

This issue of INNOVAR sees the light in a decisive social and political context for Colombia and perhaps Latin America. The peace agreement between the Government of Colombia and the self-styled guerrilla named Revolutionary Armed Forces of Colombia-People's Army (FARC-EP), achieved after four years of negotiations, will be subject to a plebiscite in early October 2016. The Colombian armed conflict, which can be traced back to more than 50 years, has found a peaceful solution (Vargas, 2013), that could democratically be legitimized. This milestone agreement and the political process that involves its countersignature, bring us to reflect on a major issue not only in the socio-political level but on the organizational dimension: conflict.

The prevailing insights in Economics, Management Sciences, Accounting and Finance have an extremely simplified and reductionist approach of organizations. These ideally reduce the different organizational forms just to the prototypical capitalist enterprise. The enterprise, meanwhile, has long been conceived as a production function (Mankiw, 2012), as a legal fiction (Jensen & Meckling, 1976) or simply assimilated as the investor-owner. From this point of view, it is an interaction space in which individuals are organized by self-interest. When economic interests are in conflict the mechanism of market, competition and maximizing rationality will operate by disciplining the actions of agents and directing them toward efficiency. Therefore, conflict is seen as a pathology, a state of strange nature which is not directly related to the balance and the objective of maximization.

Only from contemporary views, as the Theory of the Firm (Coase, 1937; 1990), the Theory of Organization (Simon & March, 1961; Perrow, 1998) and the timid entry of the Social Sciences, particularly due to organizational studies (Clegg & Hardy, 1996), more complex views of the enterprise are coming on the stage, expanding the comprehensive and analytical horizon toward organizations. At that point, conflict is seen as inherent to human relations and interactions in complex social contexts. Therefore, conflict is not seen as an irregular or destructive situation. The work of Management and organizational knowledge then involves finding unifying paths that build consensus and consent,

in order to manage conflicts and ensure that organizations meet the social needs for which they were created.

In such a way, these views, though alternative, are not always heterodox, and provide important insights into the nature and context of the multiple social conflicts we live in. Could knowledge in Management and organizations contribute to the pursuit of peace? To answer this, it is appropriate to remember the words by Colombian thinker and intellectual Estanislao Zuleta on this subject:

Suppression of conflict and its dissolution among people living together is neither attainable nor desirable, not in personal life—love and friendship—nor in community. On the contrary, it is necessary to construct a social and legal space where conflicts could manifest themselves and develop, without letting that the opposition to other leads to his suppression, destroying him, reducing him to impotence or silencing him. (Zuleta, 1998, p. 72).

Perhaps, the obtained peace agreements do not involve but a transit to alternative, civilized and democratic ways for dealing with the conflicts of Colombian society, rather than armed struggle and war. In this sense, we call upon academics and researchers in the field of Management to contribute in understanding and building alternative pathways to recognize, treat and overcome organizational conflicts, what will undoubtedly result in a better life for whole the society.

The current issue of INNOVAR is made up of four of our traditional sections: "Strategy and Organizations", "Marketing", "Finance" and "Education and Employment". These gather contributions and works of authors from Czech Republic, Spain, Mexico and Colombia.

In the section "Strategy and Organizations" we introduce three research studies.

Professors Petr Smutny, Jakub Prochazka and Martin Vaculik, of the Masaryk University, in Brno, Czech Republic, present the research *The Relationship between Managerial Skills and Managerial Effectiveness in a Managerial Simulation Game*. This work studies the relationship between managerial skills and managerial effectiveness. By means

of a simulation game the managerial effectiveness of 96 managers and 1,746 subordinates is evaluated. It is stated that group performance (profits) can be analyzed through motivational skills, while perceived effectiveness is related to both organizational and motivational skills. In the same way, communication skills and cooperativeness boost leadership. Finally, supervisory and evaluation skills are a predictor for leadership. It is concluded from the results that managerial skills related to motivation and the organization are key for management effectiveness.

