



RESEARCH ARTICLE

# Social Reliability and Organizational Resilience: How SMEs Navigate Violence and Uncertainty in Celaya, Mexico

Alba María del Carmen González-Vega<sup>1</sup>, Juan Morúa-Ramírez<sup>2</sup>, Sergio Méndez-Valencia<sup>3</sup>

<sup>1,2,3</sup>University of Guanajuato, Celaya-Salvatierra Campus, Mexico

ARTICLE INFO	ABSTRACT
Received: Apr 17, 2025	This qualitative study examines the challenges faced by small and medium enterprise (SME) leaders in Celaya, Mexico—a city ranked among the world's most violent—focusing on strategic thinking and social reliability as key constructs shaping decision-making in high-risk environments. Through in-depth interviews with entrepreneurs and municipal officials, the research explores how these leaders interpret uncertainty, institutional trust, and risk mitigation. Findings reveal critically low social reliability, with participants citing governmental inaction, corruption, and organized crime as primary drivers of insecurity. Concurrently, strategic thinking is underutilized; SME leaders conflate it with heuristic tools rather than systemic problem-solving, prioritizing reactive measures over long-term planning. Despite these challenges, the study identifies a paradox: while volatile conditions discourage formal strategy development, fostering strategic cognition becomes vital for survival. Results emphasize the need to integrate experiential knowledge with structured strategic processes, involving diverse stakeholders to bridge gaps in governance and innovation. The study concludes that enhancing strategic agency in high-risk contexts requires collaborative frameworks that reconcile immediate action with adaptive foresight, addressing both cognitive and structural barriers to resilience.
Accepted: Jun 5, 2025	
<b>Keywords</b>	
Strategic Thinking	
Risk	
Social Reliability	
Insecurity	
Smes	
<b>*Corresponding Author:</b>	
amdc.gonzalez@ugto.mx	

## INTRODUCTION

Entrepreneurs, as practitioners of management, are individuals who continuously question the reality around them and act upon it (Morúa, 2013). In doing so, they establish a constructivist dialogue between their reflection and their experience derived from their actions. In this construction process to reduce the uncertainty and risk represented by their context, they resort to social reliability, which is a trust placed in governmental actors to carry out the actions they are supposed to perform.

At the same time, these individuals establish strategies, understood in the broadest sense as Mintzberg et al. (2005) define it. It is recognized that if an SME leader in their strategic work faces a stable and unchanging market, they will be more oriented towards action than reflection, making it easy to establish a plan or follow a market positioning. On the contrary, if they face an uncertain, dynamic, and complex market where the strategic plan is quickly overtaken, the leader requires a cognitive, constructive, and entrepreneurial effort that demands a continuous dialogue between reasoning, especially focused on strategic thinking, and action.

Focusing on the study of strategic thinking and risk, this communication is derived from an international study but represents only a part of the collaboration we have carried out in the project that seeks to understand strategies to improve the competitiveness of SMEs in Ibero-America. In this case, it was conducted with SMEs in the city of Celaya, belonging to the state of Guanajuato, Mexico. It is noteworthy that the municipality was ranked in 2023 as one of the most violent cities in the world, as reported by Staff Correo (2024, January 29), who placed it within the top 50. This not only causes security problems but also violence and corruption. In the face of this crisis context, the

objective of this research is to understand how SME leaders in Celaya understood and practiced strategic thinking and how they declared risk, as well as their commonalities and differences.

The communication is divided into three parts. The first part describes both the constructivist position, and the qualitative methodology carried out, describing the characteristics of the individuals who participated in the study and the context in which the research is inscribed. The third part establishes the results of the field study, emphasizing the categories obtained from the interviews that show how the actors define the elements that affect social reliability and how they define strategic thinking, highlighting the concept of insecurity as the main problem faced by SME leaders.

