

# Empirical Study of the Top Management, their Skills and Abilities Case: Firms in Cuernavaca, Morelos. Mexico

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**Abstract:** *The skills and abilities can be understood as theoretical and practical features that contribute to achieve excellent performance in a position or specific role within an organizational context (Irizar, 1997). The lack of skills and abilities of the senior management threaten the stability and existence of any organization. The purpose of this study was to identify these problems in the senior management of the companies of Cuernavaca, Morelos, which directly impact on their growth and development. A sample of 49 companies was selected using a sampling by proportion taking into account that in the city of Cuernavaca, Morelos there are 1.758 establishments, between micro, small and medium-sized enterprises. The design of the study was quantitative, cross-sectional and correlational; due describes the relationship between two or more variables, categories or concepts in a given time (Hernandez, Fernandez and Baptista, 2006). A questionnaire was used with a Likert-type scale with a reliability of 0.92 coefficient Cronbach's Alpha. This study is supported theoretically in Alles (2007), Ariza (2005), of Zubiria (2006), Hellriegel (2002), Levy-Leboyer (2003) and Pelekais (2008), among others. The results reported in the dimension of knowledge of the skills and management skills in the microenterprise in Cuernavaca, 79.71 % of the sample does not have; in small business, 80.11 % does not have. In the medium-sized enterprise, the 80.57 % of the people surveyed, agrees that the top management of their company doesn't have the concepts, disciplinary knowledge, contextual knowledge and procedural knowledge. On the dimension of the skills the 84.37% of micro-businesses surveyed, lacks of skills to apply the knowledge.*

**Keywords:** Skills, abilities, senior management, companies.

## 1. Introduction

The management of an organization with business purposes is a problem that falls on and is the responsibility of the executive, whether in the role of owner of the business or as the manager of the corporation. In both roles it is important to lead the organization to growth, development and a supposed perpetuity in a globalized world, in continuous change and competitive, in addition to the impact on the future of its employees and family members.

The way to administer the business needs of well-founded ideas, well argued and innovative, as well as executives trained to comprehend and act in a business environment, which learn day by day and in a systematic way the internal and external issues. Frequently, the executives and future leaders of organizations are trained by people of the same organization at best, but most of the times they only keep the daily practical experience by being in the corporation, which until that time, as leaders of the business and the business itself has allowed the corporation to remain within the environment, making these methods, not always the most appropriate to remain in a competitive manner. But, why is this topic very important?

Ninety five percent of the economically active population in Mexico in its majority is working in the PyMES and in the case of Morelos it is 97%, for this reason this work has as its main objective to alert governments and all those who are already or in the process of being owners or business administrators. To operate a PyME is difficult today and will be more so in the future, unless the knowledge around administrative processes becomes systematized, to be able to plan, organize, manage and control in an efficient manner. For those who expect to survive in a small business, it is not only necessary the hard work but also to do it in an intelligent manner. To achieve success they must review continuously the validity of the objectives of the business, its strategies and mode of operation, trying always to anticipate changes and adapting plans according to such changes.

Those who dare create a small business do it not knowing the market situation and its few possibilities to survive or in spite of them. Experience shows that from 50% to 65% of such businesses go bankrupt during the first year of activity, and not less than 90% before five years.

As statistical analysis reveal, 95% of these failures are attributable to the lack of competence and abilities to

manage corporations dedicated to the concrete activity that is being dealt with (IMCO, 2014).

The best way to prevent bankruptcies and walk on solid grounds, continuity and growth of the business is to recognize all those factors capable of compromising it. For this reason, a study was conducted for the Identification and Analysis of the Lack of Competences and Abilities of the High Management of corporations of Cuernavaca, Morelos; that impact directly on its growth, development and stability.

For this study, a sampling was carried out by population proportion taking into account that in the city of Cuernavaca, Morelos there are 1,758 establishments, of which 99% correspond to micro, small and medium corporations (1,744), of which a representative sample was taken for the study (SIEM, 2010).

