

Management by processes linked to the preparation of development and innovation projects in the physical education, sports, physical culture and recreation
La gestión por procesos vinculado a la elaboración de proyectos de desarrollo e innovación en la educación física, deporte, cultura física y recreación

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Reception date: October 27, 2023

Acceptance date: December 5, 2023

ABSTRACT

Local development is an issue that affects all Cubans. The economic and social conditions that developed after the fall of the socialist camp and the USSR forced us to rethink the strategies followed until that moment to promote the development of the nation. Local development is presented as a possible alternative to the crisis that the country has experienced since the 1980s. The research presents a strategy for process management linked to the elaboration of development and innovation projects. in physical education, sports, physical culture and recreation that will allow agility and quality.

RESUMEN

El desarrollo local, es un tema que toca a todos los cubanos, las condiciones económicas y sociales que se desarrollaron a partir de la caída del campo socialista y la URSS, obligaron a replantear las estrategias seguidas hasta ese momento para promover el desarrollo de la nación; el desarrollo local se presenta, como una posible alternativa a la crisis que ha experimentado el país a partir de la década de los años 80. En el investigación se presenta una estrategia para la gestión por procesos vinculado a la elaboración de proyectos de desarrollo e innovación en la educación física, deporte, cultura física y recreación que permitirá agilidad y calidad

Keywords

Local development; Management; Project; Strategy.

Palabras clave

Desarrollo local; Gestión; Proyecto; Estrategia.

INTRODUCTION

Talking about local development in Cuba is providing a different perspective on a strategic issue in the current context.

Among the priorities of the country and that the leadership of the Party and Government of the municipality assume as theirs is the management related to the comprehensive development of the territory, thus in the guidelines of the economic and social policy of the Party and the Revolution, in its guideline 37 points out: the development of local projects, led by the Municipal Administration Councils, especially those related to food production, constitutes a work strategy for municipal self-sufficiency, favoring the development of mini-industries and service centers, where the principle of financial self-sustainability will be the essential element, harmoniously compatible with the objectives of the National Economy plan and the municipalities. Once implemented, local projects will be managed by economic entities located in the municipality.

Also on the subject, guideline 132 refers to: perfecting the organizational, legal and institutional conditions to establish types of economic organization that guarantee the combination of scientific research and technological innovation, rapid and effective development of new products and services, their efficient production with quality standards. appropriate quality and internal marketing and export management, which results in a contribution to society and stimulates the reproduction of the cycle. Extend these concepts to the scientific activity of universities, a task in which Guantánamo University is a reference today.

Local Development Management is defined as... the integrated action of the management functions (planning, organization, command and control), so that a coordinated procedure of the local government is achieved, aimed at harmonizing the widest possible use of natural sources. of local development.

The challenge is to strengthen local management capacity to stimulate productive investment, improve infrastructure, safeguard the environment and improve the quality of life of the families who live there. Today no one questions the importance of citizen participation in solving problems and the relationships between socioeconomic activities and the environment. Territorial management is what allows the economic, social and environmental aspects to be articulated and harmonized.

In this sense, the sports sector does not escape this intention, its success will be in the capacity of its institutions in general, namely Sports Combines and other organizational structures, of the teams and reserves, of the professional and technical specialists to develop projects adjusted to

the needs of the services, suitable for self-financing from local resources, self-sustaining and generating profits from the commercialization of their services.

The sports sector in Caimanera has teaching potential that can respond to the demands of these times, for which it will be necessary to work with audacity and intelligence, projecting its relevance based on short and medium-term work.

The idea of introducing a work system through process management will allow agility and quality in the project development process, which would start from the organized operation of the Sports Project Management Group (GGPD), a specialized structure of the municipal management of INDER.

What is meant by processes?

Set of actions, decisions, activities and tasks that are chained in a sequential and orderly manner to achieve a result that fully satisfies the requirements of the client to whom it is directed,

Process management is a different way of directing organizations. It moves from a vertical vision of the organization to a horizontal vision that allows the organization to be managed not as a group of heterogeneous functions, but as a system made up of flows, processes, that They satisfy the “reasonable” needs and expectations of the recipients.

The work presents a methodological and organizational proposal for management based on the process approach, which, according to the authors' considerations, would efficiently guarantee taking into account the demands of guideline 37 of the economic and social policy of the Party and the State, the formation of the project portfolio of the municipal management of INDER and others, which today constitutes a felt need based on the development of the activities of Physical Education, Sports, Physical Culture and Recreation.

AIM

Organize and implement a work strategy through process management, which allows increasing the management capacity of managers, team reserves and specialists of sports teams and other organizational structures, through the development of professional skills linked to the preparation of community sports projects for local development.

DEVELOPMENT

Methods used.

Empirical methods:

Document analysis: aimed at searching for conceptual cores to characterize the state of process management in productive and service activity, its historicity, experiences in its implementation at the national and international level.

Participant observation: focused on observing some service processes linked to the demands of the client or population, the demands focused on quality, their organizational procedures and the main economic indicators that in some way support the strengths and weaknesses in the fulfillment of their social mission.

The work organizes the processes that must guarantee the INDER project portfolio from four levels of management, with its corresponding organizational structure and its particular functioning, expression of vision, appropriate use of time and resources and assurance in the quality of each of the processes that comprise it.

Below we make the organized idea explicit:

1st LEVEL:

1st PROCESS.

- INDER management requests the portfolio of development and innovation projects from the GGPD.

2nd PROCESS.

- Analysis and approval of the projects evaluated by the project management group for implementation in the agreed period.
- Preparation for presentation to CAM
- Formation of the project portfolio.

2nd LEVEL:

1st PROCESS.

