

Diagnostico al desempeño gerencial para justificar una alternativa formativa que impulse la mejora en la competitividad turística de empresas.

Diagnosis to the managerial performance to justify a formative alternative that promotes the improvement in the tourist competitiveness of companies.

Diagnóstico de desempenho da gestão para justificar uma alternativa educacional que impulsiona a melhoria da competitividade das empresas de turismo.

DOI: <http://dx.doi.org/10.23913/ride.v7i14.269>

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Resumen

Se realizó un diagnostico aplicando la metodología desarrollada por la Secretaria de Turismo para medir las variables del programa Moderniza a prestadores de servicios turísticos en la comunidad de Mascota Jalisco; con relación a la variables humanizar el trabajo, satisfacción del cliente, gerenciamiento de rutina y mejora se encontró que el nivel de desempeño se posicionó en el rango intercuartil de 0 a 2.75 que los categoriza como no competentes.

El no poseer una competencia básica o intermedia los limitó a la obtención del distintivo, lo que significa desventajas contra los establecimientos que cumplen los criterios de desempeño específicos, -rango intercuartil superior a 2.76-, excluyéndolos entre otros al acceso a créditos, apoyo para la difusión de sus productos o servicios al turista.

Se trabajó con empresarios interesados en mejorar su desempeño gerencial implementando un trayecto formativo integrando el enfoque de la socioformación.

Palabras Claves: Competencias, Desempeño, Gestión, Medición, Socioformación.

Abstract

A diagnosis was made applying the methodology developed by the Secretary of Tourism to measure the variables of the program Modernize to providers of tourist services in the community of Mascota Jalisco;

With respect to the variables humanizing work, customer satisfaction, routine management and improvement it was found that the performance level was positioned in the interquartile range of 0 to 2.75 that categorizes them as non-competent.

Not having a basic or intermediate competence limited them to obtaining the badge, which means disadvantages against establishments that meet the specific performance criteria, - interquartile range greater than 2.76 -, excluding them, among others, access to credit, support for Dissemination of its products or services to the tourist.

We worked with entrepreneurs interested in improving their managerial performance by implementing a training course integrating the socio-training approach.

Key words: Competencies, Performance, Management, Measurement, Socio-training

Resumo

Um diagnóstico utilizando a metodologia desenvolvida pelo Ministério do Turismo para medir as variáveis do programa de Modernização prestadores de serviços turísticos na comunidade de Jalisco Mascota foi realizada; em relação às variáveis humanizar o trabalho, satisfação do cliente e melhoria da rotina de gestão verificou-se que o nível de desempenho foi posicionado no intervalo interquartil de 0 a 2,75 que categoriza-los como competente.

Não ter uma competição básico ou intermediário limitou-se a obtenção de distintivo, o que significa desvantagens contra estabelecimentos que atendam a critérios específicos de desempenho, -range que 2.76- interquartil, entre outros excluindo-lhes o acesso ao crédito, o apoio à divulgação dos seus produtos ou serviços para os turistas.

Nós trabalhamos com empresários interessados em melhorar seu desempenho gerencial através da implementação de uma abordagem curso de formação para a integração socioformación.

Palavras-chave: competências, gestão de desempenho, medição, Socioformación.

Fecha recepción: Junio 2016

Fecha aceptación: Diciembre 2016

Introduction

Tourism is one of the activities that generate foreign exchange in our country that has been booming over the last few years.

The Ministry of Tourism (SECTUR) has promoted several programs that include the revision of the national tourist inventory to detect populations that are characterized by infrastructure and differentiating attractions.

Once these mostly rural sites get the badge, local entrepreneurs face the problem of offering tourist services with minimum quality standards to access support for the improvement in management and infrastructure of their tourism companies.

The case of Mascota Jalisco is presented, where a group of entrepreneurs demand to obtain the distinctive Moderniza of SECTUR.

The diagnosis was made in two aspects, first identifying the level of performance in management competencies and then in the possibilities of covering the minimum requirements in score to obtain the recognition.

The initial diagnosis evidenced a poor performance in management competencies; In addition to having the minimum processes and documentation to participate in the call.

