

Administrative Audit of the Subdirectorate of Planning and Liaison of a Higher Education Institution of the State of Veracruz

Auditoria Administrativa a la Subdirección de Planeación y Vinculación de una Institución de Educación Superior del Estado de Veracruz

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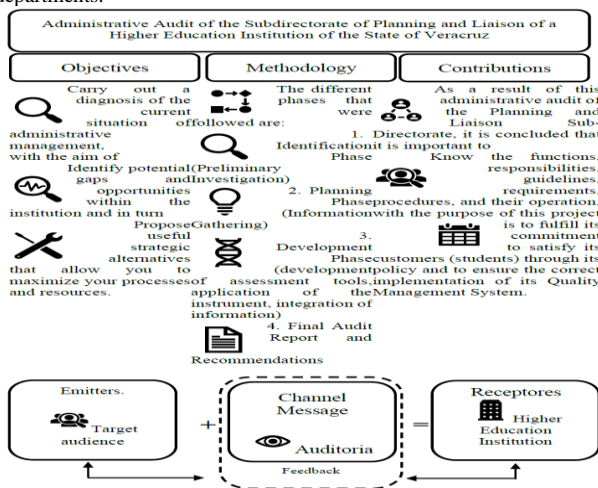


Abstract

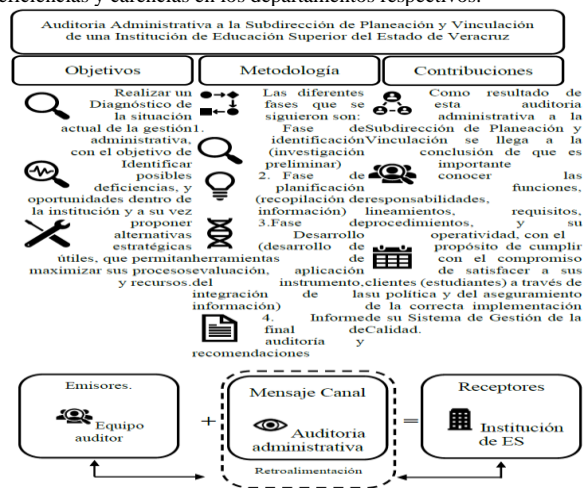
This research and development work of administrative audit was carried out in the area of Planning and Liaison Subdirectorate of a Higher Education Institution in the state of Veracruz. It is a field research, descriptive and documentary; through instruments and interviews with the Planning, Programming and Budgeting Departments; Linkage and Technology Management; School Services; Extracurricular Activities and Information Center; on the management of their administrative processes. Based on the results, it was detected that the Planning and Liaison Sub-Directorate has an excellent organizational culture, since the staff cooperates with their bosses, has good communication and supports each other with their activities to be carried out. However, some employees are unaware of their area since they do not have training, so the administrative processes are not being executed as they should be, which leads to deficiencies and shortcomings in the respective departments.

Resumen

Este trabajo de investigación y desarrollo de auditoría administrativa se realizó en el área de Subdirección de Planeación y Vinculación de una Institución de Educación Superior del estado de Veracruz. Es una investigación de campo, descriptiva y documental; a través de instrumentos y entrevistas a los Departamentos de Planeación, Programación y Presupuestación; Vinculación y Gestión Tecnológica; Servicios Escolares; Actividades Extraescolares y Centro de Información; sobre la gestión de sus procesos administrativos. Con base a los resultados, se detectó que la Subdirección cuenta con una excelente cultura organizacional, ya que el personal coopera con sus jefes, cuenta con buena comunicación y se apoyan con sus actividades a realizar. Sin embargo, algunos empleados desconocen de su área ya que no cuentan con capacitaciones, por lo que los procesos administrativos no están siendo ejecutados como se debe lo que conlleva a que se presentan deficiencias y carencias en los departamentos respectivos.



Administrative, Deficiencies, Development



Administración, Deficiencias, Desarrollo

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Introduction

The management audit is the total or partial analytical evaluation of an organization for the purpose of determining its level of performance and listing opportunities for improvement to innovate value and achieve sustainable competitive advantage. That is why it is essential to carry it out at least once a year in order to investigate and make sure that administrative activities are being carried out correctly, analyze what is missing, and where they can be improved and supervise what is being carried out effectively, with the priority being the strengthening of the company.

