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*La Universidad como actor determinante en el sistema  
empresarial cubano*  
*The university as a decisive actor in the Cuban business  
system*

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**Resumen:** Se presenta críticamente la actualidad de la gestión del conocimiento en el entramado empresarial y su interrelación con los procesos universitarios. Los razonamientos describen concepciones para consolidar mediante la intervención de las universidades un escenario de inteligencia y de competitividad como escaño para una sociedad próspera y sostenible. Se recurre al análisis relacional retrospectivo apoyado en pesquisas de comprobada cientificidad realizada en la totalidad de los municipios guantanameros en datos del postgrado asociados al desarrollo gerencial.

**Palabras clave:** Gestión del conocimiento; Gestión empresarial; Empresas de Cuba; Relación Universidad- empresa

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**Abstract:** This paper critically analyses the knowledge management in the business network and its interrelation with the university processes. The reasoning describes conceptions to consolidate through the intervention of the universities a scenario of intelligence and of competitiveness as base for a prosperous and sustainable society. The research uses retrospective relational analysis supported by research of proven scientific character carried out in the entirety of the Guantánamo municipalities in postgraduate courses associated with management development.

**Keywords:** Knowledge management; Business management; Enterprises in Cuba; University-Enterprises relationship

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Knowledge management, in general, is defined by several researchers and academics as a logical, organized and systematic process to produce, transfer and apply in concrete situations a harmonious combination of knowledge, experiences, values, contextual information and expert appraisals that provide a framework for its evaluation and incorporation of new experiences and information.

However, how much of the knowledge generated in universities by academic and scientific studies is transferred to the business system? How much of the knowledge generated

responds to the demands demanded by the business system? What is the impact of the knowledge generated in the universities in the business system?

Existing references reaffirm an imbalance between the relationship of demand, generation and impact of knowledge created or transferred by universities to the business system; its factual manifestation is evidenced in dissatisfactions of its clients and other interested parties.

Although the growth and relevance of the scientific results of Cuban universities is noteworthy, its impact on the performance of business organizations finds gaps that reduce the use of this new production factor, knowledge.

According to this author, on occasion, the knowledge created or transferred by universities is not preceded by a strategic, proactive and anticipatory attitude that integrates the identification of needs and opportunities for the business context. In the original research, shortcomings were identified to know the needs and opportunities of knowledge; these actions involve exploring the objectives and organizational strategies, expectations and preferences of their clients, suppliers and other interested parties and specifying the knowledge required to improve performance, which includes carrying out an analysis of the knowledge required for the execution of activities and business processes.

The strategic attitude in the management of university knowledge must include an estimate of needs in terms of current and future knowledge of the business system, an assessment of the potential use of the usable knowledge and the creation and implementation of strategies to ensure the acquisition, the appropriation and integration of new knowledge in the actions and activities of the company.

The action of the University is considered by this author as a premise for the application and capitalization of knowledge in the company, as well as the tasks associated with the organization and the distribution of relevant knowledge necessary to fulfill the business mission, strategies and policies declared.

Other of the gaps discovered in the population studied to overcome the impact of knowledge is focused on the need to build knowledge that makes the processes of innovation, training,

learning, research and other actions associated with development of the learning curve, that is, the production of relevant knowledge allows the sustainability of the business activity.

Likewise, in many areas of knowledge generated and transferred by universities, the organization and distribution of knowledge is a challenge; these actions demand to identify the tacit knowledge and place it in manuals, procedures, documents, order the knowledge that the organization possesses to facilitate the distribution process and its subsequent application in the value creation process.

This is consistent with existing criteria in the revised information sources that reveal gaps in the organization and distribution of knowledge by the University in the business system and reaffirm that the intervention of the same is conclusive for these organizations to guarantee their application and their impact on the generation of differentiated and sustainable competitive advantages.