The third part shows the findings of the weak use of both strategic thinking and the development of a strategy based on it, as well as a preference for immediate action, a tendency linked to high uncertainty and high risk. Finally, the fourth part concludes that despite an uncertain context with poor social reliability and perceived as highly risky, instead of abandoning strategic thinking and strategy, both elements should be reinforced as they not only provoke strategic action but also help improve representations of reality to act, emphasizing the need for actors to guide this process.

## MATERIALS AND METHODS

Supported by a constructivist epistemology and a qualitative methodology, the general approach used for this research was phenomenological, as it sought to understand how the actors of the social system experienced or lived the phenomenon (Hernández-Sampieri y Mendoza, 2023). This research design is relevant because it seeks, among other things, to make explicit the structure and meaning of human experience (Sanders, 1982).

It is noteworthy that we emphasize the context surrounding the present study, especially the phenomenon of violence and insecurity, always with the constructivist assumption that it is the individual who creates their own reality and does so through experience (action) and reflection. Therefore, we will describe the methodological characteristics of the study and its context.

### Sample

To carry out the inquiry, two qualitative sampling techniques were used: snowball and convenience sampling. Responses from four entrepreneurs, all founders of micro and small businesses located in the city of Celaya, Guanajuato, Mexico, as well as from a municipal official in charge of economic development in the municipality, were considered.

**Table 1. Socio demographic characteristics of the interviewed participants**

No.	Sex	Education	Type of Business	Code	Size of Business	Sector
1	M	Postgraduate	Accounting Firm	DAC	Small	Services
2	M	Undergraduate	Generic Drug Distributor	DM	Small	Commercial
3	M	Postgraduate	Dance Academy	AB	Micro	Services
4	M	Undergraduate	Women's Clothing Store	BTD	Micro	Commercial
5	H	Postgraduate	Government Official	FDE	N/A	Government

**Source: Ownelaboration**

It is important to mention that this sample is only part of a larger one, which included participants from different municipalities in the state, the country, and various places in Ibero-America, as it is part of the international study called "2023 Report: Strategies to Improve the Competitiveness of SMEs in Ibero-America," coordinated by the Ibero-American Observatory of SMEs.

The reason why only the responses of five participants (Table 1) are presented is that the authors of this communication directly participated in the process of collecting this empirical information. Additionally, it should be considered that in the case of qualitative studies, the most important thing is that they allow us to deeply understand the phenomenon and its environment, and it is not necessarily sought to represent a complete population (Hernández-Sampieri y Mendoza, 2023).

### Data Collection

For data collection, in-depth interviews were conducted, guided by two trigger phrases defined by the Ibero-American Observatory of SMEs: 1) List, in order of importance, the five main problems that limit the competitiveness of SMEs, and 2) List, in order of importance, the five main actions to improve the competitiveness of SMEs. Naturally, during the interviews, participants' responses were encouraged by repeating these questions, using equivalent phrases, or through additional questions that allowed for deeper exploration of the responses provided by the interviewees. The interviews were conducted at the premises of the businesses themselves. The data collection period referred to in this document spanned the months of April and May 2023.

### Data Analysis

To carry out the data analysis, the interviews were first transcribed, and these documents formed the hermeneutic units. Subsequently, the documents were read several times to identify the segments considered most significant, i.e., the quotes. Later, coding was carried out, and code families were created for this work: strategic thinking and risks. These compiled their codes, and from this, Figure 1 was generated, a product of the emerging information from the data collection.

### Social and Economic Profile of Celaya, Guanajuato

Celaya is a municipality in Guanajuato, Mexico, located within the Laja Bajío corridor, a region comprising the states of Aguascalientes, Jalisco (central and Los Altos regions), Guanajuato, Querétaro, San Luis Potosí, Michoacán (northern region), and Zacatecas. It is in the geographical center of Mexico, with a strategic position relative to the country's political center, Mexico City, to the north, and the western region (Posadas Juárez & Martínez Ruíz, 2023). With a population of 521,169 inhabitants, of which 48.6% are men and 51.4% are women (INEGI, 2020), it is the third-largest city in the state of Guanajuato. It contributes 15.1% to the state's Gross Domestic Product (GDP) for the year 2022 (Estado de Guanajuato, 2023) and has approximately 25,290 businesses registered in the National Directory of Economic Units (INEGI, 2024) (see Table 2), with 98.47% being micro and small enterprises.