In this study, five sections are presented; the introduction, in which the setting of the problem has been developed, the objective of the investigation, and the importance of the investigation; the second section presents the theoretical references that tackle the main concepts on the objective of the study. The third section presents the methodology that was followed and the data collection instrument employed to generate, analyze and discuss the results of the field work under the theoretical approach outlined, which take shape in the fourth section. The last section is the conclusions, in which the main findings are dealt with and analyzed under the theoretical approach and the remaining questions yet to be developed in this line of investigation.

## 2. Literature Review

At all times in the existence of corporations, the word productivity has been the most important part of business. But, what is productivity and how is it calculated? and above all...How to improve productivity? Nowadays the traditional image of the corporation has been modified as an "instrument to obtain benefits", considering the upper management as the people who have the human, material and financial resources that have to be used in a more convenient manner to achieve stated objectives:

- Economic: obtain benefits,
- Technical: produce goods that satisfy the needs of the market,
- Human and social: generate satisfaction to the personnel of the enterprise with adequate retribution and human treatment; and to the general public, offering good products and services.

But, in the face of such a dynamical competence provoked by the own needs of the organizational systems, the environment, and the technology; ¿what skills and abilities must the upper management have?

To achieve the proposed objectives, the corporation must develop varied activities that fundamentally may be grouped in functions, between them it is worth noting the technical function that creates or develops ideas about the products that they try to produce, and furthermore produces them thus achieving the main objective of the corporation. Another relevant function is to facilitate the creation of knowledge

and liberate the power of innovation (Krogh, Ichijo and Nonaka, 2001), where the administration to the facilitation of knowledge is essential in the upper management.

Upper management is ultimately responsible of the failure or success of a corporation in achieving the performance expectations at least every three months. The positions in upper management include the general director (CEO), the president, the vice president and the administrators.

The owner or owners and where appropriate the general director, hires and appoints the members of the team in upper management as guides, innovators and implementers. Upper management truly represents the face of the corporation. It develops the forms and work dynamics, business policies, goals and objectives, as well as good government practices in a joint effort with the board of directors, on which it relies on. It must be attentive and decisive, because its decisions determine the future of the corporation. It must have integrity and adhere to a high moral standard, and have a long term view, have an open mind and manage in a responsible manner. It must have passion for the corporation and express it with a positive attitude.

On the other hand, business administration is a problem that falls on the executive and is mainly his responsibility, whether in the role of business owner or as manager of the corporation.

In both roles it is important to take the organization to a promising growth and future development that is generally limited, and based on the studies and experiences acquired throughout the years, now in this globalized world, in continuous change, they are not enough.

The way of managing the corporations needs innovating ideas and executives trained to understand the business environment, however, there are executives who many times do not have the adequate resources to get training or transmit the knowledge and abilities necessary to manage a business.

It is important to study the skills and abilities of upper management and it has been more so since the experts and scientists of the organizations have caused it, and the recommendations to upper management have been decisive.

It is not enough to have empirical or everyday knowledge, nor the academic formation, but should know the investigation of structure, strategy, culture, human resources, digitalization of the environment, culture audits, information systems, architectures of its human resource, mapping techniques of the human resource, prediction models (Drucker, 1968; Foulkes, 1975; Burack & Smith, 1977; Watson, 1977; Legge, 1978; Rowland & Summers, 1981; Baird & Meshoulam, 1984), models on managerial skills (Fernández Bravo, (2011), digital skills, (HoiCanul, 2012), competitive strategies (Narvárez&Fernández, 2008), skills on strategic models of systemic organizational fidelization (Fernández, 2013) among many other skills and abilities.

Among the works that we can consider pioneers in the subject are those of Galbraith and Nathanson (1978), Niniger (1981) or Schuler (1981); the investigation of upper management is now explained as a basic element in the formulation and implementation of managerial strategies that could not only raise and equilibrate the corporation, but also perpetuate it.

Due to the lack of theoretical frameworks related to management (Zedeck & Cascio, 1984; Dyer, 1985; Bacharach, 1989), the discipline had to progressively incorporate arguments and methodologies from very diverse scientific fields, such as strategic management, economic theories and organization, and even sociological and psychological approaches (McMahan, Virick & Wright, 1999).