- The Deputy Teaching Director of INDER proceeds to the formation of the Sports Project Management Group, with the purposes of making it functional and that its organizational actions allow progress in accordance with the work dynamics of these times. For this objective, it will be necessary to exhaustively review and study the technical-methodological guidelines that the higher body has indicated for the purposes of the operation of this body, update it and adapt it as much as possible to the historical context

and the characteristics of the territory with special regulations. , as well as mastering in a special way the approved methodology for the preparation and implementation of development and innovation projects and other forms of management. Consequently, it is activated in:

- Check the mastery of the selected person's functions within the special body.
- Commitment and consecration that the task requires.

Structure and functions of the GGPD.

It will be directed by the Teaching Assistant Director, and made up of representatives of the Sports Teams and other organizational structures, methodologically accompanied by advisors from the Municipal University Center.

Its functions are the following:

Prepare a strategic diagnosis related to the mission, vision and development perspectives of the sector in the territory. (Potentials, human resources, etc.)

- Prepare prioritized lines and strategic objectives in the short and medium term.
- Provide training on Project Formulation, Implementation, Evaluation and Economic Feasibility.
- Receive and evaluate projects for selection and presentation to CAM. Create a project bank.
- Monitor and control financial resources and other materials that are assigned to projects.
- Control the execution of projects according to schedule and ensure compliance with current provisions.
- Develop an institutional self-financing scheme based on the profits that are obtained, to start new projects.

2nd PROCESS

Plan, convene, organize and develop the Workshop for the identification, validation of project ideas and work guidelines, a process that will allow the territorial strategic diagnosis to be carried out, determine the endogenous and exogenous factors that would allow the development potential to be assessed and define the priorities and work projections in the short and medium term (SWOT matrix and prospective programs such as the MIC-MAC).

SHORT TERM PROJECTIONS:

- The formation of the portfolio of development and innovation projects and other forms of management projects.

- Projects associated with national programs.
- Business projects.
- Institutional projects.
- Training, coaching and counseling actions.
- Promotion, organization and holding of workshops for the presentation and validation of development and innovation project profiles and other forms of management.

MEDIUM-TERM PROJECTIONS:

- Improvement of the project portfolio and expansion with other types of projects for the comprehensive management of institutional development:
- Projects for socio-community development.

3rd PROCESS.

- Analysis and approval of the projects presented by the Sports Teams and other institutions.
- Preparation for presentation at the GGPD meeting.

3rd LEVEL:

1st PROCESS.

- Training, training and advice in the activity of development and innovation projects and other forms of management.

4th LEVEL:

1st PROCESS.

- Based on the results of the strategic diagnosis of the sports sector, sports teams, etc., they plan, organize and carry out workshops for the presentation and validation of project ideas.
- With the purpose of guaranteeing quality and approximation to methodological requirements, a member of the sport project management group participates.

2nd PROCESS.

- Preparation of the project by the group of experts organized in the sports team and other organizational structures.
- Promotion and dissemination in the work group, which would engender a moral commitment as each actor knows what he would contribute from his work position. (Union Assembly).

3rd PROCESS.

- Presentation and approval at an official meeting of the Sports Combine (a member of the GGPD or the project management group of the Municipal University Center participates).

Strategy deployment:

TASKS	RESPONS.	LEADERSHIP	PARTICIPATION	DATE
1. Designate in the Sports Teams and other organizational structures a competent person responsible for the organization of the task.	INDER Director	Teaching Assistant Director	Assistant Teaching Director, combined directors and others.	2023
2. Development of training on development and innovation projects, and other models. (includes workshops)	INDER Director	INDER Director	CUM and designees of the expert group.	2023
3. Evaluation of the process of preparation, approval and implementation of projects in the Sports Project Management Group.	INDER Director	Teaching Assistant Director	GGPD members	Monthly
4. Analysis every two months at the Board of Directors meeting, with the following agenda: ➤ Project preparation and approval process. ➤ Implementation process of approved projects. ➤ Analysis and evaluation of the results.	INDER Director	Teaching Assistant Director	Board of Directors and Members of the GGPD	C/two months
5. Presentation to the Municipal Local Development Group (GMDL) for validation and approval.	INDER Director	Teaching Assistant Director	Authors and Members of the GGPD	According to the Mayor's Work Plan.

ECONOMIC AND SOCIAL VALUATION.

The work presented has a significant impact on the purpose of the INDER Municipal Directorate of forming a portfolio of development and innovation projects and others. Applying the experience of process management to guarantee this idea, ensures in a well-structured manner the work flow of the Sports Project Management Group, that is, the entry and exit of the process where the development of the projects that would make up the project would materialize. the institutional portfolio, its contribution being the efficient support of the service processes of the municipal management of INDER, and with it the quality of life of the population.

The professional competence of managers, officials and specialists in the different areas of the sector would be substantially increased.

In a period of time that we could classify as adequate and optimal, several areas of the institution would participate in the project management process, which would guarantee the possible projects to be implemented from one year to the next.

If the methodological proposal materializes, it would mean for the municipal management of INDER, having a sustainable budget for the development of the activities of Physical Education, Sports, Physical Culture and Recreation, as an essential element in the purpose of transform the local context towards the indicators of the society of the socialist future.

CONCLUSIONS

Process management is a form of organization different from the classic functional structure and in which the vision of the applicant or client takes precedence over the organization's activities.

1. Provides a vision and tools with which the workflow can be improved and redesigned to make it more efficient and adapted to the needs of the applicant.
2. Applying process management to the demand of a portfolio of projects and incorporating it into the structure of the operation of the municipal management of INDER through the GGPD, would be a visible contribution to the intention of the sports institution to contribute to the management of the territory based on local development.
3. Structured process management, with adequate resources and coordination, allows for significantly optimizing the use of time and resources and improving the quality of institutional management.

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