From Spain, Professor Juan Ramón Gallego of the University of Valencia, participates in this issue with the paper *Breakup of Innovation Networks and the Dynamics of Territorial Production and Innovation Systems in Traditional Sectors*. This work is part of the dialectical relationship between integration/fragmentation of networks made up by various actors shaping territorial production and innovation systems. The paper develops a theoretical framework, from the actor-network evolutionary approach and a political approach for communities of practice, in order to address the relationship and interactions between the individuals of territorial production and innovation systems. Once the theoretical framework is developed, the process of creation and evolution of two of the most important territorial production and innovation systems of the Valencian community in Spain is studied: citrus and ceramic sectors. The research was conducted in 2002-2004 and 2007-2013, conducting about 150 in-depth interviews with agents of the citrus sector. While in the ceramic industry, research was carried out between 1995-1997 and 2007-2013 with about 100 interviewees. Results show the relationships of integration and fragmentation in the systems of both of the studied sectors.

Closing this section, we publish a collaboration by Spanish Professors María de Lourdes Eguren, from Pompeu Frabra University, and José María Castán from the University of Barcelona, under the title *Taxonomic Analysis of Literature: Methodological Tools for Value Creation and Management in a Business*. This work seeks to make a taxonomic analysis, exploratory in nature, of the literature and the existing models on value creation. A descriptive metric

that allows to catalog and evaluate the various theoretical sources for the construction of future methodologies for value management is performed. The study also makes a quantitative analysis of the databases indexing those journals that publish works on the variables studied in value management and their possible interrelationships from a systemic approach.

The section for "Marketing" incorporates three research papers.

Understanding the Evaluation of Waiting Time from Consumer Psychology: Effects of Expectations and Time Fillers, is the title of the article by Professors Jorge Andrés Alvarado of the Pontifical Javeriana University in Colombia, and María Carolina Trespalacios of the Colombian Central Bank. This research aims to contribute to the field of psychology at satisfaction waiting time processes, through a study in a real environment which sought to detect whether the anchoring and adjustment heuristics constitutes good explanation of the relationship between the perception and the expectation of waiting time. The paper also sought to test the effect of two time-fillers (pastimes and service information menus), seeking to modify the perceived waiting time. Methodologically two experiments were developed in a cafeteria at a university in Bogota. It is confirmed that the anchoring heuristic is strong in the expectation of waiting time for users. Based on the research findings, the authors suggest that companies operating in self-service environments should consider alternative measures in the design of their service environments based on generating expectations closer to users' satisfaction.

Professor José Serafín Clemente-Ricolfe of the Valencia Polytechnic University in Spain, contributes to this current issue with the paper *Important Attributes of Service Quality and their Influence on Post-purchase Behavior. The Case of Burger Restaurants in Spain*. This work was aimed at exploring the relevant attributes of service quality at burger restaurants in Valencia (Spain). It also intended to identify the most influential variable in the post-purchase behavior of consumers, distinguishing those who value nutritional information disclosure from those who do not. With the observed results, it is found that the attributes in the eval-

uation of quality can be grouped in four dimensions: product, physical appearance, staff and speed. Out of these, "product" is the only variable with a statistically significant influence on service quality. To conclude, it is confirmed that service quality is important to "predict" post-purchase consumer behavior.

From Mexico, Professors Lizbeth Salgado Beltrán and Joel Enrique Espejel, from the University of Sonora, present the paper *Analysis of the Study of Causal Relationships in Marketing*. In a context where different statistical techniques for the study of causal relationships in marketing and in measuring customer satisfaction arise, this paper aims to expose and contrast the structural equation modeling and the partial least squares technique through a case study for each of these. It is concluded that both techniques have different objectives, so should not be treated in an exclusive manner but complementary. It stresses that research interests and the objectives of specific studies on this subject should be the guide in the selection of the prevailing technique.

In the section "Finance", two research works are included.

From the University of Granada, Spain, Professors José Sánchez-Campillo, Dolores Moreno-Herrero and José Antonio Rodríguez, add to this issue the paper *Effect of Education on the Level of Contributions to Private Pension Schemes of Families in Spain*. This research addresses the effects of the level of education in the financial behavior of households in Spain, particularly regarding private pension plans schemes. Taking financial data from the Survey of Household Finances from the Bank of Spain for 2005, this research uses Logit models to analyze trends and estimate the propensity for subscription to private pension plans. Results show that financial habits are the most influential variable in underwriting pension plans. However, it is identified that the total equity in the pension plan is bigger when the education level of the household head is higher.