On this basis, in the last 20 years it has increased substantially the number of proposed models to explain the importance that looks at upper management as a study phenomenon not as a function of importance but vital. The literature reviews proposed by Wright and Macmahan (1992) or Jackson and Schuler (1995), as well as the special issues dedicated to this subject in journals such as the *International Journal of Human Resource Management* (1997-2014) or the *Human Resource Management Review* (1998-2013) contributed and keep contributing to the development of the discipline reordering the models proposed up to now and bringing together the most relevant contributions. Theoreticians such as Deming (1993), Crosby (1998), Juran (1990), Feingenbaum (2001), Ishikawa (2001) among others; they also mention the importance to do research about upper management.

As a consequence of the evolution process described, the investigation on the organizational leaderships, upper management takes shape as a discipline characterized by the multiplicity of theoretical approaches, methodologies and research interests (Wright & McMahan, 1992); Mejia-Giraldo et al. (2013) support and contend that importance. Deloitte expresses in a document called Tendencies of Human Resources 2013 and 2014 for Mexico, that some of the most important tendencies is the challenge to develop talents and the development of upper management. Therefore, it is still necessary to make an effort to value the advances reached and integrate the literature that has tackled this organizational function.

In general, most of the conceptualizations of upper management research that have been proposed (Fisher, 1989; Mahoney & Deckop, 1986; Wright & Boswell, 2002) coincide in distinguishing two complementary forms to understand the function:

1. A micro orientation, centered in the analysis of the performance of each of the practices of the manager and,
2. A macro viewpoint, focused towards the study of the strategic role played by the manager.

The strategic approach in research about upper management is linked directly to the organizational competitiveness (Wright & McMahan, 1992; Ferris et al., 1999; Delery & Shaw, 2001; Wright & Boswell, 2002). This perspective therefore

requires considering theoretical concepts that exceed the strict scope of upper management (Jackson & Schuler, 1995; McMahan et al, 1999). For this reason, recently there have been incorporated, arguments from strategic, economic and sociological thinking, for example the theories of the agency or the costs of transaction (Barringer & Milkovich, 1998; Gómez-Mejía, Tosi & Hinkin, 1987; Lepak & Snell, 1999; Romero & Valle, 2001), the view of the corporation based on their sources and skills (Balkin & Bannister, 1993; Harrel-Cook & Ferris, 1997) or the institutional theory (Eisenhardt, 1988; Gooderham et al., 1999; Scott & Meyer, 1994).

By the same token, the current research on DRH (Management of Human Resources) draw on the contributions from other theoretical fields, such as the theory of behavior (Huang, 2001; Jackson, Schuler & Rivero, 1989; Schuler & Jackson, 1987 a, b); Schuler, 1987; Sparrow et al., 1994; Tubre & Collins, 2000), the theory of open systems (Snell, 1992; Wright & Snell, 1991; Zedeck & Cascio, 1984;), as well as other more recent approaches such as the approaches on human capital (Cascio, 1991; Lepak & Snell, 1999; Snell & Dean, 1992; Wallace & Fay, 1988) and social capital (Adler & Kwon, 2002; Leana & Van Buren, 1999; Nahapiet & Ghoshal, 1998), Behavioral Theory-Traits Theory (Stongdill, 1970), responsibility of upper management in the framework of development of its actions and decisions (Chinchilla Hernández, 2013).

If we want to set a root example, of a study in relation to upper management we have the following. In his study of the manager activities, Professor Henry Mintzberg (in Robbins and Decenzo, 2002) observed that the working day of a manager is divided into a series of brief episodes. These just let him to have periods of time long enough to tackle, without interruptions, the tasks of planning, organization, leadership and control of human material and financial resources of the corporation.

In his investigations, Professor Mintzberg is covered that the manager only devotes 5% of his time to tasks that last more than one hour. And, which are these tasks and fragmented activities that managers carry out everyday? In a detailed survey, managers and executives were asked to order in their relative importance 57 tasks related to the management and operation of a company. As the analysis of the results show, the main functions of a manager are seven:

- 1) Manage the individual performance (supervision)
- 2) Instruct his subordinates (teaching and training)
- 3) Represent his staff (representation and support);
- 4) Manage the group performance (facilitation);
- 5) Plan and assign resources (decision making);
- 6) Coordinate interdependent groups (collaboration);
- 7) Carry out the control and follow up of the business environment (examination).