**Table 2. Structure of Businesses in Celaya, Guanajuato**

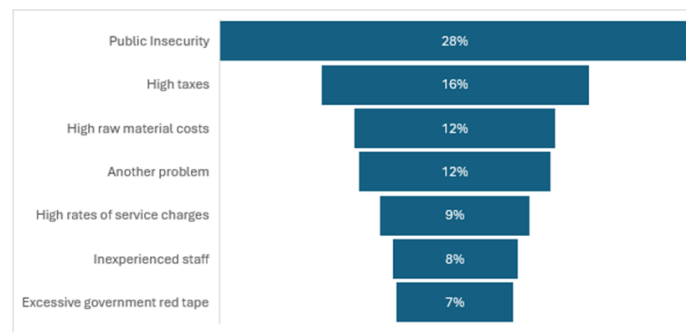
Micro	Small	Medium	Large	Total
23,425	1,479	179	207	25,290
92.63%	5.85%	0.71%	0.82%	100%

**Source: Own elaboration based on (INEGI, 2024)**

The age ranges are concentrated among young people aged 15 to 19 (44,962 inhabitants), 20 to 24 (44,893 inhabitants), and 10 to 14 (43,659 inhabitants). Together, they account for 25.6% of the total population (INEGI, 2020). Regarding poverty, it was reported that 40.5% of the population is poor, and 12% of the population is in extreme poverty, meaning approximately 26,000 inhabitants fall into this category (Gobierno de México, 2023).

### Context: Urban Violence and Security in Celaya, Guanajuato

It is important to establish the context of the study, as it generates particularities in how SME leaders think strategically and in the social reliability they declare. In Graph 1, a survey conducted by INEGI (2024) shows that the main problem faced by businesses in Celaya is public insecurity, primarily driven by violence generated by criminal gangs.



**Graph 1. Survey of the Main Problems Faced by Businesses**

**Source: Elaborated based on data from INEGI (2024)**

This is relevant because Mexico has faced, since 2006, problems related to drug trafficking, reflected in high levels of violence and an increase in illicit activities such as kidnapping and extortion (Rosen et al., 2015). A dozen drug cartels are fighting for control of territory and trafficking routes in the country, which has generated widespread violence.

In the case of Celaya, Guanajuato, it has been ranked as one of the most violent cities in the world (Staff Correo, 2024). It has experienced the expansion of high-impact crimes such as homicide, extortion, disappearances, robberies, and intentional injuries, along with structural issues such as inequality, poverty, corruption, impunity, normalized violence, low education levels, unemployment, hostile masculinities, among others, which create favorable conditions for the consolidation of criminal activity (Posadas Juárez & Martínez Ruíz, 2023).

In Celaya, the nature of crimes has changed over time, from fuel theft to extortion, theft from transporters, and drug dealing, which has become a burden not only for this municipality but also for the entire Bajío region of Mexico. According to Data México (2024), the most common crimes in February 2024 were robbery and other common law offenses, accounting for 53.1% of the complaints filed that month. Extortion, on the other hand, accounted for 1.34% of the complaints, although it should be noted that this is because business owners who suffer from this crime are often heavily threatened.

Within this context of violence and cartel wars, small businesses have been affected in their income mainly by extortion and "protection fees" used to finance the cartels' illicit activities. Additionally, distrust has grown in transactions and daily commercial activities.

Regarding news reports, local and national newspapers highlight the threats, extortion, and attacks on small businesses, some of which have decided to close their stores, operate behind closed doors, or even shut down until further notice. For example, there have been reports of murders affecting investment and entrepreneurship projects, such as a seafood franchise that was about to start operations, where two people were killed (El Correo, 2024).