It is proposed to the stakeholders to carry out a management before the city council to apply a training course that has already been implemented in another municipality with the purpose of improving the performance in management skills and elaboration of processes to implement in economic units.

Context

The World Tourism Organization (WTO) in 2015 reports that tourism accounts for 10% of the world's gross domestic product and contributes 1 out of 11 of the world's jobs.

Mexico in the year 2016 occupies the number 10 place in the list published by the World Tourism Organization (WTO), so for educational institutions it is a variable of study and intervention to be aware of the progress of This industry, the benefits and especially the challenges it faces to stay and position itself among the preferences of tourists worldwide.

Tourism has been consolidated as one of the development sectors of our country; For that reason, in the Tourism Sector Program 2013-2018, it is aligned with the National Development Plan to address, among other strategic lines, innovation, competitiveness, promotion of investment and promotion to support initiatives and projects of entrepreneurs in order to strengthen The tourist vocation, sustainability and social benefit.

The state of Jalisco, as in all corners of Mexico, enjoys a privileged location due to its natural, archaeological, architectural, cultural and religious resources, as well as the large baggage of traditional cultural icons (tequila, mariachi and charrería).

Currently the sector contributes 8.6% of the state's GDP, generating more than 265 thousand direct jobs and they have a demand of visitors of 23.2 million visitors.

In relation to the number of visitors Guadalajara and Puerto Vallarta occupy the highest percentage of visitors, there is the possibility of strengthening a religious sanctuary that has a large influx and newly named Pueblo Magico. Mascota Jalisco, on the route that connects both cities.

The objectives of the State Development Plan include developing models that increase the capacity of companies in the sector, one of which is to promote the productive integration of people, providing the necessary conditions to create jobs that represent opportunities to develop skills and Well-paid jobs.

Situation of Tourism in Mascota Jalisco, Pueblo Magico,

As the main attraction of the Tourist Destination Mascot Jalisco, the Basilica of Our Lady of Sorrows, stands out its importance for its architecture and continuous religious festivities; Another work that drives religious tourism is an unfinished temple "Of the precious Blood" dating from the nineteenth century; In addition to a series of sites where they have ecotourism activities: mountaineering, hiking, climbing.

It is also famous for the manufacture of artisan foods such as guava roll, arrayan, mango and canned peaches, rompopes, and chiltle whose processes are still kept homemade and transmitted from generation to generation, currently operate 40 micro companies that perform this activity.

In reference to tourist infrastructure has 25 establishments to provide accommodation services 13 uncategorized, 4 two stars, 3 three stars and only 1 category 2 stars and category Gran Turismo

The sociological determinant of the national and foreign visitor is the tourism of passage, and of adventure with respect to the social extract 90% corresponds to the middle class and low; The stay within the municipality is less than 1 day, because the food costs are high and there is no diffusion of the attractions and areas to carry out other activities than the visit to the sanctuary and the market

The sector faces a series of problems in which it is highlighted: lack of infrastructure necessary to attend large concentrations, attention to tourists is insufficient due to low levels of culture and education.

In addition the tourist perceives poor quality of service in hotels, restaurants, transports, sanitary services and public services.

In response to some of the problems, the city council and the commerce and tourism sector of the municipality aspire to an improvement in the tourist activity through the approach with entrepreneurs and service providers with a training strategy that allows them to obtain credits and access to The tourist distinction that guarantees the operation of the activity with minimum standards of quality. [Links] Municipal, P., & Sustainable, D. R. (2015.).

Theoretical framework

Tourism:

The World Tourism Organization (2016) defines it as a social, cultural and economic phenomenon related to the mobility of people to places outside their habitual residence for diverse reasons ranging from visits to relatives, to know some attraction, to perform some recreational activity , Cultural or business and that to those who realize it once it is outside its place of origin are called visitors, tourists or hikers; There are three fundamental forms of tourism: internal, receiving and issuing.

Tourism industry

It is made up of companies that generate products that are characteristic of tourism, including those that provide services such as accommodation, food and beverage provision, air, sea, land, rail, rental, travel agencies, cultural, sporting and recreational services. The goods and services characteristic of each country. Sector, & Universidad Anáhuac del Sur A. C. (2014).