These seven functions in management are common in all the levels of management in any company. What varies significantly is the relative importance attributed to these tasks, as well as the time devoted by managers to each one of them, within the different levels of the organization. The investigations carried out show that tasks 1 and 2 are the most important to lower rank supervisors, tasks 3,4, and 5 are

the ones occupied by middle management and, finally, tasks 6 and 7 are the ones that monopolize the time of upper managers, but the importance attributed to each of them is related to their hierarchical level within the organization.

Following up with the theoretical interest around upper management, in the future, the work place would be transformed in order to obtain greater agility, efficiency, flexibility, and a greater degree of interest. The control structures of the organization based on the notion of order and control are paving the way to others that give priority to participative management systems and the process of empowerment of the employees. Those managers that only feel comfortable exercising their authority are being trained, or they are replaced by those that give priority to collaboration of their subordinates and to teamwork. (Deloitte, 2013, 2014; Gómez, S. M. M., 2011; Marcano & Finol, 2007; Toquica, 2013 and many others).

Today the speed of changes in the tasks of the manager is changing and increasing due to the changes in staff. The organizations are increasingly faced to issues related to the diversity of their workforce, its training and instruction, as well as its culture, values and beliefs. The diversity of the staff would manifest in age differences, sex, life style preference and personal and religious values. Similarly, customer expectations are changing, clients are only backing up those companies that offer goods and services with higher quality at the best price. This is the era of management of knowledge and analysis of the development of the human resource.

Changes in organizations are the result of the gradual weakening of commercial barriers and the instantaneous and almost perpetual movement of capital, competition shoots up and makes companies seek new sources of competitive advantages. In this way, they carry out downsizing (staff reduction), redesign their processes, establish strategic alliances, modify their organizational structures, try to compete in a global market, pursue a minimal vertical integration and adopt new information systems and technologies. They exercise pressure on the staff, in order to increase performance and productivity, at the same time that they expect the employees to take on responsibilities, take minor decisions and find creative solutions to the problems that affect the organization. These complex forces break down the traditional definition of the functions of managers and demand they become creative, ingenious, inspiring, facilitators and collaborators.

The theories, methods and techniques of the science of management, of organizational theory and related organizational studies help to solve problems in the organizational environment. The knowledge of the theoretical frameworks on the organization helps understand the new advances in the field of organizational evolution. To understand these frameworks, helps to evaluate more efficiently the proposed solutions to the functioning problems of organizations.

To the extent that the complexity of organizations in which we live and work increases, we need new knowledge on its evolution and change processes. This knowledge can help us

understand the conditions that regulate survival, growth, as well as the decline of the organizations.

It is for this reason that we must know those skills and abilities that are changing from the needs of the environment. And that are necessary to learn for the improvement of the direct factors that affect productivity, in order to always obtain the most optimal result for the company.

### 3. Skills and Abilities

The following lines concentrate the result of a review of the bibliographical and documental investigation, based on the opinion of several authors with respect to the skills, from the perspective of management and its implication on the organizations of high performance, in this study significant contributions were considered from the arguments of Alles (2007), Ariza (2005), De Zubiria (2006), Hellriegel (2002), Levy-Leboyer (2003) and Pelekais (2008).

According to Alles (2007), skills refer to the personality characteristics, given rise from behaviors that generate a successful performance in a job position.

According to Pelekais (2008), the manager is who manages the company, the one who keeps an eye on everything that merit the functionality of the organization, and his functions are: planning, organization, management, control, and as a whole it is known as administrative process.

Globalization, the lack of the government capacity to support the businessmen, as well as the technological change are creating new forms of competition; the deregulation is changing the manner of managing the financial sector or universal banking specifically; the markets are becoming more complex and unpredictable and, the flow of information in an interconnected world are allowing corporations face their adversaries quickly.

This accelerated competition brings us to a reflection, and indicates that it is no longer possible to wait for an action of a competitor to decide how to react. The management of the organizations must anticipate and prepare itself to face any eventuality. Gillezeau (2001) points out in his investigation titled *The Values*, the communication and leadership, foundations of the culture in the evolution of smart organizations, as established the presence of the shared values (authentic commitment, solid competitiveness, credibility, honesty, respect, humility and justice), a humanized communication, a transformational leadership and the degree of satisfaction of external clients, as well as the suppliers in the culture of smart corporations.