It is confirmed in the study that the action of the University in the transfer of knowledge to the business system constitutes another element to be refined in the universities. This transfer, at times, lacks relevant and contextualized procedures to achieve the integration of new knowledge to the organizational culture, to the values and presumptions existing in the company, as well as its proper location and adaptation within the processes, the actors, the systems and in the designs of new products, services.

The lack of integration of new knowledge is manifested as a current gap in its management that limits its conversion into an effective instrument for the creation of value and as a mechanism that generates solutions to the problems and challenges of the company in its performance.

In the same way, the results of the original research lead to the criterion that the location and adaptation of the knowledge transferred by the universities is not consciously used for the creation of added value, and in the transformations and changes to obtain the maximum possible advantage that must generate the knowledge constructed and appropriate by the organization.

The research carried out confirms the reasons for defining the university institutions as determinant actors in the Cuban business system, considered constitutionally as the main subject of the national economy.

The University, through its training, research and extra curricular and cultural processes, determines that the Cuban business system has the necessary knowledge to transform it into tangible benefits, concrete tools and applied technology. The participation of the University in the Cuban business system favors the development of essential organizational capacities, very difficult to copy, expensive to imitate, achieved with learning curves, highly differentiating for clients, other interested parties and the competence.

The University behaves as a catalyst vector for the creation of competitive advantages, which provides the necessary knowledge to the company that intervenes as a source of power and change, in addition knowledge, generated or transferred by universities, behaves as a new substitute from other resources.

The knowledge provided by the universities determines, from the perspective of the environment, that companies understand their changes, adapt and position themselves; and from the internal perspective of the organization, that companies assess whether these changes are relevant in the work environment, in the creative capacity, in the commitment to knowledge, and in behaviors.

Currently, university performance does not favor the diversification of production, the generation of added value, the selective substitution of imports and the improvement of the exportable supply in the desired and necessary dimensions. In the role of the University, work gaps are identified in order to achieve, through the knowledge created and transferred to the business system, the necessary economic-productive transformation, in addition, its potential to be untapped to discover a productive structure based on technological knowledge.

The endemic possibility of the University for the expansion of scientific and technological knowledge, for the increase of the productivity and the training of workers and other actors able to elaborate and commercialize the new products of the Cuban business system and to offer the new services that close the productive cycle is missed.

On the other hand, the Cuban scenario poses new challenges to its University, which in turn appears as the great opportunity to achieve a business framework that admits the implementation of the complete cycle of scientific-technological activity, based on the prioritized and determining areas for establishing a prosperous and sustainable economy.

In the opinion of this author, we need a University committed to the goals and objectives of the Cuban business system, which assumes a decisive role in economic and social development. This commitment must be directed towards the search for changes without precedents in the actions related to knowledge management. It requires universities that achieve significant effects in the innovative processes of the business system aimed at the economic-social progress of the country.

The university processes must have objectives and criteria of measures directed to the support of the Cuban company to reach the goal of being the support of the national economy. It demands the strengthening of the role of the University since it presents different challenges and opportunities in the business system to generate technological knowledge, scientific research, development and technological innovation.

The university structure from its teaching staff, its infrastructure, and its undergraduate and postgraduate curriculum, should constitute the intervening platform in priority areas of production and promotion of new products and services according to the expectations and wishes of its clients and other interested parties.

The Cuban business system for its proper performance requires universities that meet the needs of knowledge generation and continuous training that imposes the balance between supply, domestic consumption, and export. The offer of differentiated and competitive products and services requires of the universities strategies for the preparation of human talents that guarantee the successful implementation of the business strategies declared in the development of the country.

The University must lead the processes of formulating policies that encourage research and that rely on the creation of a system of scientific and technological innovation adapted to the Cuban business system and others, which admits to create conditions of development and the generation of the necessary incentives to guarantee the professional development of the

researchers.

In business management, the interactions between the university-entreprise and the promotion of values and a culture distinguished by being based on collaboration and the integrating vision of the University as a knowledge management institution and the Cuban business system is determinant in the development of the university, and an aspect that must be carefully considered.

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