

# Organizational strengthening of rural tourism projects in Cundinamarca, Colombia

*Fortalecimiento organizacional de proyectos  
de turismo rural en Cundinamarca, Colombia*

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## Abstract

Colombia is a country where a company is constantly generated, however many of these new companies do not exceed three years before closing, which is why this document seeks to develop organizational strengthening projects focused on the ecotourism company and its variables, it is there where the technical, scientific and academic content oriented to the rural community strengthening of the municipalities, with an organizational process that promotes the management of rural tourism projects.

Based on the work developed, it is evident that rural tourism companies provide experiences of cultural exchange and environmental awareness where, through the work developed, the visibility of the sidewalks and farms is achieved to make them attractive for tourism, in addition to integrating the community to achieve joint work where people can generate profit in the development of their work.

### *Keywords*

MSMEs, Municipality, Organizational project, Rural, Tourism.

## Resumen

colombia es un país donde constantemente se genera una empresa, sin embargo muchas de estas nuevas empresas no superan los tres años antes de cerrar, es por ello que este documento busca desarrollar proyectos de fortalecimiento organizacional enfocados en la empresa ecoturística y sus variables, es allí donde se contenido técnico, científico y académico orientado al fortalecimiento comunitario rural de los municipios, con un proceso organizativo que promueva la gestión de proyectos de turismo rural.

En base al trabajo desarrollado se evidencia que las empresas de turismo rural brindan experiencias de intercambio cultural y de sensibilización ambiental donde a través del trabajo desarrollado se logra la visibilización de las veredas y fincas para hacerlas atractivas para el turismo, además de integrar a la comunidad. lograr un trabajo conjunto donde las personas puedan generar ganancias en el desarrollo de su trabajo.

### *Palabras clave*

MIPYMES, Municipio, Proyecto organizacional, Rural, Turismo.

## Introducción

in response to the acceleration of science and technology; cultural, educational, political, environmental, and economic changes; with constant transformation, during crises, possibilities of change arise, to the reinvention of communities (Villa, 2012). The empowerment that leads to the generation of new ideas within the community requires a sense of orientation and guidance, where capacities will be jointly developed, and resources will be managed based on the detected needs. It is necessary to act in a committed manner and achieve the true transformation of the environment according to the established objectives (Montero, 2004).

Colombia, a country of Micro, Small and Medium Enterprises (MSMEs) that call for the achievement of objectives that seek to promote a common good. According to Confecámaras, Microenterprises show an increase of 1.1%; Following the same path, large companies have a variation of 28.6%. On the other hand, the creation of small companies registers negative behaviors with variations of 20.8% compared to 2021. Within these companies, the sectors that show the greatest growth are accommodation and food services which, according to Confecámaras (2022), other types of accommodation for visitors, rural accommodation, accommodation in aparthotels and hourly stay service contribute 7.4% of the registered variation.

According to Confecámaras (2019), 70% of companies fail later five years established. Davis et al (1996) affirm that MSMEs generate a high number of jobs, but a large part of the employment is destroyed because of the disappearance of the companies due to the inexperience of the founders and associates to reach a level of organizational, economic, political, and environmental growth.

Companies arise from positive factors, taking advantage of a new business opportunity and with entrepreneurial attitudes. In turn, the limitations are evident in the lack of skills and knowledge to address future growth that implies financial skills and human resources at the individual and business level, who manage to stay in the fluctuating economies with global knowledge.

From this approach, the technical and scientific content, oriented to the rural community strengthening of the municipalities, with an organizational process that promotes the management of rural tourism projects based on their territorial competitiveness and human resources, requires a qualification of skills based on organizational and leadership needs for the common good.

Rural tourism provides cultural exchange and environmental awareness with a diversity of activities ranging from promoting the conservation of natural resources, minimizing the impact of human beings on nature, without creating disturbances to the equilibrium of the development of ecosystems, generating at the same time a sustainable financial profitability.

