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BEST PROJECT MANAGEMENT PRACTICES IN THE NEW SINEACE MODEL FOR UNIVERSITY ACCREDITATION

Edward Flores[1], Justo Solis[1], José Rosales[1]

[1]Universidad Nacional Federico Villarreal

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Keywords: University Accreditation, Stakeholders, Quality Management System.

ABSTRACT

In recent years, the need for accreditation of university colleges in universities has become a constant challenge for all universities nationwide, with the change to the new university law No. 30220 that requests institutional licensing and accreditation of professional careers, so that a quality education can be exercised, many isolated efforts have been developed and until now no general or specific guidelines have been found for defined or satisfactory results of the process and adequate follow-up of accreditation.For this reason, the present study has had an organizational sample as a reference frame and the main objective is to demonstrate whether the best practices of project management under a permanent work approach, in the areas of quality assurance and the identification of interested, will allow to establish the necessary or ideal procedure to carry out the accreditation process, in the same way, to be a reference for the process of accreditation of other professional careers in various faculties and universities, since now it is an activity that will be continuous and permanent over the years, in accordance with the new university law N ° 30220, where it is suggested that approximately after three years the need to update the curricular plan of university professional careers be seen, it is also necessary to indicate that in the course of time, there may be new technologies or procedures to be implemented that do not have the appropriate use or not used for lack of predisposition to them.

Keywords: University Accreditation, Stakeholders, Quality Management System.

INTRODUCTION

SINEACE, In January 2007 the National Educational Project for 2021 "The education we want for Peru" was approved, whose strategic objective number 5 establishes the importance of quality higher education becoming a determining factor for the country's growth.

The issue of quality in higher education, which until now had been an internal matter that the institutions had handled, became for the country a matter of public policy. The concern began to be, from that moment, on the difference between the investment that the country makes in education and the results obtained from it. All this caused a disparity, among other things in the concepts that are handled about quality and evidenced the difference between the quality of the different types of institutions existing in the country, from those dedicated to basic and higher education.

This is why the issue of the quality of education cannot be raised outside the Country Project, it means and as Yamada et al state, it must be subject to the context in which the accreditation models will be developed because this will be context in which they make sense. In the words of Gustavo Yamada2 there should be "greater awareness of adjusting national quality assurance systems to the needs and realities of each country". If the context changes, the institutions also and therefore the accreditation models and the approach to standards that measure said quality should be modified according to these changes. The concept of "quality education", as defended by UNESCO, thus arises as a dynamic concept that evolves as the concept of education itself evolves.

MATERIALS AND METHODS

Method

In the case of theoretical investigations, such as the present one, a review of the analysis technique and results demonstration will be made, in the case of the use of the methodology of managing the interested parties on its application in a factor of the new criteria of university accreditation.

Dimension: Strategic Management

Factor: Curriculum planning

Standard: Stakeholder engagement

The study program maintains and executes mechanisms that consider the participation of interest groups to ensure that the academic offer is relevant to the social demand.

Criteria to evaluate:

The study program identifies social demand, regional, national or international development plans to define the academic offer in terms of its relevance and size. For this process, the opinion of stakeholders is considered

Materials

In this research, the guidelines followed by the use of best practices in project management granted by the Project Management Institute, (2013), will be taken into account for the management of stakeholders and quality management, which are detailed below, it should be noted, that it is not a methodology but the use of the best project-oriented management practices and identifying it for the accreditation process:Gestión de los interesados:

Identify Stakeholders: The process of identifying the people, groups or organizations that could affect or be affected by a decision, activity or result of the accreditation process, as well as analyzing and documenting relevant information regarding their interests, participation, interdependencies, influence and possible impact on the success of the project.

Quality management

Plan Quality Management: It is the process of identifying the requirements and / or quality standards for the accreditation process and its deliverables, as well as documenting how the accreditation process will demonstrate compliance with them.

Perform Quality Assurance: It is the process that consists of auditing the quality requirements and the results of the quality control measurements, to ensure that the appropriate quality standards and operational definitions are used.