Tourist product

A person who values their quality of life, looks for a recreation option that goes from a small, quiet village with a lively nature and local culture attracting a beach destination, archaeological site, colonial cities, or large cities. In any case, it requires services whose personnel require a certain level of professionalism to satisfy the quality requirement of the customers, which serves to commercialize the products and attend the services that the visitors demand.

Tourism in rural and religious areas must meet at least three conditions: a) market quality products and services and b) correct marketing (Altés, 1995) c) ensure that the attractions meet conservation and cleanliness conditions.

The rural tourism offer has to be adapted to the demands of this demand, but it must be taken into account that the tourist offer is not only composed of natural resources but is a set of accommodation, facilities, leisure structures, as well as natural resources And architectural styles in areas of predominantly agricultural economy, a situation in which the creation of companies that contribute to complement and integrate local attractions should be encouraged.

Tourism products are intangible, so it is essential to design the information content to achieve its tangibility (Bigné, 2000), to train tourism service providers to drive improvements in their companies, and transmit them to their collaborators.

Quality involves the entire business and its relationship and interdependence with its environment. For example, a simple greeting to tourists, when the morning begins, causes them to have a different (positive) image of the owners or workers.

The most important and valued features of quality in rural tourism are oriented to attributes of the service provision and the attitude of the owners, if a business culture is not possessed, however attractive the environment, the site is devalued The low in the permanence of the same, the public looks for other options for his recreation. Henche, G., & Henche, B.G. (2005).

Tourist service provider

The tourism industry seeks the personnel who work for them, have the intellectual, administrative and operational capacity to enable them to offer their customers the best service; With this, it will be easier to achieve one of the great objectives: visitor preference, satisfaction and recommendation of services that today is not only word of mouth, but through social networks

and blogs, users recommend positive or negative The site or establishments, this will result in an improvement or fall in the economic and social benefits of companies.

In the document De, G., & Del, O. (2014). "Agenda of Competitiveness of Tourist Destinations in the state of Jalisco" establishes the competencies, attitudes, values and skills that demand the market the most, with which the tourism professional must count to access better jobs.

Table 1. *Competences, attitudes, values and skills of tourism service providers.*

Habilidades	Actitudes y valores	Competencias para puestos operativos
Conciencia ambientalista	Orientación al cliente	Comunicación oral y escrita
Tecnologías de la información	Compromiso ético	Comunicación en lengua extranjera
Otros idiomas	Actitud proactiva	Capacidad de resolver problemas
Valores culturales	Iniciativa	Adaptarse a nuevos ambientes
Compromiso social	Motivación por la calidad	Escuchar
	Pulcritud en la apariencia	Trabajo bajo presión
	Disponibilidad de horarios	Relacionarse con otras personas
	Seguridad en la comunicación	

Source: Elaboración propia a partir de “Agenda de competitividad de Destinos Turísticos Estado de Jalisco”

In relation to the owner entrepreneur there is a list of specific competencies for the person who manages them are included within the results of the Tunning project for Latin America, below are related: (Universidad de Deusto, 2007).

Table 2 *Competences, attitudes, values and skills of tourism service entrepreneurs.*

Categoría	Competencias de Gestión
Desarrollo personal y organizacional.	Compromiso ético y responsabilidad social.
	Ejercer el liderazgo para el logro de los objetivos de la organización.
	Capacidad de aprender a aprender.
	Capacidad de comunicación y trabajo en equipo.
Innovación y emprendimiento.	Detectar oportunidades para emprender negocios innovadores /Capacidad de emprendimiento e innovación.
	Formular, evaluar y administrar proyectos empresariales en diferentes tipos de organizaciones
Gestión estratégica	Desarrollar un planeamiento estratégico, táctico y operativo, en distintos escenarios.
	Mejorar e innovar el proceso administrativo y de negocios.
	Identificar y administrar los riesgos de negocios de las organizaciones.
	Formular y utilizar sistemas de información para la gestión.
Análisis del negocio.	Interpretar la información contable y financiera para la toma de decisiones.
	Administrar los recursos humanos físicos, financieros y otros de la organización.
	Evaluar el impacto del marco jurídico en la gestión de las organizaciones.