In this way, this document seeks to strengthen organizational management in rural communities with the elaboration of strategies for rural tourism projects under the territorial development plan. For this, it ensures to identify the potential of agricultural production systems and ecological offer for rural tourism from the characterization of the rural population under economic and productive dynamics of the communities that allow promoting the generation of tourism companies.

## Content

Entrepreneurship and economic support under the activity of rural tourism develops formal sources of employment that improve the quality of life of the inhabitants of rural communities through cultural exchange and interaction with nature. From an ecological point of view, rural tourism becomes an objective response to environmental problems counteracted with sustainability in investment in agrotourism farms, natural areas, landscapes, flora, and fauna, recognizing the needs, diversity, and the potentiality of the territory in its natural, population, social and economic scope, with environmental sustainability, economic development, social fabric and recognition at the regional and national level.

### *Organizational aspects*

An organization is an ordered structure where people with various roles, responsibilities or positions coexist and interact to achieve a particular objective. The organization usually has rules (formal or informal) that specify the position of each person in the structure. (Roldan, P. 2020). For an organization to last, whatever its composition, it is important the assertive communication between the members that make it up. In this sense, communication is a systemic model that derives from the relationships and interaction of the human being with his environment and, being interactive, implies a correlation between its components or elements that allow understanding the communication processes (Rizo, 2011).

Communication is an open interaction system, obeying five axioms: 1) it is impossible not to communicate, 2) content and relationship interaction, 3) sequence punctuation in events, 4) digital, analog and symmetry communication and 5) complementarity in the interactions. (Montes, 2021).

In the permanent process of interaction in individuals, in a holistic framework as the basis of all human action, is communication. In communicative interaction, the fusion of verbal, non-verbal and paraverbal elements contribute to the way in which everyone communicates and interacts with others. There are three communication styles: aggressive, passive, and assertive. Since assertive communication allows empathy with the other person, it generates non-verbal expressions that favor the feeling of being listened to, facilitates understanding of messages, conflict resolution by reaching agreements, and favors respect and understanding of the different points of view (Corrales, Quijano, & Góngora, 2017).

Another important aspect to consider within an organization is leadership. The leadership style of an organization is reflected in the nature of the organization, and in its relationship with the community. If a leader does not promote trust scenarios, it is likely that the other members in the organization behave in a similar way, when dealing with colleagues and community. If a leader works cooperatively and is open, other leaders will foster the same attitudes among group members and collaborate with other organizations (Moforte et al, 2014).

For Arevalo M & Lilia Vieyra (2021) The leader within the organization, at its diverse levels from the general manager to each of the people who head a work team, is the spokesperson for the organizational culture and the messages of the organization, which is identified for the way the leadership, according to the organization since not all are the same.

### *Environmental dimension*

Global environmental concern began to gain strength in the early 1980s with the publication of the Brundtland report at the request of the UN, which highlighted actions that is initiated to guarantee sustainability on the planet. From this concern and in parallel with other initiatives, an ethical tourism movement was born that promotes the conservation of the environment and the well-being of the local communities where the ecological attractions are located. The movement is so strong that the UN declared 2002 as the year of ecological tourism. Countries have already focused their efforts on positioning themselves in this segment of the economy, according to their comparative advantages. (Mazureau, 2019).

In the Colombian case, there are tools within the National Development Plans - NDP, generation strategies aimed at the development of the tourism sector in the country called the seven pillars of tourism development where the country is sought to be positioned in the world tourist offer and attract 3% of the world's tourists to increase the Gross Domestic Product - GDP of the subsector that currently contributes to the national GDP by 3.8% and that aims to climb to the world average of 10%.

### *Agrotourism*

Agrotourism is a concept formed from two terms: 'agronomy' and 'tourism'. Agronomy refers to the field, to the place where we find crop production systems, animal husbandry. On the other hand, tourism is related to trips for leisure. According to these meanings, agrotourism is an activity that takes place in a rural environment. It is a bet that contributes to the social and

economic development of the territories, since it invites them to participate in agricultural activities involving visitors and volunteers.

