment and machineries. This activity is essential to achieve the execution (construction) of the project within the time and quality planned. This is achieved, basically, through the coordination of monitoring programs, control and assurance of quality of materials, some of the main activities are mentioned within this task, some practices that help achieve the objective.

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