PROCESS

Next, it will be detailed, taking as a reference what is indicated by the Project Management Institute, for project management and identifying it for the accreditation process:
Identify Interested Parties: The following documentation and / or

activity to be carried out for registration must be taken into account:

Tickets:
Project charter
Procurement documents
Environmental factors of the company
Assets of the organization's processes

Tools and techniques
Stakeholder analysis
Expert judgment
Meetings

Departures
Registerofinterestedparties.

Quality management:
Plan quality management: The following documentation and / or activity to be carried out must be taken into account for registration:
Tickets
Project management plan
Register of interested parties
Risk register
Requirements documentation
Environmental factors of the company
Assets of the organization's processes
Tools and Techniques
Cost benefit analysis
Quality cost
Seven basic quality tools
Comparative studies
Design of experiments
Statistical sampling
Other quality planning tools
Meetings
Departures
Quality management plan
Process improvement plan
Quality Metrics
Quality checklists
Updates to project documents

Quality assurance: The following documentation and / or activity to be carried out for registration must be taken into account:

Tickets
Quality management plan
Process improvement plan
Quality Metrics
Quality control measures
Project documents
Tools and Techniques
Quality control and management tools.
Quality audits
Process analysis
Departures
Change requests
Updates to the plan for project management
Updates to project documents
Updates to the organization's process assets.

RESULTS

Next, a contrast will be made between the definitions and / or tools of the best practices of project management with their identification within the context of the needs of the curricular program.

Procedure to identify the Interested Parties

Tickets:

Project charter: The project charter within the requirements of the accreditation process corresponds to the initial plan of activities provided by the accreditation team that is in the professional career. Theywill determine theinitialworkguidelines, as well as thedevelopment and scopeof training criteriawithintheneedsforcriteriato be developed.

Procurementdocuments: Forthispoint, allthecontractsestablishedwiththeprofessionalcareermust be considered, both in theacademicfield and in othercontextssuch as municipalities, organizations, healthinstitutions, etc., in such a waythatthecontext complete and needsthatmay be outsourcedwithinthestudyprogram.

Environmental factors of the company: They are those that determine the environmental conditions in the relationships that may exist between the curricular program with its environment, among them

are: society, competition, costs, are factors that the curricular program and that you should take into account for your activities, as these are governed by external factors and may change from one moment to the next without prior notice. Oneoftheexternalfactorsmay be theadvisorycommittee, who determine thebusinessneeds and theenvironment so thatthey can be consideredwithinthestudyprogram.

Assets of the organization's processes: These are those factors that can be controlled by the university and mainly by the curricular program, among them may be: the administration of the career, laboratories, buildings, management documents, expenses, teaching work, schedules, communication with students, among others.

Tools and techniques

Once the initial context of the necessary environment has been identified, we will proceed to evaluate who or who may be involved for the curricular program.

Stakeholder analysis: The various stakeholders should be reviewed and identified by the stakeholder for which it will be necessary, it should be remembered that the stakeholders of the curricular program are all those who are directly or indirectly related to any activity (s) or need that the curricular program may have, such as: university authorities, the municipality, society, the government, the cadastral environment, etc.

Expert judgment: In order to have a clear context of the stakeholders involved with the study program, in some cases, it will be necessary to make the necessary consultations with other people, authorities or even institutions, in order to be able to validate the relevance and adequate participation of each interested in the curricular program. In the same way, their need and their responsibility or participation within the study program will be evaluated.

Meetings: If necessary, meetings will be established to determine the degree of commitment and the needs or priorities, as well as their participation that each person involved with the curricular program may have, as well as the interests that they may have with the program.

Departures

Register of interested parties: Once the interested parties have been identified and the degree of interest in the curricular program has been reviewed, all interested parties of the curricular program will be described, and in the same way, a matrix of priorities and

responsibilities will be established, as well as communication and participation, among other activities defined to identify the commitment of the interested parties with the curricular program. Stakeholders can be institutions or individuals such as employers, regional governments, local governments, professional associations and representatives of civil society, who receive the indirect benefits of the educational service and therefore, pose quality requirements. Some institutions may include other actors internal to the educational institution.