What is observed in Celaya exposes the business sector to a dynamic of extreme insecurity and violence, where fear, panic, and vulnerability among business owners and citizens have intensified. They are forced to choose between survival and organizational death.

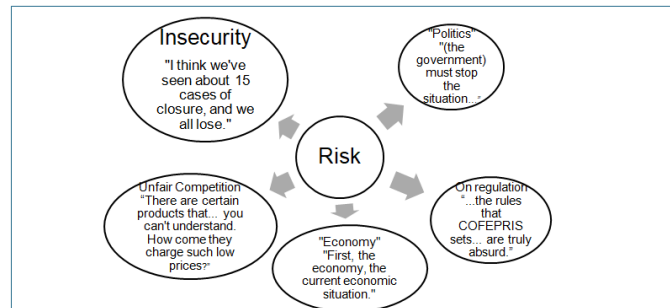
## RESULTS

The results of the in-depth interviews can be divided into two categories. The first pertains to the declared social reliability, i.e., the institutional performance aligned with the social problems they identify or experience, which allows them to build trust and reduce uncertainty stemming from the context (Carreón & García, 2013). The second relates to strategic thinking and how the interviewees act.

### Declared Social Reliability

Although the initial trigger questions in the study focused on the problems limiting SME competitiveness and actions to improve it, the interviews also revealed the risks faced by micro and small entrepreneurs, as well as how these risks manifest (Figure 1).

Notably, the risks declared by participants primarily relate to the actions (or inaction) of the government and its institutions, reflecting very low social reliability. The most prominent category is public insecurity, consistent with the city's context and the data presented in Graph 1. Four additional categories emerged, tied to governmental actions or failures, as identified by the interviewees: Politics, Over-regulation and Norms, Economy, and Unfair Competition.



**Figure 1. Risks Faced by Entrepreneurs**

**Source:** Own elaboration based on the interviews.

### Insecurity

The most prominent category emerging across all cases was insecurity. All participants cited it as a problem for competitiveness and a risk to their businesses. According to interviewees, insecurity impacts their operations in diverse ways. Some have experienced robberies, others were forced to reduce operating hours, and many could not extend closing times, limiting their capacity to expand service offerings or access new market segments.

One interviewee, who runs a consulting firm, mentioned losing 15 clients in a short period due to insecurity-related business closures:

DM: "There's insecurity, above all, uh, insecurity. We've already been robbed here. If you notice, we have electric doors and cameras. When someone arrives and knocks, we see them on camera. If we don't know them, we ask what they want and don't open them because we've had horrible experiences. We even filed a police report to claim insurance, but nothing came of it."

BTD highlighted operational adjustments: "Before opening my business, we used to close at 9:00 or 9:15 PM. Now we close by 5:00 PM. My employees and I leave late, risking our safety. Clients also avoid cash payments—they use cards to avoid carrying money."

AB, a dance academy owner, shared: "Insecurity is a critical issue. I postponed a summer workshop promotion after nearby businesses were threatened. I can't risk the safety of the girls or staff. Evening classes are impossible, closing at 9:30 PM is too dangerous."

DAC, an accountant, noted systemic impacts: "We've seen 15–30 clients close due to insecurity. We're defenseless—if we don't comply with extortion demands, who will protect us?"

### Government Policy

Participants broadly criticized government actions (or inaction). DM critiqued policymaking: "Policymakers travel abroad, copy foreign models, but ignore local realities. They don't allow time or space for adaptation." BTD added: "The government should address insecurity, but they act as if it's not a serious issue."

### Over-Regulation and Norms

Excessive public regulation imposes burdensome costs. DM emphasized challenges with COFEPRIS (Federal Commission for Protection Against Health Risks): "COFEPRIS regulations are absurd. For example, they now require us to personally inspect suppliers' facilities—a task that should fall to them, not us. Years ago, they demanded temperature mapping for drug storage, which was costly and nearly impossible to outsource."