Source: Elaboración propia a partir de “Proyecto Tunning Latinoamérica”

Socioformation

Tobón, Gonzalez , Nambo (2015) Describe that it is an approach that emphasizes the development of the people that a social context, not properly the classroom, is in its real environment, the society, its problems, it seeks that the actors develop their talents in concrete areas of action; Is aimed at the integral formation of citizens in a collaborative framework, integrating the ethical project of life of each of the stakeholders, stimulates entrepreneurship through transversal projects, articulates the management and co-creation of knowledge and metacognition integrating the Information technologies and training activities in didactic sequences, integrated in a training course.

In addition it addresses the improvement in the performance of competences articulating the knowing to be, to know to do, to know to know, to know how to coexist.

Three types of socio-education have been identified: educational, organizational and community; For the purposes of the present, the emphasis will be placed on the organizational socio-formation, which takes place in formal organizations to ensure that all the members are made and are competent to meet established goals and their purpose is the integral training of competencies to act in the Organization and contribute to the achievement of the vision of the company.

The methodological axis of this approach should cover the following aspects:

- Identification of the problem to be solved and products to be achieved
- Determine and articulate previous knowledge.
- Inclusion of Collaborative Work
- Knowledge management and co-creation
- Contextualization and diagnosis
- Application and contributions to solve problems

Badge M (Moderniza)

The Federal Government, through the Secretary of Tourism created a Quality program called Moderniza, a system for quality improvement through which tourism companies can motivate business owners to manage them in a modern way, adopting best practices, Stimulating the leadership that will allow to increase its indices of profitability and competitiveness which will allow to satisfy the expectations of the clients.

The program is aimed at micro and small businesses in the tourism sector.

In order to obtain the M badge, the entrepreneur must demonstrate a level of performance in three areas: human quality, customer satisfaction, routine management. Entrepreneur, G. D. E. L. (2015). Guide of the entrepreneur.

Problem Statement

The municipality of Mascota Jalisco, received the category of magic town, distinction awarded by the Secretary of Tourism, this distinction obliges service providers to carry out their activity according to quality criteria demanded by visitors, this situation in some of the restaurants, Hotels

and tourist attractions that are in the center of the community is not achieved, which has made it impossible for some establishments to access training and credit programs to promote improvements in the management of establishments, since among the criteria is training for The obtaining of the distinctive modernizes, not all have acceded to this program, causing lag in the business competitiveness and preference of the tourist.

Method:

The scope of the present investigation is to elaborate a diagnosis, the purpose is to evaluate the level of impact on the performance in previous management competencies and then to propose the participation to the interested parties to participate in an intervention in a formative path, and from the products Developed during the process measure their application to assess their meet the criteria contained in the guide to obtain the badge modernizes.

The research carried out is of quantitative type, the design is non-experimental type of longitudinal panel, where the variables to be evaluated are management competencies.

Sample

The sample used is of the non-probabilistic or directed type, the inclusion criteria were: entrepreneurs of micro and small enterprises, who have a company that provides tourist services, willingness to participate in the diagnosis to identify the level of performance in their competencies of Management, was convened by means of a direct invitation, an informational meeting was held attended by 20 interested parties, and finally eight businessmen participated.

Materials:

Igar Harris' High Performance Management Inventory was used to measure performance in management competencies.

Hypothesis:

The success of a tourism company, whose product meets specific criteria such as non tangibility, customer satisfaction at the time of good care, hospitality, recreation and intangible cleanliness that each client values depends to a large extent on the competencies that the provider Of tourist services, and make available for a correct operation of the company, which will result in the

possibility of being accredited by specialists in the sector and obtain a badge whose benefits will be access to credits, product diffusion, and obtaining Preferences has led the researcher to formulate the following hypotheses:

Hi: The evaluation of performance in management competencies that the service providers have is located in the following interquartile ($q = 2.76$) or intermediate ($q = 5.39$) ranges therefore require participation in a training process.