Depending on the needs of the curricular program, the group of interested parties to be registered may be larger or smaller, in the same way, they can be by groups, by teams or by proper names of the people involved.

Current participation can be documented using the Stakeholder Participation Assessment Matrix, as shown in Table 1, where C indicates current participation and D indicates desired participation. The accreditation process project team should identify the desired level of participation for the current phase of the project, based on the information available.

Table 1. Identification of stakeholders.

Name	Unknown	Reluctant	Neutral	Supporter	Leader
AdvisoryCommittee	C				D
Directors		C			
Teachers			C		D
Students		C	D		
Graduates	C			D	
Local government	C			D	
Society		C		D	

Updates to the project documents:After the planning carried out, the documents that are most updated are the following: the schedule of the accreditation process, the registry of interested parties described above, the plan for the direction of the accreditation process.

Next, stakeholder participation will be identified within the standards requested by SINEACE.

In Factor 1, Planning of the study program, in standard 1 articulated purposes, it is the first criterion to evaluate, it is identified and defined that the interest groups should participate in the purposes of the study program.

In Factor 1, Study program planning, in standard 2 Stakeholder participation, stakeholder participation is clearly defined within the study program to indicate whether the academic offer is relevant to social demand .

In Factor 1, Study program planning, in standard 3 Periodic and participatory review of policies and objectives, it is defined that the participation of stakeholders is necessary for the validation and approval of this standard.

In Factor 1, Planning of the study program, in standard 4, sustainability, stakeholders are taken into consideration to strengthen the study program.

In Factor 2, Management of the graduation profile, the study program, in addition to the graduation profile of the students, clearly identifies that the expectations of stakeholders and the environment must be taken into account.

In Factor 2, Management of the graduation profile, in standard 5, Relevance of the graduation profile, it is sought that the expectations of the participatory interest group can be met in the study program.

In the same way, in general terms, the self-evaluation process seeks the participation of stakeholders for the study program.

In table 2 the internal stakeholders will be identified and in table 3 the external stakeholders corresponding to the curricular program of Computer Engineering of the Faculty of Electronic and Computer Engineering of the National University Federico Villarreal will be identified.

Tabla 2. Internal Stakeholders Matrix of the Computer Engineering curricular program UNFV-FIEI

NAME	FUNCTION	REPRESENTATION	PHONE
Dr. Juan Alfaro Bernedo	Rector de la UNFV	University	1234567
Dr. Justo Solis Fonseca	Decano de la FIEI-UNFV	University	7654321
Dr. Edward Flores Masías	Director Escuela Profesional de Ingeniería Informática	FIEI-UNFV	1357246
Representantes estudiantiles	Estudiantes de la FIEI-UNFV	FIEI-UNFV	7531642
Lic. Carmen Lozada	Jefa de planeamiento	FIEI-UNFV	5676556
Mg. Victor Salinas	Jefe de Asuntos Académicos	FIEI-UNFV	2345435

Ing. Jose Pastor	Secretario General	FIEI-UNFV	3422234
Ing. EddyeSanchez	Responsable de laboratorios	FIEI-UNFV	3656566
Dr. Victor Pinto de la Sota	Vicerrector Académico UNFV	University	1234567
…	…	…	…

Tabla3. Matrix of external Stakeholders of the Computer Engineering curriculum UNFV-FIEI

NAME	FUNCTION	REPRESENTATION	PHONE
Lic. Angel Wu	Mayor of Breña	districtMunicipality	1357246
Sra. Ana Ruiz	Neighborhoodrepresentative	Location	7531642
Sr. Luis Guillén	Neighborhoodrepresentative	Location	5676556
Ing. Juan Seclén	Presidentofthe CIP	AdvisoryCommittee	2345435
Ing. Alberto Carrera	Telecommunicationscompany director	AdvisoryCommittee	3422234
Ing. Pedro Carpio	Bank Director	Business representative of pre professional practices	4545254
Ing. Edgar Tapia	Director ofEducation	MinistryofEducation	4324143
Ing. Luisa Cabal	SINEACE Evaluator	SINEACE	7674232
Ing. Carlos Pérez	Microsoft Project Manager	AdvisoryCommittee	1342344
…	…	…	…

In the sample shown in table 4, we will proceed to establish the identification of the interested parties(they can be internal or external), corresponding to the curricular program of study.