## Perception of the Economy

Entrepreneurs cited generalized economic instability linked to government policies. BTD stated: "The economy is always at risk. After the pandemic, many lost jobs—people prioritize basic needs over buying clothes."

## Unfair Competition

Weak regulation fosters unfair competition. DM explained: "Unfair competition is constant. To stay competitive, we bulk-purchase for discounts. Some competitors' pricing is inexplicable—likely unethical practices." AB added: "Dance schools proliferate—anyone with minimal experience opens one, saturating the market."

## Strategic Thinking and Action

### Strategic Thinking

SME leaders conflated "strategic thinking" with "heuristic tools" (e.g., SWOT analysis, business plans). AB illustrated this: "Strategic thinking means brainstorming ideas. For example, I need better social media strategies to promote my academy. My finances are unstructured—I know revenue covers costs, but I don't track profits. Professionalizing administration is key."

### Action Orientation

A strong preference for reactive problem-solving over strategic planning was observed. DM stated: "I don't complain—our staff handles client needs. If not, I step in." BTD emphasized hands-on management: "I handle 95% of operations: sales, inventory, displays. My father handles accounting."

A municipal official (FDE) corroborated: "Mexican entrepreneurs are optimistic but lack structured models. They grasp product-market fit but struggle with scalability." DAC, a business consultant, noted: "Owners are trapped in daily operations. They know how to make yogurt but not how to grow the business. Separating management from strategic vision is critical."

## DISCUSSION

Both strategic thinking and social reliability are cognitively constructed by individuals. In the first case, construction is oriented toward problematization and the development of possible scenarios to anticipate challenges. In the second, while social reliability is derived from governmental organizations' actions (or inaction), it remains primarily an individual perception. Some authors link this term to media or other actors that may manipulate it (Carreón & García, 2013). However, our interviews revealed that SME leaders have directly experienced insecurity and governmental neglect, which erodes trust in institutions, amplifies uncertainty, and heightens risk perception.

Three critical insights emerged from the interviews regarding strategic thinking in high-risk contexts:

### Conceptual Confusion Around Strategic Thinking

SME leaders verbally emphasized the importance of strategic thinking to achieve organizational goals and assess risks. When asked to define it, however, they conflated it with heuristic management tools, such as SWOT analysis, business plans, marketing frameworks, or even artificial intelligence tools. This reductionism aligns with studies on industrial action tools (Vinck & Segrestin, 2002), accounting instruments (Lorino, 2002, 2016), and sociological analyses of management tools (Chiapello & Gilbert, 2013), as well as our prior work on social responsibility (Morua, 2019) and cost-accounting frameworks (Morua & Mendez, 2021). These tools are often institutionalized as objective "truths," overshadowing individual reasoning and discourse.

While heuristic tools can stimulate reasoning, exploration, and creativity (Krogerus & Tschäppeler, 2017), interviewees reduced strategic thinking to tool application, neglecting collaborative problem conception, hypothesis-building, language development, and logical structuring of thought.

### Absence of Strategy or Strategy Without Reflection

As Mintzberg et al. (2005) note, all businesses have a strategy. However, strategies may emerge without deliberate reflection, for example, through replicating existing business models. In the SMEs studied, formal strategy development was absent. Strategy, by definition, involves aligning organizational actions and structures with perceived contextual dynamics, particularly future-oriented ones. In low-reliability, high-uncertainty contexts like Celaya, strategies quickly become obsolete. This aligns with Condor (2003), who found SME leaders view strategic planning as time-wasting, favoring immediate action instead.

### **Preference for Action Over Strategy**

The preference for reactive, non-strategic action was pronounced. Insecurity, corruption, and unclear policies (Figure 1) render deliberate strategy-building futile for many leaders. As observed by Blattman et al. (2021), Ganson & Hoelscher (2021), and Jasso-Villazul (2012), typical responses include business closure, migration, extortion compliance, or even illegal ventures—rarely proactive resistance. Actions are guided by experience or imitation, fostering short-termism that fails to address dynamic, deteriorating contexts. While experience is valuable, it must be complemented by strategic thinking.