Professors Aitor Barañano, Iñaki de La Peña and Asier Garayeta of the University of the Basque Country, in Spain, add to this section the paper entitled *Measuring Underwriting Risk through Internal Models in Solvency II*. This

study is framed in the context of European regulations on solvency for insurance companies, known as Solvency II. The research provides a method for calculating the underwriting risk in accordance with such regulations. Data of a multi-risk portfolio is applied a Monte Carlo simulation for analysis. The paper concludes that the needed capital to support underwriting risk, according to regulations of Solvency II, depends on the portfolio it is based on. Thus, the proposed model adequately measures risk.

Finally, issue 62 of INNOVAR Journal introduces two papers in the section "Education and Employment".

Professors Jorge Celis and Orlando Acosta from the National University of Colombia, author the paper *Industrial Ph.D. Programs for the Strengthening of the Industry's Production of Innovation in Colombia*. This study begins asking two questions: Do Industrial Ph.D. Programs improve economic performance and innovation in developed countries? And, will this programs contribute to boosting economic growth in a developing country such as Colombia? This research adopts a comparative and analytical methodology in international education. The authors found a significant relationship between Ph.D. level programs in industry and economic development. They also conclude that in Colombia the cooperation between universities and industry for the development of doctoral programs is relatively weak and requires specific policies and actions for improvement. Additionally, they present arguments to develop the "third academic mission" of universities, through the implementation of doctoral programs in industry as a mechanism for strengthening the process of innovation and economic growth for the country.

Result of an international collaboration by Professors Porfirio Tamayo and Martha Guevara-Sanginés, from the University of Guanajuato in Mexico, and Professor Emilio Sánchez Santa-Bárbara, from The University of Granada in Spain, we include in this issue the research entitled *Design and Testing of a Questionnaire on the Perceived Importance of Working Conditions in Mexico*. This study sought to identify the importance that workers give to labor issues (grouped in five factors: "work environment", "communication", "motivation", "working conditions" and "administra-

tive legality”) and identify the relationship of these aspects with the intention of leaving the organization. To do this, the research developed an instrument (questionnaire) applied to a sample of 447 workers of Mexican companies within the footwear sector in Guanajuato, Mexico. The results for the questionnaire were processed and interpreted by developing factorial analysis with the method of principal components analysis. The paper concludes that it is appropriate to address job abandonment from an integrated approach and multiple variables.

Bibliographic references

- Clegg, S. R., & Hardy, C. (1996). Introduction. Organizations, Organization and Organizing. En S. Clegg, C. Hardy & W. Nord (Eds.), *Organization Studies*. London: SAGE.
- Coase, R. (1937). The nature of the firm. *Economica*, 4(16), 386-405.
- Coase, R. (1990). Accounting and the theory of the firm. *Journal of Accounting and Economics*, 12, 3-13.
- Jensen, M., & Meckling, W. (1976). Theory of the firm: Managerial behavior, agency costs and ownership structure. *Journal of Financial Economics*, 3(4), 305-360.
- Mankiw, N. G. (2012). *Principios de economía*. México: Cengage Learning.
- Perrow, Ch. (1998). *Sociología de la organización*. España: McGraw-Hill.
- Simon, H., & March, J. (1961). *Teoría de la organización*. Barcelona: Ariel.
- Vargas, A. (Ed). (2013). *Diálogos de la Habana: miradas múltiples desde la Universidad*. Bogotá: Universidad Nacional de Colombia.
- Zuleta, E. (1998). *Elogio de la dificultad y otros ensayos*. Bogotá: Hombre Nuevo.

MAURICIO GÓMEZ VILLEGAS, Ph.D.
General Director and Editor - INNOVAR
Full-time and Associate Professor
School of Management and Public Accounting
Faculty of Economic Sciences
National University of Colombia, Bogotá