Table 4. Stakeholder of the accreditation project: Rector

Stakeholdersmatrix					
Project:	typeAccreditation of the Computer Engineering curriculum FIEI-UNFV				
Code:	APCII-001				
Date	1/01/2018				
Stakeholder	Dr. Juan Alfaro Bernedo				
Type:	Internal				
Object	Level	Influence	**PossibleActions**		**Strategies**
			Impact +	Impact -	
Request your commitment to coordination activities for the accreditation of the degree	High	High	Supports and coordinates the management of the accreditation program	Lack of commitment to the activities of the accreditation process	-Keepcommunicated. -Request active participation. -Coordinate requests for approval or delegation
Conclusions:	Be informed of any advance or requirement				

Then they will proceed to identify their characteristics and needs in the accreditation project of the computer engineering program of the Faculty of Electronic and Computer Engineering of the National University Federico Villarreal.

Table 5. Relationship of stakeholders with their commitment and interest / power matrix

Stakeholdersregisters												
Draft	**ACCREDITATION OF THE COMPUTER ENGINEERING CURRICULUM PROGRAM**				Date:	10	11	17				
Preparedby:	**Dr. Flores Masías, Edward**				Date:	1	1	18				
Reviewedby:	Licensing and Accreditation Office				Date:	7	9	18				
Approvedby:	Dr. Justo Pastor Solis Fonseca				Date:	11	11	18				
Names	**Organization**	**Position**	**ContactInformation**	**RequierementsProduct**	**CurrentCommitment**					**Matrixz Power/ Influence**		
					I	R	N	A	L	I	P	
Dr. Juan Alfaro Bernedo	Universidad	Rector de la UNFV	secretaria del indicado	Cumplimientos de objetivos de acreditación				X		M	A	

Dr. Justo Solis Fonseca	Universidad	Decano de la FIEI-UNFV	secretaria del indicado	Cumplimientos de objetivos de acreditación		X	A	A
Dr. Edward Flores Masías	FIEI-UNFV	Director Escuela Profesional	secretaria del indicado	Cumplimientos de objetivos de acreditación		X	A	A
Consejo de Facultad FIEI	FIEI-UNFV	Consejeros de Facultad FIEI	Decanato	Plan de adecuación	X		N	A
Representantes estudiantiles	FIEI-UNFV	Estudiantes de la FIEI-UNFV	delegados	requisitos academicos	X		B	B
Lic. Carmen Lozada	FIEI-UNFV	Jefa de planeamiento	indicado	plan operativo	X		B	M
Ing. Jose Pastor	FIEI-UNFV	Secretario General	secretaria del indicado	Resoluciones decanales		X	M	A
...	...	...	...	...	...		...	...

Legend:

I: Inconsistent	P: Power
A: Resistant	I: Interest
N: Neutral	A: High
A: Supports	M: Medium
L: Lead	B: Bass

Quality management:

Next, we will proceed to detail the scheme identified for project management within the framework of the best project practices according to what is indicated by the PMBOK.

Plan quality management: The following documentation and / or activity to be carried out must be taken into account for registration:

Tickets

Project management plan: It consists of the main document that contains the initial planning of all the activities to be carried out, also considering the costs, planned times and the scope of the work to be carried out.

Risk register: An identification of the possible registers that may be presented to carry out the quality assurance requested in Factor 3 Quality assurance, proposed by SINEACE, must be made, which may have a risk identification template, considering that It is not necessary

to carry out a qualitative or quantitative analysis, the following table (Table 8) shows how it can be defined below:

Table 6. RiskIdentification.