Segovia, L. (2000), in the investigation entitled *Managerial and Organizational Profile*, established a proposal of management actions based on the approach of smart organizations. On the other hand, the methodology of the study was oriented as a non-experimental design, of the type cross-sectional descriptive field study, choosing as a population 17 people who occupy the position of managers in various chosen organizations. In the collection of data, a questionnaire was utilized made up of closed questions with

five alternative responses, under the Likert scale, allowing to obtain in this manner the elements and characteristics of this staff and the organizations in which they worked, in order to propose the ideal profile later on. The theoretical base chosen for the investigation was made up of the approaches put forth by Peter Senge (1998), about smart organizations. In connection with the obtained results, it is proposed that the managers be people with high degree of leadership and that they provide acknowledgement and motivation to the achievements of the workers and worry about the innovation in the methods of the organization, as well as offer the possibilities for developing their knowledge and skills in the solution of problems.

The above is added as antecedent to this investigation since it is perceived as a contribution, like the innovator profile of the manager, it is coupled in a proactive manner to the smart organizations, sowing leadership, knowledge and vision of the future in favor of the productivity of the organization. Other theoreticians and researchers like Africano, E. (2003), Carrasco, M. (2003), Madrigal (2006), Whetten and Cameron (2005), Drucker, cited by Stein (1999), Robbins-Coulter, (2006), claim all of these possibilities for the study of skills and abilities of upper Management.

That said, in order to help managers to run the businesses, it is necessary to define what are the factors that influence in their provisional and organizational performance, as well as the managerial skills they must possess, develop or reinforce, with the purpose that in identifying these factors, they are taken into account and impact directly on the managerial training. For this, the following methodology was utilized.

#### 4. Methods And Materials

The design of the study is non-experimental, transversal, descriptive and correlational, because data was collected at only one time without the intention of controlling the variables, with the purpose of being able to describe the lack of skills and abilities in the upper management, the possible differences for the diverse subgroups; and it was verified if a correlation existed between the dimensions of the instrument and the age and seniority of the individual in the organization, with the purpose of presenting a general diagnostic on the problem area (Hernández, Fernández and Baptista, 2006). The study population chosen was the owners, managers and attendants of the corporations of Cuernavaca, Morelos, Mexico.

#### Research Design

We used a quantitative methodology. The selection of the sample was made from an estimate by interval of a population proportion. The size of the sample was

48.55890671 taken from small, medium and large companies that operate in the city of Cuernavaca, Morelos, Mexico. We rounded this figure to the proximal integer value, 49 surveys were applied to the companies already mentioned.

The sample was assigned in a proportional manner to the findings of the Project/surveys in homes; National Survey of Occupation and Employment, Data Interactive Inquiry, employed population. (Siem, 2010). In the case of the selection criteria of the participants, it will be determined by the following inclusion criteria:

- Managers and attendants of businesses
- Men and women
- Indistinct age
- Indistinct academic formation

The quantitative design type was transversal correlational, in so far as it describes the relation between two or more variables, categories or concepts in a certain moment (Hernández, Fernández and Baptista, 2006). A quantitative instrument for the collection of data was worked out for the purpose of fulfilling the objectives of the investigation. A questionnaire was utilized with a Likert type scale, with a 0.92 Cronbach's alpha coefficient of reliability.

The selection of companies was carried out in a systematic manner with the purpose of including in the sample at least one company of each size. It is necessary to indicate that even though the sampling was carried out in a systematic manner, this included an additional 2% of the indicated sample, to guarantee the representativeness of the sample caused by a possible loss of data (Table 1).

It can be seen that most of the surveyed companies belong to the micro enterprise size, with 23 companies that represent 46% of the sample, 19 small companies that represent 38%, and medium companies 16%.