Hii: The evaluation of performance in management competencies that the service providers have is located in the following interquartile ranges ($q = 5.40$) or higher, therefore they do not require participation in a training process.

Variables:

The following table lists and describes the variables that will intervene in the analysis of the situation.

Table 3 Definition of research variables.

Variable	Definición Conceptual	Definición Operacional
Competencias de Gestión	Para la medición del desempeño de la competencia inicial y final se aplicara el inventario de gestión de alto rendimiento (IGAR). Las áreas a evaluar y que se adecuan al trayecto formativo para su medición son: cultura empresarial, saber comunicar, saber planear, saber coordinar, saber implementar, saber gestionar recursos materiales, saber gestionar recursos financieros	Para la evaluación cada una de las evaluaciones evidencia el nivel de desempeño del empresario ubicándolo en alguno de los siguientes cuartiles: $Q1 = 0 - 2.75 =$ No competente. $Q2 = 2.76 - 5.37 =$ Competencia Básica $Q3 = 5.39 - 8.24 =$ Competencia Intermedia. $Q4 = 8.25 - 9$ Competencia Avanzada

Source: Elaboración propia.

Results

The data collection was carried out at several moments, we worked first with the implementation of the inventory of high performance management using direct interview and in-situ observation; The information obtained was captured in the SPSS software to obtain the initial measurement. During the development of the diagnosis, performance was evaluated using routine rubrics, management, customer service and performance observation at various visits, interviewing collaborators, and clients of the establishments to validate the results that the instrument.

Graphic 1. Results obtained by entrepreneur: Measurement of performance management competencies.

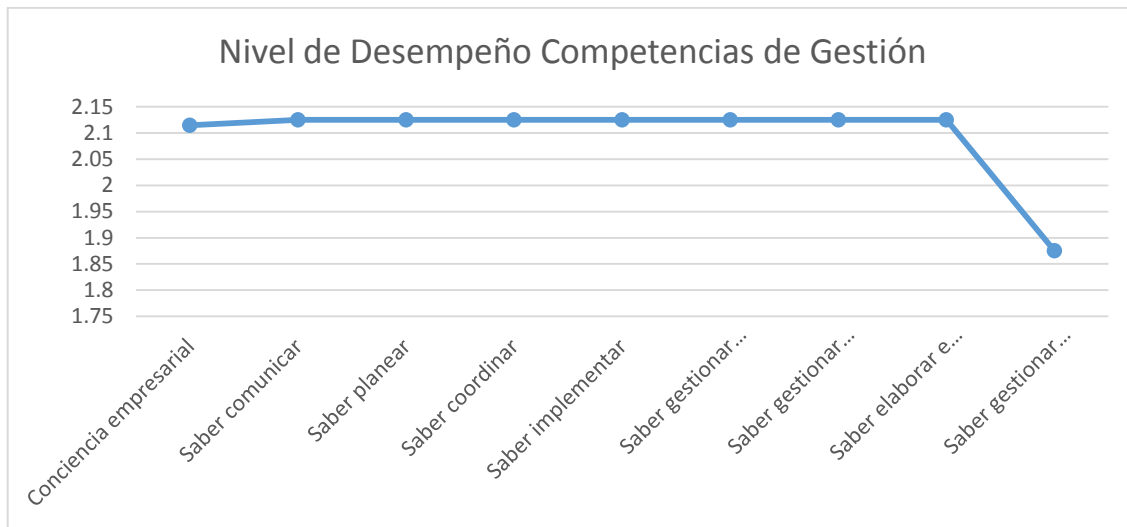


Table 4 Descriptive statistics for management competence. Global summary of participants.

Variable	Media antes	Varianza antes
Conciencia empresarial	2.1145	0.06792
Saber comunicar	2.125	0.05729
Saber planear	2.125	0.05729
Saber coordinar	2.125	0.05729
Saber implementar	2.1249	0.05728
Saber gestionar recursos humano	2.125	0.05729
Saber gestionar recursos materiales	2.125	0.05729
Saber elaborar e implementar planes de marketing	2.125	0.05729
Saber gestionar recursos financieros	1.875	0.05692

Source: Elaboración propia.