## **DISCUSSION**

SME leaders in Celaya operate in insecure, high-risk contexts marked by low perceived social reliability, confronting a paradox: while formal strategies are rapidly rendered obsolete by volatile conditions and ineffective government action, strategic thinking and strategy-building are rarely employed. Instead, leaders prioritize action grounded in personal experience.

In such uncertain and risky environments, strategic thinking and strategy formulation become survival imperatives. As Maturana and Varela (1998) argue, hostile environments do not merely force adaptation; rather, organisms evolve through strategic cognitive agency. This underscores the need to cultivate decision-makers' cognitive capacities.

Thus, navigating uncertainty requires integrating experience with strategic reasoning (Morua, 2022). These elements are cognitively complementary. To achieve this synergy, structured collaboration with diverse stakeholders—guided by a facilitator—is essential to help leaders construct their reality. Heuristic tools can support this process, but they are merely procedural aids, not substitutes for strategic thinking or strategy itself.

## **CONCLUSION**

When individuals perceive low social reliability in governmental institutions—whose inaction or inadequate actions heighten their sense of insecurity, and in extreme cases, such as Celaya, where organized crime inflicts severe harm on their lives and experiences—they appear left at the mercy of their context and ecosystem for survival. This dire situation evokes a Darwinian struggle for existence, where individuals are subjected to a form of natural selection.

Under these conditions, the context and ecosystem in which SME leaders operate are perceived as *a priori* given, seemingly objective and immutable. This perception fosters inaction, isolation, and reactive decision-making.

However, if we recognize that context and even the environment are largely cognitive constructs—shaped by individual histories and narratives—while still demanding accountability from institutions, the urgent need to develop strategies rooted in strategic thinking becomes clear. Strategic thinking must serve as the foundation for action, acknowledging that thought structures the construction of reality, while reality, in turn, conditions the structuring of thought.

The instability of the environment—frequently declared uncertain and risky by individuals—reduces the likelihood of a successful strategy. When confronting novel and dynamic challenges, experiential knowledge proves insufficient. Paradoxically, this heightens the need for strategic thinking and strategy-building. Conducting strategic thinking requires both experience and cognitive skills to develop plausible hypotheses about the future. It also demands a multiplicity of viewpoints, conceptual and communicative abilities, actionable implementation, and guidance from external facilitators to steer the process.

Universities can act as catalysts for developing strategic thinking in high-risk contexts. They may offer training programs and interventions to promote strategic reasoning and strategy construction, bridging theory with practical, context-driven solutions.

### Authors' contributions

JM and SM conceived and established the study design. JM developed the theoretical framework and conducted the data analysis. SM performed a critical review of the research design and methodology. AG contributed to revising the conclusions, ensured textual coherence, supervised manuscript presentation, and verified the accuracy of bibliographic references. All authors participated in a comprehensive review of the work, provided substantive feedback, and approved the final version of the manuscript for publication.

