

Appreciative Inquiry: new form to generate change in education organizations. Case: Polytechnic University of Zacatecas-UPZ

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Developing Appreciative Inquiry is a topic that has attracted interest in recent years by the public and / or private; among the aspects that this issue has generated include: consideration of the most successful when it has had on the organization, socialization of a story for each participant, identifying factors or things that make this possible, however little has been said about the application of this model as an indicator of improving government performance in organizations. This paper aims to describe the ideal state of two undergraduate university administrative coordination to identify the strengths, values and practices of successful special in the coordination of International Business and administration and management SME's of the Polytechnic University of Zacatecas (Universidad Politécnica de Zacatecas, UPZ)

Developing appreciative inquiry, organization, socialization.

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Introducción

This Appreciative Inquiry’s investigation is a model that invites to research and conscious inquiry that over our history that is rich and can energize, excite and create value, both in our own lives and in those of others and explore our hopes and dreams for the future (Castillo, 2012). Such is the involvement of this model in Mexico is more normal to use this concept within organizations regardless type or nature and thus leaving some firms exclusivity.

The application of this model that generates specific organizational change in educational institutions, makes the term Appreciative Inquiry is of importance especially if there is a change intended to generate active participation of the members of the organization, in order to generate change through enriching experiences. However the fact that the participants express their experiences about the highlights of the organization does get involved and be part of the organizational change. But little is known of the potential for the application of this model, since there was no follow-up to the outcome: the implementation of suggested changes in the work’s results of Appreciative Inquiry. In this research applies the model by two teams: International Business and Administration and Management of SMEs careers in the UPZ, in order to know the most successful moments and take the results as a basis for further research on the application for organizational change in the UPZ.

This research consists of five sections, the first describes the problem, justification and rationale of the research. In the second section presents the theoretical framework of Appreciative Inquiry and theories that give rise to and support.

The third section details the contextual framework of the UPZ. The fourth section sets out the methodology used to support research and ensuring the accuracy of the results. And the fifth and last section discusses the results and conclusions.

Background of the problem

Today's organizations need to share your personal or human talent to create change in the organization. The mental model of Appreciative Inquiry is an invitation to appreciate the best of what is, seeing what can be, to discuss what should be and what will innovate: building a bridge to success. And problem solving analyzes only causes, possible solutions and proposes an action plan.

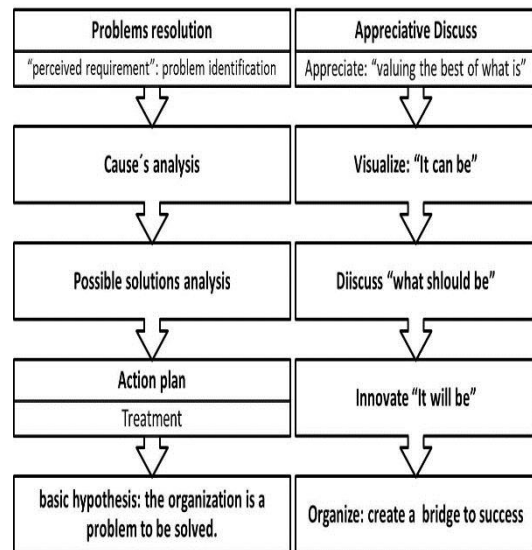


Figure 1

That is why even though organizations require organizational change is not only necessary with the resolution of problems.

It's necessary that the human talent have an active participation in the change process in building the type of organization in the they want to live, too, then measure the level of commitment in the implementation of what will be.

Problem delimitation

With the results of this research will get the ideal state in which the coordinations of International Business and administration and management SME's of the UPZ, as a basis for further analysis of results regarding the full implementation in the UPZ. The research question is: What is the ideal state of teachers' work in the coordinations of International Business and administration and management SME's of the UPZ?

General Objective

Analyze the work's ideal state of teachers in the coordinations of International Business and administration and management SME's of the UPZ

Justification

Determinate the work's ideal state of the teachers in the coordinations of International Business and administration and management SME's of the UPZ will have a basis for evaluate the UPZ's organization system, as these results show aspects to change or improve in the institution and even to propose a methodology that provides effective results for further organizational development. Appreciative Inquiry proposes find what works well in an organization.

The result indagative latent process is a series of statements that indicate where ideally the organization should be, taking into account the statement of its participants (Hammond, 1996).