Item	Problem	Risk	Type		Cat Risk
			Threat	opportunity	
1	Lackofteacherparticipation	Breachofestablisheddeadlines	X		High
2	Late deliveryofactivities	Breachofestablisheddeadlines	X		High
3	Lack of commitment from authority	Breachofestablisheddeadlines	X		High
4	Lackofdocumentation	Incompleteprocesses	X		Means, medium
5	Absenceofmaterials / equipment	Stoppageofactivities	X		Means, medium
6	Infrastructure	Workenvironment	X		Low
7	Laboratories	Absenceofqualifiedpersonnel	X		Low
8	Administrative staff participation	Absenceof staff	X		High
9	Priority of activities by the authority	superior authority	X		Means, medium
10	Studentparticipation			X	Means

Departures

Requirements documentation

The documentation of requirements consists of identifying the basic needs that must be met for the elaboration of Factor 7 of Quality Assurance, proposed by SINEACE. These requirements must be identified in advance of the quality management system to be implemented.

In accordance with DS 016-2015-MINEDU, a basic policy framework is established that must contain a quality management system for the university system that consists of the following:

Environmental factors of the company identified for the accreditation process of the curricular program:

- Unions of teachers and administrative staff among others.
- Resistance to the use of information technologies.
- Organizational culture.

- Resistance to change.

Assets of the curricular program processes
- MOF
- ROF
- UNFV regulations.

Departures

Tools and Techniques
Cost benefit analysis

The possible activities of establishing a cost-benefit analysis must be taken into account, for this, the needs or basic quality conditions necessary for the quality management system of the curricular program must be determined. The investment made will provide accreditation to the curricular program.

Quality cost
The cost of quality includes all the costs that have been incurred and that are associated with the accreditation project, among them are: the cost of prevention, cost of evaluation, cost of internal and external failures.

Departures

Quality Management Plan

According to the Central Office of Academic Quality of the Federico Villarreal National University (OCCA), it is suggested to take into account the following scheme of a quality management system for Factor 7 of the SINEACE accreditation process:

Quality Management System provided by the OCCA:

1.-Quality policies and objectives
2.-Process map
3.- Process control
4.- Main processes
    4.1.-Teaching learning
    4.2.-I + D + I
    4.3.- University social responsibility
5.- Internal audits
    5.1.- Audits of the teaching-learning process
    5.2.- Audit of the R + D + I process

5.3.- Audit of the university social responsibility process

Quality assurance.

According to what was reviewed in the Accreditation Model for University Higher Education Studies programs of the year 2016 provided by SINEACE, the following is visualized in Factor 3 Quality assurance:

Standard 7: Quality Management System (QMS)

The study program has a quality management system in place.

The implementation of the QMS is framed in the definition of policies, objectives, processes and procedures to achieve it. In addition, you should consider mechanisms that provide confidence and that control the processes for continuous improvement.

The study program must demonstrate evidence of the operation of the QMS in its main processes and of the actions for its evaluation and improvement (internal audits).

Standard 8: Improvement plans.

The study program defines, implements and monitors improvement plans for the aspects that have been identified and prioritized as opportunities for improvement in a participatory manner.

The study program develops a participatory process (the contribution that interest groups, representatives of teachers, students, administrators and directors could make in this regard) is contemplated to identify opportunities for improvement in order to achieve academic excellence.

Improvement plans are defined, implemented and monitored based on a prioritization criterion for execution.

The study program evaluates the fulfillment of the improvement plans and shows periodic progress (according to the goals that have been set, progress should be observed at least every six months) in its implementation.

To carry out quality assurance: You must have the following documentation and / or activity to be carried out for registration:

Tickets

Quality control measurements.

The quality control measures are a function of the activities or processes to be developed within the quality management plan, and the results are among the main sources to determine the quality control measures we have:

- Control measures of the institutional educational model.
- Control measures of the innovation and research office.
- Accreditation model provided by SINEACE.
- Requirements of those interested in the curricular program.