### REFERENCES

- Avenier, & C. Schmitt, *La construction de savoirs pour l'action* (p. 139 à 169). L'Harmattan.
- Blattman, C., Duncan, G., Lessing, B., & Tobón, S. (2021). *Gang rule: Understanding and Countering Criminal Governance* (Working Paper 28458). National Bureau of Economic Research. <https://doi.org/10.3386/w28458>
- Carreón, J., & García, C. (2013). *Teorías de la seguridad pública y percepción del delito*. Margen No. 71, 1-16.
- Chiapello, E., & Gilbert, P. (2013). *Sociologie des outils de gestion. Introduction à l'analyse sociale de l'instrumentation de gestion*. Paris : La Découverte.
- Condor, R. (2003). *La prospective en milieu PME-PMI entre nécessité et contraintes*. Dans B. Cadet, C. Grenier, & A. Smida, *Les décisions sous contraintes* (pp. 301-313). Caen : Presses universitaires de Caen.
- Denegri de Dios, F. (2019). *Resiliencia empresarial frente a la delincuencia: Robos a microcomercios en Mexicali*. En J. Ley García (Ed.), *Ciudad y sustentabilidad. Riesgos urbanos* (Primera, pp. 115-142). UABC. [https://www.researchgate.net/profile/Judith-Ley-Garcia-2/publication/334098615\\_Ciudad\\_y\\_sustentabilidad\\_Riesgos\\_urbanos/links/650b270361f18040c20f4b80/Ciudad-y-sustentabilidad-Riesgos-urbanos.pdf#page=115](https://www.researchgate.net/profile/Judith-Ley-Garcia-2/publication/334098615_Ciudad_y_sustentabilidad_Riesgos_urbanos/links/650b270361f18040c20f4b80/Ciudad-y-sustentabilidad-Riesgos-urbanos.pdf#page=115)
- Dewey, J. (2007). *Cómo pensamos*. Barcelona: Ediciones Paidós Ibérica.
- Directorio Estadístico Nacional de Unidades Económicas (2024). *Directorio Estadístico Nacional de Unidades Económicas*. <https://www.inegi.org.mx/app/mapa/denue/default.aspx>
- Doern, R., Williams, N., & Vorley, T. (2019). *Special issue on entrepreneurship and crises: Business as usual? An introduction and review of literature*. *Entrepreneurship & Regional Development*, 31(5-6), 400-412. <https://doi.org/10.1080/08985626.2018.1541590>
- Dortier, J.-F. (2003). *Le cerveau et la pensée*. Auxerre : Sciences humaines éditions.
- El correo. (2024, julio 18). *Extorsiones obligan a comerciantes a cerrar sus negocios en Celaya: 'Les pagamos a los malos'*. Periódico Correo. <https://www.periodicocorreo.com.mx/celaya/extorsiones-obligan-a-comerciantes-a-cerrar-sus-negocios-en-celaya-les-pagamos-a-los-malos-20240718-104816.html>
- Estado de Guanajuato. (2023). *Economía para Todos – 5to Informe de Gobierno del Estado de Guanajuato* (Informe de actividades de gobierno Quinto; p. 473). Estado de Guanajuato. <https://5toinformeds.guanajuato.gob.mx/index.php/economia-para-todos-siempre/>
- Ganson, B., & Hoelscher, K. (2021). *Theorising MSMEs in contexts of urban violence*.
- Giddens, A. (2005). *La constitution de la société*. Paris : PUF.
- Gobierno de México. (2023). *Informe anual sobre la situación de pobreza y rezago social 2023 Guanajuato Celaya* (p. 1) [Anual]. Gobierno de México.
- Hernández-Sampieri, R. y Mendoza, C.P. (2023). *Metodología de la investigación* (2da. Ed.). Las rutas cuantitativa, cualitativa y mixta. McGraw Hill.
- Instituto Nacional de Estadística y Geografía [INEGI]. (2024). *Directorio Nacional de Unidades Económicas*. Instituto Nacional de Estadística, Geografía e Informática. <https://www.inegi.org.mx/app/mapa/denue/default.aspx>
- Instituto Nacional de Estadística y Geografía [INEGI], (2020). *Censo de Población y Vivienda 2020*. <https://www.inegi.org.mx/app/cpv/2020/resultadosrapidos/default.html?texto=Fe>