Theoretical and conceptual framework of Appreciative Inquiry (AI)

It is important to know the main concepts and theories about the IA, so below is first the concept of IA, this term development over time, finally an analysis of the theories and empirical development on Appreciative Inquiry.

A. IA Concept

The Real Academia Española de la Lengua (2010) defines appreciate as "recognize and estimate the merit of someone or something" and inquiry defined as "trying to figure out something, inquire something, running or with questions." The combination of the two words has given its name to a theory that is also a method of action research and a methodological approach for change intervention in organizations (Ruiz, 2010).

Cooperrider creator of AI (Appreciative Inquiry) notes that it is a philosophy (discover, imagine, design and intended) incorporating a process approach to involve people in the levels of one or all to produce a positive and effective change. It is now used throughout the world in both small and large-scale change initiative (Cooperrider, 2008). Hammond (1996) notes that the AI represents an innovative philosophy of change and organizational development being a distinctive way of thinking, seeing and acting upon making proactive changes oriented transformational changes.

Considering the above, the AI can be conceived:

- As Technique, *is* very useful tool that makes explicit steps, through a series of questions carefully designed to address a real business or community.
- As a Paradigm, it is a way of thinking, acting and feeling all the realities that surround us, to find the generative, positive, viable and possible.
- Like Art, is a way to go formal institutions and areas of an organization, with the child's surprised look, embracing the mystery before us, to get creative and innovative in multiple perspectives of the same reality.

B Theories underlying the Appreciative Inquiry

Maslow's needs hierarchy

Maslow was a psychologist who proposed that in every person there is a hierarchy of five needs (Robbins, 2008):

1. The physiological needs. The needs for water, food, air, rest, and all those required to keep the body in balance.
2. Security needs. Both the physical and psychological sense.
3. The need to belong to a group and love. The need for attention and social activity.
4. The need to estimate. Includes self-respect, desire, power, achievement, competence, wisdom and competence.
5. The need for self-actualization (realization). This refers to the desire to feel self-fulfilling man.

It should fathom what moves each individual to meet their needs within an organizational environment. The following figure shows the relationship of human and organizational needs regarding personal and organizational motivations:

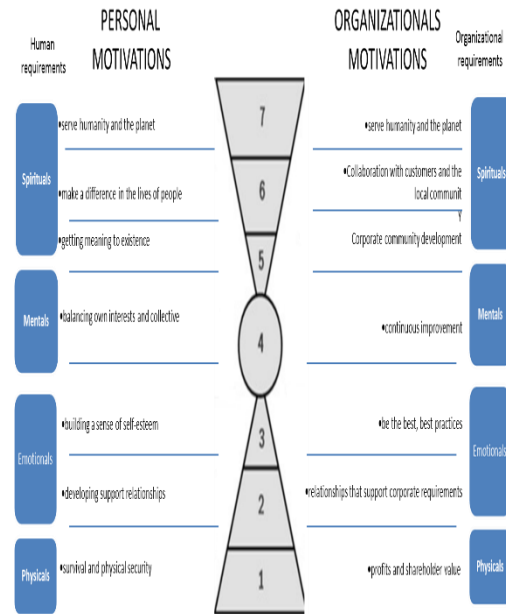


Figure 2

In developing their theory on one hand indicate that the individual becomes reality on the other hand is produced by every individual. The theory of social construction of reality, states that consensual processes by which human beings establish frameworks of understanding within which to make sense of their lives and interactions, and then taken by objective facts "true" and "eternal", only product of social processes are generated by specific historical circumstances (Berger, 1996).

Theories Narrative Construction of Reality and Identity (Schutz, 1966)

The theory of the narrative construction of reality states that when we talk about something, we are building the world, as the words and categories we use to talk about things are conventions built on human interactions. Thus, the language not only describes our world, so constructed, so that the descriptions and explanations we make on any level, will have effects on the same (Holstein, 2008).

Appreciative Dialogue

The metaphysical questions of what makes social existence possible, what kind of social system is the best, the most worthy, the most just, never disappear and the question of how to approach the ideal. Appreciative Dialogue is a way of building elements that ideal and put them in the context of designing a better system (Cooperrider, 2005).