Project documents

The main documents for quality assurance are determined according to the following list:

- Institutional management plan of the university.
- University Quality Management Plan.
- Operational plan of the curricular program.
- Institutional educational model.
- Register of interested parties of the curricular program.
- Cost and investment plan of the curricular program.
- Schedule plan.

Tools and Techniques

Once the elements necessary to determine the quality assurance in the curricular program have been identified, the necessary criteria to determine the quality assurance will be defined, identifying and applying the following:

Quality control and management tools.

As management elements for the quality assurance plan of the curricular program, it will be determined that the quality management system is framed in the institutional policies and objectives, which will determine the guidelines of the activities to be developed.

The determination of the processes to achieve the quality assurance of the curricular program should follow the following scheme:

Identification of processes: The processes involved must be identified and documented according to the needs of the quality plan of the curricular program, in the same way, all the sub-processes involved, it is necessary the diagram of the processes through basic quality tools such as a flow chart or process diagram. The new processes must also be identified for their treatment within the macro diagrams of the functionality of the curricular program.

Classification of processes: once the identification is finished, their corresponding classification will be carried out, depending on the importance or need thereof, these must be classified appropriately considering their participation within the curricular program, an example of this classification may be: operational processes (registration of grades, enrollment, etc.), strategic

processes (annual operating plan, strategies to achieve competencies, etc.), support processes (such as information systems and / or technologies, teaching assistance, etc.).

Process map: which is the indispensable representation to determine their participation within the curricular program.

Process selection: The processes selected for the quality assurance of the curricular program must be treated in a process prioritization matrix, so that they can be evaluated and adequately attended.

Quality audits

During the evaluation of the quality activities of the study program, quality audits must be carried out, for the permanent review of the external and internal activities involved in the entire process necessary for the quality management system to be implemented and requested by SINEACE Below are the basic items with which a referential audit matrix can be made for an audit in the processes identified above, taking into account the requirements of the ISO 9001: 2008 standard for quality management systems:

Quality management system

General requirements
Requirements of the documentation

Management responsibility

Management commitment
Customer focus
Quality policy
Planning
Responsibility, authority and communication
Management review

Resource management

Provision of resources
Human Resources
Infrastructure
Work environment

Process analysis: Determine clearly what is the current situation of the curricular program and follow the steps described in the process improvement plan to determine the necessary improvements, generating continuous improvement (PHVA), on the QC-STORY methodology, where , P would correspond to selecting the process, understanding the current situation, setting goals and planning activities; H corresponds to analyze the causes and propose and

implement solutions; V would represent verification of results and A would be Standardize and establish control**.**

Departures

Change requests: Based on what has been described, identified and developed above, change procedures will be established to improve the study program and the planning of the study plan activities, taking into account the variation of existing processes and the generation of new processes, as well as the elimination of activities or processes that are no longer part of the new quality management system proposed for the Computer Engineering study program. This update must be aligned with the new institutional quality management system of the university.

CONCLUSIONS

The results of the present investigation are presented below:

- The use of best project management practices to identify project stakeholders facilitates the activities necessary to comply with Factor 1, Study program planning, of the model provided by SINEACE, for the accreditation process of curricular programs .

- The use of best practices in project management to identify project stakeholders facilitates the activities necessary to comply with Factor 2, Management of the graduation profile, of the model provided by SINEACE, for the process of accreditation of curricular programs .

- The use of best practices in project management facilitates the activities necessary to comply with Factor 3, Quality Assurance, on the standard of the Quality Management System, in the criteria of the implementation of a Management System of quality, of the model provided by SINEACE, for the accreditation process of curricular programs.

- The use of best practices in project management facilitates the activities necessary to comply with Factor 2, Quality Assurance, on the standard of the Quality Management System, in the criterion of evidence of the operation of the Management System of Quality, of the model provided by SINEACE, for the process of accreditation of curricular programs.

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