

The FIM Manual for organizational excellence: an instrument for integral techniques assistance to SMEs.

# El Manual FIM, Modelo de Excelencia Organizacional: un Instrumento para Proyectos de Asistencia Técnica Integral a PYMES

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**Francisco Javier Rodríguez Sánchez**  
frodriquez@unime.ted.uv.es

*Director general del Instituto Internacional de Formación Empresarial (INFORME), Universidad Interuniversitaria de Valencia (UNIMET), Presidente del Fondo para la Investigación y Mejoras de la Productividad, Ingeniería y consultoría Doctor por la Universidad Politécnica de Valencia, España.*

**Tomás Gómez Navarro**

*Grupo de Estudios en Desarrollo, Cooperación y Ética, Departamento de Proyectos de Ingeniería, Escuela Técnica Superior de Ingenieros Industriales, Universidad Politécnica de Valencia, España. Doctor en Dirección de Empresas.*

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## INTRODUCCIÓN

La creciente complejidad del entorno en que se desarrollan las empresas hace necesario que éstas desarrollen mayores capacidades (Marslew, Marcel, De Cleyn, Wijn, Panagoureas y Lissens, 2004) con el fin de mejorar su competitividad, hasta alcanzar la excelencia, y afrontar con garantías los nuevos retos.

El principio de "excelencia" en las organizaciones integra la noción de "calidad total" y, actualmente, también los conceptos de "Responsabilidad Social Empresarial" (RSE), "responsabilidad ambiental" y "sostenibilidad" (Zemkeot y Marslew, 2004). Con la evolución de este principio, se dio paso a una noción de excelencia más amplia e integradora, la cual se incluye en modelos de excelencia organizacional, como el Modelo EFQM (de la European Foundation for Quality Management) o el del Premio Malcom Baldrige. Estos modelos permiten incorporar hitos y fases de desarrollo, que facilitan la ejecución de proyectos para el mejoramiento competitivo de las empresas.

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