**Table 1:** Number of enterprises surveyed by size of the organization

<i>Size of the organization</i>	<i>Count</i>	<i>% of N from the column</i>
Microenterprise	23	46.00%
Small Enterprise	19	38.00%
Medium Enterprise	8	16.00%
<i>Total</i>	50	100.00%

*This table shows the frequency and percentage of the surveyed enterprises by size of the organization.*

#### 5. Results

According to the tasks of the managers under the perspective of Henry Mintzberg, shown below:

**Table 2:** Tasks of managers under the perspective of Mintzberg and the questions that correspond to the instrument applied

Manager tasks under the perspective of Henry Mintzberg	Question (Question number in the instrument (Q. #))
Manage the individual performance (supervision);	Human resources control. (Q. 53)
	Supervision of individual performance. (Q.58)
Instruct their subordinates (teaching and training);	Create and apply regulations. (Q.57)
	Teaching and training. (Q. 59)
Represent the staff they are in charge of (representation and support);	Provide organizational structure. (Q. 56)
	Representation and support. (Q. 60)
Manage the performance of the group (facilitation);	Facilitation of group performance. (Q. 61)
	Decision making to plan and assign resources. (Q.62)
Plan and assign resources (decision making)	Planning of the Company (Q. 48)
	Financial resources control. (Q. 54)
	Material resources control. (Q. 55)
Coordinate interdependent groups (collaboration);	Organization of the company (Q. 49)
	Apply leadership. (Q. 52)
	Coordination for group collaboration. (Q. 63)
Carry out the control and follow up the business environment (examination);	Company management. (Q. 50)
	Company control. (Q. 51)
	Examination (Control and follow up of the company environment). (Q. 64)

**Source: Self elaboration**

The variables were grouped into the following dimensions, and a correlational bivariate analysis was carried out according to (Hernández, 2013) with the purpose of finding

relations between such dimensions. The software used was SPSS version 20. The results are shown below:

**Table 2:** Correlational bivariate analysis according to (Hernández, 2013)

	Supervision	Teaching and Training	Representation and support	Facilitation	Decision making	Collaboration	Control
<b>Supervision</b>							
Pearson Correlation	1	0.694**	0.821**	0.695**	0.636**	0.813**	0.748**
Sig. (bilateral)		0.000	0.000	0.000	0.000	0.000	0.000
N	50	50	50	50	50	50	50
<b>Teaching and training</b>							
Pearson Correlation	0.694**	1	0.842**	0.633**	0.629**	0.687**	0.643**
Sig. (bilateral)	0.000		0.000	0.000	0.000	0.000	0.000
N	50	50	50	50	50	50	50
<b>Representation and support</b>							
Pearson Correlation	0.821**	0.842**	1	0.756**	0.635**	0.781**	0.747**
Sig. (bilateral)	0.000	0.000		0.000	0.000	0.000	0.000
N	50	50	50	50	50	50	50
<b>Facilitation</b>							
Pearson Correlation	0.695**	0.633**	0.756**	1	0.760**	0.805**	0.878**
Sig. (bilateral)	0.000	0.000	0.000		0.000	0.000	0.000
N	50	50	50	50	50	50	50
<b>Decision making</b>							
Pearson Correlation	0.636**	0.629**	0.635**	0.760**	1	0.763**	0.753**
Sig. (bilateral)	0.000	0.000	0.000	0.000		0.000	0.000
N	50	50	50	50	50	50	50
<b>Collaboration</b>							
Pearson Correlation	0.813**	0.687**	0.781**	0.805**	0.763**	1	0.839**
Sig. (bilateral)	0.000	0.000	0.000	0.000	0.000		0.000
N	50	50	50	50	50	50	50
<b>Control</b>							
Pearson Correlation	0.748**	0.643**	0.747**	0.878**	0.753**	0.839**	1
Sig. (bilateral)	0.000	0.000	0.000	0.000	0.000	0.000	
N	50	50	50	50	50	50	50

\*\*. The correlation is significant at the level 0.01 (bilateral).

**Source: Elaborated from the results obtained from the instrument.**

All the dimensions are correlated to 99%, excelling those highlighted in yellow in the previous table, the dimensions that denote the highest correlations are Facilitation and control (0.878), Teaching-Training and Representation-support (0.842), and Collaboration-Control (0.839).

Below are shown the results obtained in the micro, small and medium enterprise.