The evaluation instruments used were Questionnaires, Questionnaires of Relevant Aspects, Questionnaires of Documentary Analysis and Formulation of the Administrative Diagnosis. These were applied and answered by three employees from each horizontal line of the organizational structure. The ITUG (Instituto Tecnológico de Úrsulo Galván) offers the educational service of higher education.

The objective is to carry out a preliminary investigation that allows providing information to institutions to obtain a complete and objective vision of their organization, initiate a process of business reconversion and professionalization of management that allows them to increase their competitiveness and grow in the local or regional market and eventually, in the national market.

The results showed that subordinates must have competence and awareness of the objectives and their activities since they are not entirely clear, there is good leadership from the sub-management so there is a good working relationship of respect, they use information technologies as a work tool for the fulfillment of their functions, They do not have the ideal distribution of space for the development of their activities, in general the resources are used according to their areas and activities.

It is important to raise awareness and consider the risks of not performing the functions that are their responsibility, and thus generate the necessary strategies for the fulfillment of institutional objectives.

Methodology

The methodology for the research is graphically represented in Figure 1, where the different phases that were followed are listed:

1. Identification Phase (Preliminary Investigation)
2. Planning Phase (Information Collection)

3. Development Phase (Development of Assessment Tools, Implementation of the Instrument, Integration of Information)
4. Final Audit Report and Recommendations

Box 1

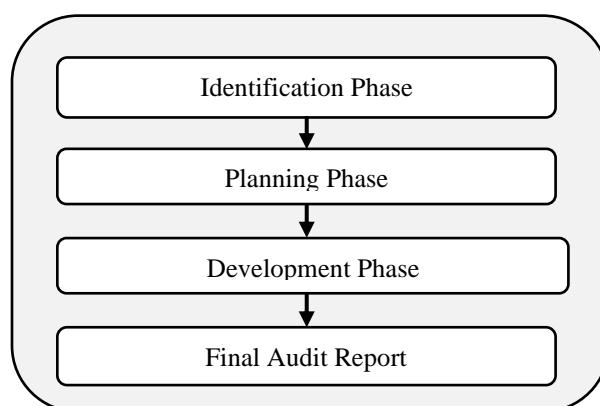


Figure 1

Methodology for research

Note: The image indicates the methodology used in the research.

Instrument to be used

The purpose of the evaluation instruments used for this research is to obtain information related to the activities and functions of the Planning and Liaison Sub-Directorate.

The preliminary questionnaire consists of 10 items with open-ended questions. The audit questionnaire consists of 40 items with open-ended, multiple-choice, and Likert questions. The relevant aspects and document analysis sheets are filled with information about the company obtained through observation, survey, interview, findings and evidence, and then the Final Audit Report is generated.

Box 2

Table 1

Assessment Tool

Administrative process	Maximum Points
Planning	250
Organization	250
Address	250
Control	250

Note: The figure indicates the scoring criteria chosen for the audit.

Box 3

Table 2

Performance Measurement

Likert scale	
Score	Interpretation
801-1000	Excellent
601-800	Very Good
401-600	Well
201-400	Regular
0-200	A Little

Note: The figure indicates the scoring criteria chosen for the audit

Results

This methodology helps to decide specific aspects of the organization, which can be positive or negative. With the results obtained, recommendations are made that, if implemented, bring improvement and growth to the company.

The results are as follows:

Box 4

Table 3

Relevant aspects ballot.

Stage	Specific Element	Result of the analysis
Planning	Mission-Vision	They know the mission and vision, some don't.
	Objectives	Each area has its own objectives.
	Procedures	Procedures are declared in the Quality Management System.
Organization	Organizational Structure	There are constant changes.
	Division and distribution of duties	The functions of the Department of Technology Management and Liaison are not clear.
	Organizational Culture and Human Resources	There is a good working environment.
Dirección	Leadership & Communication	Communication is good and there is leadership.
	Motivation and Work Teams	Motivation is weak as they only do the activities but there is no 100% support.
	Technological information	They have experience in the management of Information and Communication Technologies.
Control	Systems	They are certified under the ISO 9001:2015 Standard.
	Distribution of space	Spaces are cramped, which can be lacking.
	Quality	A Quality Management System is in place.

Note: The Cédula indicates relevant aspects by Stage of the administrative process

Box 5

Table 4

Document Analysis Certificate.