- Jasso-Villazul, S. J. (2012). Empresas, violencia y competitividad en México: Un creciente proceso de destrucción productiva y moral. *Estudios de Organización*, 1-22. <https://investigacion.fca.unam.mx/docs/memorias/2012/9.09.pdf>
- Krogerus, M., & Tschäppeler, R. (2017). *The decision book. 50 models for strategic thinking*. New York: W.W. Norton & Company.
- Le Moigne, J.-L. (2012). *Les épistémologies constructivistes*. Paris : Presses universitaires de France.
- Liwerant, J. B. M. (2024). Acercamientos teórico-conceptuales a la violencia en América Latina. *Revistamexicana de ciencias políticas y sociales*, 69(250), 1.
- Lorino, P. (2002). Vers une théorie pragmatique et sémiotique des outils appliquée aux instruments de gestion. Documents de recherche, ESSEC Département de comptabilité-contrôle de gestion, Juillet 2002.
- Lorino, P. (2016). Le management de l'action complexe : contrôler ou explorer ? Dans C. Schmitt, *De la complexité de l'action dans les organisations* (pp. XI-XX). Berne : Growth Publisher.
- Maturana, H., & Varela, F. (1998). *De máquinas y seres vivos. Autopoiesis: la organización de lo vivo*. Santiago de Chile: Editorial Universitaria.
- Miller, B., & Rettberg, A. (2024). "Todos pagan" (Everybody pays): SMEs and urban violence in Medellín, Colombia. *Business Horizons*. <https://doi.org/10.1016/j.bushor.2024.08.001>
- Mintzberg, H., Ahlstrand, B., & Lampel, J. (2005). *Strategy safari*. Free press.
- Morin, E. (2005). *Introduction à la pensée complexe*. Paris : Éditions du seuil.
- Morin, E. (2016). *El método 3. El conocimiento del conocimiento*. Madrid: Cátedra.
- Morua, J. (2013). Pour une conception stratégique de la valeur des produits et services, une approche dynamique en PME. Nancy : Thèse en sciences de la gestion, Université de lorraine.
- Morua, J. (2019). Social responsibility tools face the complex action of organizations: a critical study. *Journal of administrative science* No.1, 30-34.
- Morua, J. (2022). *El emprendedor entre lo dinámico y lo cognitivo*. Ciudad de México: Fontamara.
- Morua, J., & Méndez, S. (2021). La contabilidad de costos entre el control y la definición de la realidad. Un análisis epistemológico. *Revista RAITES* Vol.8 No. 17, pp. 32-52.
- Piaget, J. (1998). *La equilibración de las estructuras cognitivas. Problema central del desarrollo*. Ciudad de México: Siglo XXI editores.
- Posadas Juárez, J. A., & Martínez Ruíz, H. (2023). Violencia delictiva y adversidad en la vida cotidiana en la Ciudad de Celaya, Guanajuato, México. Un estudio criminográfico del periodo 2015-2021. *Archivos de Criminología, Seguridad Privada y Criminalística*, 31, 116-140.
- Rodríguez, L. (2017). Problematicación de la complejidad de los sistemas de pensamiento: un modelo epistemológico para la investigación empírica de los paradigmas. *Revista latinoamericana de metodología de las ciencias sociales* Vo. 7. núm 2., 1-29.
- Rodríguez, L., & Rodríguez, P. (2019). Problematicación y problemas complejos. *Gazeta de antropología* Vol.35 No.2, 1-19.
- Rosen, J. D., Zepeda Martínez, R., Rosen, J. D., & Zepeda Martínez, R. (2015). La guerra contra el narcotráfico en México: Una guerra perdida. *Revista Reflexiones*, 94(1), 153-168.
- Sanders, P. (1982). Phenomenology: A New Way of Viewing Organizational Research. *The Academy of Management Review*, 7 (3), 353-360. <https://www.jstor.org/stable/257327>
- Staff Correo (2024, enero 29). Celaya, Guanajuato termina 2023 como la ciudad más violenta del mundo... otra vez. *Periódico Correo*.
- Vinck, D., & Segrestin, D. (2002). Sociología industrial e instrumentación de la acción colectiva. *Revista colombiana de sociología* No. 7 Vol. 2, 69-99.
- Watzlawick, P., Bavelas, J., & Jackson, D. (1991). *Teoría de la comunicación humana*. Barcelona: Herder.