Universidad Politécnica de Zacatecas contextual framework

UPZ born September 2, 2002 under decree creating issued by the Government of the State of Zacatecas, is headquartered in Fresnillo, is one of the forty-three higher education institutions incorporated into Polytechnic Universities Subsystem. Their main sources of funding are the Zacatecas State Government and the federal government. Polytechnic Universities subsystem is a pioneer in implementing a model of competency-based education to higher education level. This model is designed to be fully well their students by taking them to a world-class labor competition.

The organization is committed to target their services to the satisfaction of its customers, making efficient use of resources in the implementation of academic and administrative processes, continuously improving our Quality Management System. The courses offered are technology-oriented, there are currently five engineering and two administrative careers.

- Engineering: Mechatronics Engineering, Industrial Engineering, Computer Systems Engineering, Biotechnology Engineering and Energy Engineering.

- Administrative Careers: Bachelor Degree in International Business and Management Administration and Small Business.

Number of employees

The total administrative staff is: 72

The total academic staff is: 181

Bachelor of Management and Administration of Small and Medium Enterprises (LGAPyME's):

One of the two runs that initiates the institution, whose main objective is to prepare professionals with highly competitive management skills that meet the challenges facing organizations in uncertain environments, effectively managing their resources and, through a pioneering vision to design, evaluate and implement strategies that enable or enhance innovation processes in organizations within a framework of sustainability.

Featuring:

6 full-time professors

8 signature professors

159 students

Bachelor Degree in International Business (LNI):

Career that starts from September 2003 and aims to prepare professionals with ability to lead, advise and execute trading strategies and management in areas of uncertainty and international competitiveness, applying and innovating tools administrative, economic, financial and merchadological.

Featuring:

6 full-time professors

7 signature professors

127 students

Teacher's process description

"Equalization new students" the purpose is to establish the activities to have a standard level of basic knowledge in aspiring new students, in order to ensure a minimum level of knowledge equally among all members . The master has two activities:

- The teacher applies the diagnostic evaluation instrument free form the first day of school with reagents to demonstrate the basic level of knowledge in the areas that fall within each race (Table 1), in order to analyze the level of knowledge with who graduated from high school.

Management and Administration of Small and Medium Enterprises	International Business
Mathematics	Mathematics
Accounting	Leadership
Induction	Induction

Table 1

- Delivery of the preparatory course and final assessment. The teacher taught preparatory course at the end applies diagnostic evaluation instrument and delivery to Career Coordinator qualifications list.

"Academic Management" the purpose is to establish the necessary activities planning and implementation of the teaching and learning of each tetramestre. The teacher has three activities:

- Career Coordinator notifies a teacher his schedule, the teacher signs the "Schedule Teachers" and attached a copy of it, teacher evidence folder, eight days before the start of the semester.

- According to the schedule, the data sheet of the subjects, and group lists general guidelines; taught class. The teacher sets up his folder with the following evidence: mission, vision, quality policy, quality objectives, attendance lists, bulletins, technical specifications and accumulates evidence of the work done (free format) during the semester.

- The teacher delivery midterm grades list to School Services in electronic format as School Services school calendar in the middle of semester.

"Students Retention" is to help reduce dropout rates and failure of the student by assessing students. The teacher plays the 3 activities as a tutor in the proceeding being which are described below:

- Knowledge ago students verbally has been appointed as his tutor at the beginning of course.
- The re-registration period determines the tutor tutees in accordance with their academic load with reference to current legislation.

- The tutor caught advisory needs students in the subjects they teach and provide appropriate advice.

"Maintaining Infrastructure", the teacher acts as the user doing the following activities:

- Detect when an anomaly in the infrastructure and give notice to the Department of General Services.
- Signature under at the time that their specifications were met.

Research methods

This section will describe the methodology chosen for the research, that is to know the social phenomenon of the Appreciative Inquiry from objective reality consisting of subjective experiences of teachers in the directions of degrees offered by the UPZ (Sampieri, 2003).

The exercise was conducted in two stages, dividing the group due to the needs of each career:

1st stage. The program of International Business in a group met in the conference room of teachers, located in building B, consisting of a 1-hour session.

Procedure or intervention strategy

- They were asked permission to record the session.
- Gave them an introductory talk about the Appreciative Inquiry group to delve into the topic of discussion.
- Concepts were read about the issue.
- Were discussed views on the Appreciative Inquiry.
- Intervention was initiated by each of the members.
- It led to the socialization of the subject in the group.
- Gave the conclusions of the meeting

2nd. stage. The program of Management and Administration of Small and Medium Enterprises sent their comments and results by e-mail.

