

## **Toma de decisiones estratégicas en gerentes de pymes del municipio de Ocaña, Colombia**

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### **RESUMEN**

La tarea de decidir de manera estratégica para un directivo de cualquier empresa, se deriva en un acto de alta complejidad que amerita ser estudiado, con profundidad, apoyado en las principales corrientes de la teoría de decisión. De acuerdo con la especificidad de las pequeñas y medianas empresas (pymes en adelante), el estudio de las decisiones estratégicas en quienes las dirigen, exige la comprensión particular del proceso decisorio, los factores intervinientes y los sesgos cognitivos presentes. La investigación tuvo como propósito comprender el proceso toma de decisiones de los gerentes de las pymes del municipio de Ocaña, por lo tanto, la problemática se circunscribe en la observación de un vacío en las decisiones estratégicas de los gerentes, y se aborda a través del caso singular de los gerentes que no poseen formación universitaria. Dentro de la estructura teórica se reconocen como de gran importancia elementos conceptuales relacionados con: los enfoques normativo, prescriptivo y descriptivo de la teoría de decisión. La investigación con enfoque cualitativo realizada bajo la modalidad de estudio de caso con gerentes de pymes del municipio de Ocaña, Colombia, tuvo como marco de referencia la mirada constructivista social. Las entrevistas se escogieron como la principal fuente de datos utilizada para responder la pregunta de investigación, a través de este método se reveló en los informantes aquellas cosas que no se pudieron observar directamente. Del proceso anterior, se diseñó el mapa categorial, el cual se dedujo de los objetivos de la investigación y de sus dimensiones. Los hallazgos que componen la comprensión del proceso toma de decisiones fueron: La

descripción de las decisiones estratégicas tomadas por los gerentes, las cuales estuvieron relacionadas con los hitos empresariales de su creación, su formalización, el desarrollo de nuevos mercados y productos y la expansión y crecimiento. De lo anterior, se derivó, por un lado, la categorización de las decisiones estratégicas, la cual coincide con la tipología reconocida para las grandes empresas y por el otro, la identificación de un proceso decisorio centrado en el gerente propietario de la empresa, el cual se apoya en la mayoría de las fases del enfoque normativo de la teoría de decisión. Por otro lado, los hallazgos del estudio sugieren que los factores, que como mínimo tienen en cuenta los gerentes al momento de decidir estratégicamente son: experiencia acumulada, capacidad de escucha activa, liderazgo autocrático, visión estratégica de negocios y la espiritualidad en el entorno corporativo. A su vez, los resultados lograron develar la presencia de diversos sesgos en la toma de decisiones de los gerentes. Del conjunto de los mismos, se ha identificado los más relevantes en función de las características de los gerentes, tales como la dominancia fáctica, efecto de comprobación, analogía con el pasado, trampa del costo hundido, hábito de la obediencia, escalada de compromiso, regresión a la media, disponibilidad, efecto halo, trampa del anclaje, trampa de la confirmación, enmarcado (ganancias y pérdidas), aversión a la pérdida y la trampa de la recuperabilidad.

**Palabras clave:** Teoría de decisión, proceso de decisión, factores de decisión, sesgos cognitivos.

## ABSTRACT

The task of making strategic decisions for a manager of any company is a highly complex act that deserves to be studied in depth, based on the main currents of decision theory. In accordance with the specificity of small and medium-sized enterprises (SMEs), the study of strategic decisions in those who manage them requires a particular understanding of the decision-making process, the intervening factors and the cognitive biases present. The purpose of the research was to understand the decision-making process of managers of SMEs in the municipality of Ocaña, therefore, the problem is limited to the observation of a gap in the strategic decisions of managers, and is approached through the singular case of managers who do not have university education. Within the theoretical structure, conceptual elements related to the normative, prescriptive and descriptive approaches of decision theory are recognized as being of great importance. The research with qualitative approach conducted under the case study modality with managers of SMEs in the municipality of Ocaña, Colombia, had as a frame of reference the social constructivist approach. Interviews were chosen as the main source of data used to answer the research question, through this method it was revealed in the informants those things that could not be observed directly. From the previous process, the categorical map was designed, which was deduced from the research objectives

and its dimensions. The findings that make up the understanding of the decision-making process were: The description of the strategic decisions made by the managers, which were related to the business milestones of its creation, its formalization, the development of new markets and products, and expansion and growth. From the above, we derived, on the one hand, the categorization of strategic decisions, which coincides with the typology recognized for large companies and, on the other hand, the identification of a decision-making process centered on the owner-manager of the company, which is supported by most of the phases of the normative approach of decision theory. On the other hand, the findings of the study suggest that the factors, which as a minimum are taken into account by managers when making strategic decisions, are: accumulated experience, active listening skills, autocratic leadership, strategic business vision and spirituality in the corporate environment. At the same time, the results revealed the presence of various biases in managers' decision making. Of these, the most relevant have been identified according to the characteristics of managers, such as factual dominance, verification effect, analogy with the past, sunk cost trap, habit of obedience, escalation of commitment, regression to the mean, availability, halo effect, anchoring trap, confirmation trap, framing (profit and loss), loss aversion and the recoverability trap.

**KeyWords:**

Decision theory, decision process, decision factors, cognitive biases.

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