**Table 3:** Frequencies and percentages corresponding to the managerial skills in the micro enterprise

	Knowledge		Abilities		Attitudes		Values	
	Fr	%	Fr	%	Fr	%	Fr	%
TA	1	4.33%	1	5.05%	1	3.58%	1	5.40%
PA	4	15.93%	3	12.12%	3	11.60%	2	8.65%
PD	10	43.97%	7	31.69%	7	31.15%	7	30.43%
TD	8	35.74%	12	51.08%	12	53.62%	13	55.43%
Total	23	100.00%	23	100.00%	23	100.00%	23	100%

*(TA= Completely agree, PA=Partially agree,  
 PD=Partially disagree, TD=Completely disagree)*

As far as the dimension of knowledge is concerned, it may be observed that 79.71% of the surveyed people, share the idea that upper management in their company does not have the concepts, disciplinary know how, contextual know how, procedural know how, that is to say, they do not have the analysis capacity, organization and planning capacity, besides they do not know business administration, the functional areas of the organization, for example: marketing, finances, human development, as well as the ability to identify and solve problems, they also lack knowledge in the use and handling of TIC's; lack of management and knowledge capacity, they also ignore the context of the culture where their human resources come from.

Regarding the dimension of the abilities 82.77% of small companies surveyed, lacks the abilities to apply the knowledge to communicate orally and in writing, to share information in the organization, to define indicators of management, to define priorities, to set objectives and create a vision, to carry out and promote work as a team, to work in contexts, local, regional, national and of course international; lack of ability to hold interpersonal relationships within the Company, also, problems to evaluate and give feedback to their collaborators, problems to identify and take advantage or innovation opportunities, as well as problems of adaptation to new situations; problems of creativity, problems of leadership, problems to make decisions, for the effective management of time and show problems of tolerance in the face of failure; and lack ability of public relations, among others.

Regarding the dimension of the attitudes, it has been found that 84.77% shows having attitude problems, in other words, the way that an individual adapts in an active way to his environment, a product of a behavioral process, effective and behavioral, as for example: problems of motivation for quality, problem with attitude and recognition of diversity, attitude and self-learning problems, lack of initiative and entrepreneurial spirit, and problems in their personal grooming.

And in the values dimension, 85.86% of the surveyed denotes lack of commitment to the organization, its mission and its vision, problems of sensitivity for environmental issues, there is no ethical commitment and show problems with sense of responsibility.

**Table 4:** Frequencies and percentages corresponding to the managerial skills in the small enterprise

	Knowledge		Abilities		Attitudes		Values	
	Fr	%	Fr	%	Fr	%	Fr	%
TA	1	5.27%	0	1.76%	0	0.00%	0	1.33%
PA	3	14.61%	2	9.66%	2	7.92%	2	11.85%
PD	7	36.82%	7	36.62%	7	35.07%	5	25.00%
TD	8	43.29%	10	51.97%	11	57.03%	12	61.83%
Total	19	100.00%	19	100.00%	19	100.00%	19	100.00%

*(TA=Completely agree, PA=Partially agree  
 PD=Partially disagree, TD=Completely disagree)*

As far as the dimension of knowledge is concerned, it may be observed that 80.11% of the surveyed people, coincide in that the upper management in their company does not have the concepts, disciplinary know how, contextual and procedural know how, that is to say they do not have the analysis capacity, organization and planning capacity, besides they ignore business administration, the functional areas of the organization, for example: marketing, finances, human development, as well as the ability to identify and solve problems, they also lack knowledge in the use and handling of TIC's; lack of management and knowledge capacity, they also ignore the context of the culture where their human resources come from.

Regarding the dimension of the abilities 88.59% of small companies surveyed, lacks the abilities to apply the knowledge to communicate orally and in writing, to share information in the organization, to define indicators of management, to define priorities, to set objectives and create a vision, to carry out and promote work as a team, to work in contexts, local, regional, national and of course international; lack of ability to hold interpersonal relationships within the Company, also, problems to evaluate and give feedback to their collaborators, problems to identify and take advantage or innovation opportunities, as well as problems of adaptation to new situations; problems of creativity, problems of leadership, problems to make decisions, for the effective management of time and show problems of tolerance in the face of failure; and lack ability of public relations, among others.