Procedure or intervention strategy

- Sent an abstract where explained the intent of the research, as well as a

questionnaire and tables to help study intention.

- Making individually the current and previous Appreciative Inquiry.
- To make way for the results in teams of 3 to the socialization of the previous year.
- Responses were received within 3 days.

Workshop appreciative inquiry.

Exercise: The forces that give life
Discovering and articulating the forces that give life.

Objetive:

Share the most powerful stories (stories inspiring and relevant for the future) and discover all the factors in the stories that contribute to those successes.

Participants:

17 International Business and Management and Administration of Small and Medium Enterprises teachers.

Description or meeting Workshop Agenda:

1. Objetive presentation.
2. Ask what is considered the peak of success we've had?
3. Socialization of a story for each participant. Must exemplify the best moments of area, department, organization, family, etc..
4. Identification, in pairs, of the factors - strength, practices and special values of success - things that make this possible, because the repetition of certain stories, was reduced to the following: Use of instrument A.

Histories	Causes
1. Academic growth of teachers.	- Through the inspiration for entry and participation in a postgraduate.
2. He launched the quality management system.	- Achieve certification and the impact on streamlining administrative procedures, as well as academics have sufficient evidence on which it is made sure that working with competency-based programs and thus impact the certification of some of the careers.
3. Construction of buildings and laboratories.	Existence of external support to increase and improve the infrastructure of HEIs Skilled personnel for the proper management of resources Enrollments have increased to allow entry to certain projects.
4. Enrollment rising.	8 years ago in the UPZ, teachers began teaching at International Business careers PyME'sy and groups in both careers were an average of 30 students each incoming and opened 3 or 4 according to the existing demand .
5. There was organizational environment and communication between staff and faculty was better.	- Rectory carried out monthly meeting with the group of teachers to understand their concerns and needs, is celebrating teachers who met years by month.

Table 2

Historias	Causas raiz
1. Improving the tutorial program.	- Assign a department Tutorials - Hire a psychologist to channel students with special problems.
2. Entering in the field of research.	- Assign teaching hours for investigation. - Interest of some teachers to participate in research. - Participation of teachers in PhD studies. - Development of external sources for increased research in HEIs.
3. Full-time teachers were hired for an indefinite period.	- Determined as previously hired for a specified period, as required each course.
4. Promoting teachers category.	- According to the notice issued by the current administration to a recategorization who met the requirements stipulated by the Regulation of Admission, Promotion and Permanence of Academic Staff of the University.

Table 3

Results

Next, Table 4 presents the Socialization of the exercise, describing the results arising from the Appreciative Inquiry of the current administration (Table 2) and the previous administration (Table 3).

The groups were performed as follows: represented by the letter "N" for International Business and an "A" for Management and Administration of SMEs. Remaining six groups in total (three of each career).

The factors were determined as the maximum of importances and indispensable for the development of teachers' work as groups. From this suggests some practices are necessary for the fulfillment of the factors.

Values are important to the study of organizational behavior because they give the foundation for understanding the attitudes and motivation of individuals, because they influence our perceptions. Milton Rokeach Values Survey created the same name (EVR). It consists of two sets of values, each with 18 individual values.

One contains the terminal values, and refers to the final states are desirable. The other set, formed by the instrumental values, refers to the preferred modes of behavior, or means for achieving terminal values (Robbins, 2009).

Groups	Factors	Values
1.N.	Communication	Mind wide. Diplomat.
2.N.	Teamwork	Servicial Responsibility
3.N.	Support and reward	Sense of achievement Social recognition Ambitious
1.A.	Interest in participating in research projects.	Capable Logical Equality
2.A.	Identification of the main activity of the teacher	Pleasure Independent Responsibility
3.A.	Project right direction	Logical Capable Responsibility

Table 4

In the International Business and Management of SMEs careers consider that the ideal state, is under the following features:

- Continuous communication with the rector.

According to Fred Luthans and his associates studied more than 450 managers. What they found was that they were involved in four managerial activities (Robbins, 2009):

1. Traditional Administration. Making decisions, planning and control.
2. Communication. Exchanging routine information and processing documents.
3. Human Resource Management. Motivating, disciplining, managing conflict, assign and train staff.
4. Networking. Socializing, politics and interact with people from outside.