Document	Result of the analysis
Quality Manual	It is updated based on the ISO 9001:2015 Standard
Strategic Quality Process	In this process, the Procedures for Document Control, Internal Audit, Non-Conforming Product Control, Service Audits are declared.
Strategic Linkage Process	In this process, the Procedures for Visits to Companies, Social Service, and Cultural, Sports and Civic Promotion are declared.

Note: The Cédula indicates relevant aspects by Stage of the administrative process.

Box 6

Table 5

Maximum Points Earned.

Stage	Specific Element	Maximum Points	Points Earned	%
Planning	Mission-Vision	80	70	20
	Objectives	80	60	
	Procedures	90	70	
	Total	250	200	
Organization	Organizational Structure	100	90	20
	Division and distribution of duties	100	60	
	Organizational Culture and Human Resources	50	50	
	Total	250	200	
Dirección	Leadership & Communication	100	90	20
	Motivation and Work Teams	100	60	
	Technological information	50	50	
	Total	250	200	
Control	Systems	100	100	20
	Distribution of space	100	60	
	Quality	50	40	
	Total	250	200	
Total by Processes		1000	750	80%

Note: The image shows the maximum points obtained from the administrative stages.

The institution is in the "VERY GOOD" range, so they are in the expected result, but not in the optimal one.

Conclusions

The following is a description of the data provided by the evaluation instruments applied in the Sub-Directorate of Planning and Liaison of the Higher Education Institution by stage of the administrative process.

Planning: Planning exists; however some activities are not executed as indicated by your school calendar or are carried out as stated in your procedures.

Article

Organization: There is a good organizational culture and communication, the staff cooperates with their bosses, and supports each other for the fulfillment of their activities.

Management: There is leadership, the Sub-Directorate supports its bosses in the fulfillment of institutional objectives.

Control: Although there is a Quality Management System, there is still work to be done on measurement and monitoring.

As a result of this administrative audit of the Planning and Liaison Subdirectorate, it is concluded that it is important to know the Quality Management System. The Quality Manual contains the Organizational Chart, Objectives, Leadership, Planning, Mission, Vision, Policies, Scope, Customer Requirements, Support, Operation, Performance Evaluation and Improvement. And also the procedures of the Strategic Planning and Linkage Process: Procedure for Visits to Companies, Procedure for Social Service and Procedure for Cultural, Sports and Civic Promotion; This is in order to carry out a better planning to later meet the organizational objectives.

Recommendations

Based on the challenges posed by the organizational environment and context, it is recommended that the Higher Education Institution implement the recommended actions and develop actions that meet its objectives declared in its Quality Management System.

It is recommended in Planning and Organization: Publicize the Manual and the Operating Procedures and the importance of knowing the Quality Management System, so that everyone knows their roles, responsibilities and the repercussions in case of not complying with them, through training, awareness and awareness.

In Management and Control, carry out an evaluation and profile analysis of department heads, implement training courses to improve their skills and knowledge that are reflected in the efficiency of their functions, digitize processes so that they facilitate and speed up information both to customers (students) and to interested parties and those involved in these processes.

It is recommended to publicize the QMS manual, the procedure manuals of the areas, training, awareness of the organization manual so that they clearly know the functions to be performed and that the staff does not lose the direction of the organization and improve their performance.

It is important that an administrative audit is carried out at least twice a year, together with the internal audit of the Quality Management System, in order to comply with the Follow-Up Phase and measure the results with the previous one, which allows us to know and evaluate the performance of the organization.

Declarations

Conflict of interest

The authors declare no interest conflict. They have no known competing financial interests or personal relationships that could have appeared to influence the article reported in this article.

Author contribution

Balderrabano-Briones, Jazmín: Writing the draft version of the manuscript

Martínez-Gutiérrez, Rodolfo: Carefully proofread and revise the final version following the format and guidance; and

Utrera-Velez, Youssef: Fill out the required forms to submit the article

Availability of data and materials

The data obtained in the investigation are available in the final report of the administrative authority.

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Abbreviations

ITUG: Instituto Tecnológico de Úrsulo Galván.
QMS manual: Quality Management System Manual.

Article

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As it is a field research, only basic references are taken where the methodology is consulted, the data of this article were taken from the administrative audit.

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