Regarding the dimension of the attitudes, it has been found that 92.10% shows having attitude problems, in other words, the way that an individual adapts in an active way to his environment, a product of a behavioral process, effective and behavioral, as for example: problems of motivation for quality, problem with attitude and recognition of diversity, attitude and self-learning problems, lack of initiative and entrepreneurial spirit, and problems in their personal grooming.

And in the values dimension, 86.83% of the surveyed denotes lack of commitment to the organization, its mission and its vision, problems of sensitivity for environmental issues, there is no ethical commitment and show problems with sense of responsibility.

**Table 5:** Frequencies and percentages corresponding to the managerial skills in a medium enterprise

	Knowledge		Abilities		Attitudes		Values	
	Fr	%	Fr	%	Fr	%	Fr	%
TA	0	1.39%	0	1.04%	0	2.08%	0	0.00%
PA	1	18.06%	1	14.58%	1	14.58%	0	3.13%
PD	3	38.89%	3	40.10%	3	35.42%	5	56.25%
TD	3	41.67%	4	44.27%	4	47.92%	3	40.63%
Total	8	100.00%	8	100.00%	8	100.00%	8	100.00%

(TA=Completely agree, PA=Partially agree,  
 PD=Partially disagree, TD=Completely disagree)

Regarding the dimension of knowledge, it may be observed that 80.57% of the surveyed people, coincide in that the upper management in their company does not have the concepts, disciplinary know how, contextual and procedural know how, that is to say they do not have the analysis capacity, organization and planning capacity, besides they ignore business administration, the functional areas of the organization, for example: marketing, finances, human development, as well as the ability to identify and solve problems, they also lack knowledge in the use and handling of TIC's; lack of management and knowledge capacity, they also ignore the context of the culture where their human resources come from.

Regarding the dimension of the abilities 84.37% of small companies surveyed, lacks the abilities to apply the knowledge to communicate orally and in writing, to share information in the organization, to define indicators of management, to define priorities, to set objectives and create a vision, to carry out and promote work as a team, to work in contexts, local, regional, national and of course international; lack of ability to hold interpersonal relationships within the Company, also, problems to evaluate and give feedback to their collaborators, problems to identify and take advantage or innovation opportunities, as well as problems of adaptation to new situations; problems of creativity, problems of leadership, problems to make decisions, for the effective management of time and show problems of tolerance in the face of failure; and lack ability of public relations, among others.

Regarding the dimension of the attitudes, it has been found that 83.34% shows having attitude problems, in other words, the way that an individual adapts in an active way to his environment, a product of a behavioral process, effective and behavioral, as for example: problems of motivation for quality, problem with attitude and recognition of diversity, attitude and self-learning problems, lack of initiative and entrepreneurial spirit, and problems in their personal grooming (appearance).

And in the values dimension, 96.88% of the surveyed denotes lack of commitment to the organization, its mission and its vision, problems of sensitivity for environmental issues, there is no ethical commitment and show problems with sense of responsibility.

## 6. Discussion

Men hold most of the management positions and managerial skills are essential as the organizational structure scale.

It is noteworthy that the informational and teamwork skills are not considered essential for decision making at intermediate and operating levels. The preliminary result, even as exploratory study, allows us to observe a space to improve the perception of management for skills development. The novelty of terminology "competency management" may cause the interest of the organization for the development of skills or rejection of it. Both cases are conditioned by the existing and prevailing culture in the organization.

Either way, it worth trying at least knows, deepening regarding skills management model and its way of application. It is a form of organization to better meet its present, thus achieving a strategy for the future. Secondary skills according to classification given in the Methodology section are skills that result from a mixture of primary skills, and regarding Hellrigel and Mintzberginter personal interaction skills, informational and decision on the scale of management levels is confirmed from the top management to operation management.

## 7. Conclusions

This study concludes that it is necessary to review public policies and programs regarding support for training and instruction in upper management in PyMES, in addition to a serious and systematic links between public universities and investigation centers that exist in Cuernavaca, Morelos in order to articulate them with the solution of problems in the PyMES.

In relation to the results, these are valid for the population under study in which it was carried out. However, it is expected that the methodology may be extrapolated to other companies in Mexico, or allow the generation of comparative studies between various states in Mexico, which perceive this problem area.

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