In the study, the manager "average" dedicated 29% to communicate, the manager "successful" 28% devoted to the same concept.

However the manager "effective" shows a connection between being clear communication is 44% explaining that those seeking information among your colleagues and employees (even negative) and explain their decisions is more effective.

- Teamwork: teachers identify as a collaborative effort strength to get ahead with implications or challenges presented to them despite adversity or change forces either internal and / or external:

According to Robbins & Judge (2009), a work team generates positive synergy through coordinated effort. For a team to be successful requires four factors: adequate resources, leadership and structure, trust and performance evaluation and reward system.

- Support and reward only in the current administration have actually been doing full-time nominations and categories.

Payment plans based on merit remunerate the individual's performance, as they rely on the rating of the performance evaluation. The main advantage of the merit pay plans is to allow employers to differentiate pay based on performance, so that people considered great filmmakers are given larger increases. In an effort to motivate and retain employees that work best, more and more companies that increase the gap between them and the less efficient (Robbins, 2009).

- Interest in participating in research projects. Teachers working in the University of Zacatecas according to their occupation are having two personality types according to " Holland Typology " (Robbins, 2009):

- Investigator Type: leaning on activities that involve thinking, organizing and understanding, analytical personality, original, curious, independent.
- Sociable Type: having preference for activities involving help and assist in the development of other, outgoing personality, friendly, cooperative and comprehensive.

- Identification of the main activity of the professor:

Project right direction: this is directly related to the decision-making and to that end proposes six steps Model Rational Decision Making proposed by Robbins & Judge (2009):

1. Define the problem
2. Identify the decision criteria
3. Assign weights or weights to the criteria.

4. Develop alternative
5. Evaluate the alternatives.
6. Select the best alternative.

- a. Description - ego state (transactional analysis) of each member

Transactional analysis is a theory of personality and human relationships with their own philosophy that currently applies to psychotherapy, growth and personal or organizational change in many fields. His concepts are expressed by means of a simple and original vocabulary primarily seeking understanding of phenomena by all (professional clients). Their analysis models are universal. His explanations are intentionally simple and close to the people's immediate experiences (Giardino).

Ego states, are classified into (Castillo, 2012):

Father: that may be critical parent (positive or negative) and protective father (positive or negative)

Adult: not divided in their study and have logical characteristics, analyzes the facts, live for today, weighing pros and cons and updates the parent and the child.

Child: which is divided into natural and adapted.

Is now made Transactional Analysis based on the working groups in the degrees.

The Degree in Administration and Management of SMEs to the present administration has:

- Four full-time teachers category
- One full-time teacher category B

And the rest of signature

It is observed that the teachers of career of the Bachelor of Administration and Management of SMEs Adult ego state, despite a predominant group I watching Child rebellion, freedom and sometimes revenge. The Father I leads to devaluation behaviors as the critique.

The Degree in International Bussiness to the present administration has:

- Four full-time teachers category
- One full-time teacher category B
- And the rest of signature

The fact that there are states in the career Father I of International Business be because teachers holding administrative positions within the University and affects the compliance function as task management, research and / or teaching. Prioritizing tasks or administrative functions.

- a. Description of the ideal state of organization, department or area:

- Communication.
- Teamwork.
- Support and reward.
- Develop an interest in participating in research projects.
- Identify the core business of teaching.
- Project right direction.

6. Conclusions

The forces that give life, After reviewing the root causes that have promoted the success of our University of Zacatecas, masters of the Bachelor of International Business and Administration and management of SMEs believe that the ideal state is subject to the following features:

- Maintain close communication through regular meetings with the rector.
- Work as a team to contribute to academic management activities taking responsibility and being helpful to others departments.
- That their work is supported and rewarded through periodic calls to stimulate the development and growth of teachers obtaining academic sense of achievement and social recognition.
- Fostering interest in participating in research projects: assigning hours to research, participating in doctoral studies, increasing its logical sense, capacity and resulting in equal opportunities.
- Identify the core business of teaching, focusing on the activity of teaching classes such as basic engine and it's college;
- Project right direction where the trained groups are proposed to obtain necessary objectives, without the need of extra work for teachers, that is logical, capable and responsible to an end.

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