The diagnosis describes that the entrepreneurs demand training support in the basic areas of management, it is observed that the work is necessary to develop an integral course that allows to generate the basic administrative bases as an alternative in the improvement in their competences.

Máximo	90.00	Máximo	70.00	Máximo	90.00	Máximo	90
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It can be observed that if the evaluation is applied, they still do not reach the minimum average of 80 for obtaining the M modernizes.

Discussion

According to the findings reported in this study, we tested the effectiveness of a diagnosis that measures managerial performance; We worked with eight micro entrepreneurs in the commerce and services sector of the tourism industry. (National Institute of Statistics and Geography, 2009) It was found that entrepreneurs assume their responsibility by addressing their limitations and problems with similar characteristics (Wuarke, 2009) to entrepreneurs from another sector facing problems caused by restricted access to sources of financing, low levels of human resources training, limited Level of innovation and technological development (Millan, 2012) that are presented by poor management and lack of business tools, coupled with the demand for a demand for the satisfaction of visitors on the one hand.

A performance level measurement was performed in the management competencies for tourism and management service providers proposed by the Tunning Latin America project (2007), for the purposes of the research, in which an average of 2.09 was obtained Level of initial performance so that it follows that the intervention with the training path raised is necessary.

In relation to the results obtained, the study carried out by Palmero - Piña, Padrón - Díaz, Rizo - Hernández, & Tejo - Rodriguez, 2012 was reviewed in which they evaluated the level of improvement in the performance of business owners before receiving Training in management issues participants obtained a range of grades within 3 and 6 points, considered as a moderate gap and considerable gap; The competencies assessed in a considerable gap in the study were planning, effective communication and decision making.

It was found that an entrepreneur to direct his company to achieve success requires developing the skills that were identified in the Tunning project for Latin America and that should be

addressed transversally (Tobón Tobón, Pimienta Prieto, & García Fraile, 2010) to be considered Elementary for the good functioning of the company:

Personal and organizational development. In order to approach this competence within the didactic sequences will be included within the Know To be to promote among the entrepreneurs the ethical commitment and their social responsibility; The promotion of participatory leadership, motivation for lifelong learning and effective communication. (Gallart M.A., 2004) -

Strategic Management: this competition will be approached from the corporate culture, the entrepreneurs will be invited to reflect on their role, the importance of each of the organizations must have a strategic plan, start up tactics and operate for the achievement of a view. (Kurb, 2006)

Once the competencies that require intervention have been identified, the training path will be designed (Tobón Tobón, Pimienta Prieto, & García Fraile, Teaching Sequences: Learning and Assessment of Competencies, 2010) called "Management Skills for Microentrepreneurs". Stated that the powers to demonstrate must be enforced.

Salazar Botello & Chiang Vega, (2007) will be encouraged to demonstrate the execution and mastery of their competencies in the execution and implementation of specific tasks and whose result are products valued by employees and customers.

Conclusions

The main purpose of this study was to measure the level of performance in management competencies to develop in the near future a proposal to train entrepreneurs to support them to improve their management competences by integrating the educational approach of the socio-training.

It was possible to evaluate the level of performance in the management competences of the participating entrepreneurs who met the inclusion characteristics of the study, evidencing the level of basic competence in the evaluated variables: cultural awareness, communication, public relations, coordination, planning, Financial management, management of human and material resources, supervision and monitoring and analysis.

From the results obtained in the pre-test, the opportunity to design a training path based on the competence-based socio-training approach was detected in order to improve performance levels in the evaluated variables.

The training course will be presented to the City Council of Mascota Jalisco, to the Directorate of Tourism and Economic Promotion, for its assessment and allocation of resources for its implementation.

It is expected to show that the socio-training approach is effective in solving problems that can be approached from a formative proposal.

The hypothesis of work was verified when affirming that, the level of performance that the service providers have are located in the following interquartile ($q = 2.76$) or intermediate ($q = 5.39$) ranges, therefore, they need to participate in a formative process.

It is considered necessary to start with the implementation of the training process.

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