For the Ministry of Environment and Sustainable Development (MESD), agrotourism is defined as “that form of specialized and directed tourism that takes place in areas with a special natural attraction and is framed within the parameters of sustainable human development” where they converge elements of an environmental nature such as the care and conservation of ecosystems, elements of a pedagogical nature where the visitor becomes aware of the value of the goods and services offered by ecosystems and the actions aimed at their care, but also local communities are sensitized in the care and protection of these attractions. The development of this type of tourism is the socio-economic and cultural dimension that strengthens the social, community and organizational fabric around the defense of environmental and cultural heritage, generating a source of income that guarantees permanence in the territory and in general. Improve your quality of life.

Likewise, the MADS defines agrotourism as a type of specialized tourism in which the tourist is involved with the farmer in agricultural work. Due to its characteristics, this type of tourism is in activities related to agriculture, livestock, or another activity, seeking to generate additional income for the rural economy.

To achieve the positioning of these forms of inclusive development, the communities need tools such as carrying capacity studies of ecosystems, formulation of environmental management plans, restoration of ecosystems, improvement of rural housing, access roads, basic sanitation, creation of tourism products and institutional offer. The economic and productivity dimension developed through the promotion of innovation in the strengthening of peasant enterprises.



## *Rural tourism*

Rural tourism is not clearly defined, possibly because different parts of the world have different perspectives on the same rural area. It is understood, however, that the idea goes beyond the potentiality of providing accommodation, considering the need to provide other benefits of a social, cultural, leisure or sports nature, provided that its development is carried out with strict observance of the environment.

There are four aggregate categories:

- Definitions by exclusion: They try to delimit the concept of rural tourism based on what it 'is not', or what 'is not considered' rural tourism. In this way, rural tourism is all tourism that takes place outside the conglomerates of cities.
- Definitions by spatial element: They present as a common denominator the spatial fact of the rural environment.
- Definitions from the perspective of supply: They consider rural tourism as a set of elements located in agricultural areas, intended to meet the demands.
- Integrative definitions: They are characterized by trying to encompass in the concept all the elements present in the rural tourism activity: physical space where it is developed, supply/demand relationship, characteristics of the offer, motivations of the demand and the presence and recognition of the host community.

None of the descriptions capture all its varied meanings. These typologies are strengthened by the presentation of a common factor: all of them are created and geographically placed in rural areas, and from a functional standpoint, all modalities are included in what is known as active leisure. A variety of rural tourism, including agrotourism, soft tourism, nature tourism, and ecotourism within the same system, exhibit a noticeably pluralistic nature. Other types of tourism related to mass tourism:

- Agrotourism: includes visits to rural establishments to enjoy agricultural activities, actively becoming involved in the operations of the sector.
- Ecotourism: tourism by enjoying nature and respect for the balance of the environment.
- Adventure tourism: a tourist motivation with different manifestations. They were very popular for years before they were included in this concept: mountaineering, hunting tourism, rafting, etc.
- Health tourism: when carried out in rural areas, generally in spas with thermal and/or curative waters.
- Religious tourism: trips to sanctuaries located in rural areas where religious festivals are celebrated.

The following variables are considered as explanations for the recent changes in rural tourism and are also new developments in the sector's supply and demand dynamics: demand behavior changes, production process adjustments, the emergence of new consumption patterns, and a reevaluation of "cultural" and "natural" values. (Cuepue magazine, 2021).

## Methodology

### *Study place*

The municipalities adjacent to the Capital of Colombia, Bogotá, which include population differences, climate variety, and fast access roads. These municipalities are characterized by presenting an administrative and political populated center, accompanied by a rural sector that contributes about 40% of the economy of the municipalities and a rural population of more than 41% (Gobernación de Cundinamarca, 2021).

Characterization of the rural population is done through the collection of sociodemographic data, and the application of instruments such as Social Climate Scales (Moos et al. 2000) in order to demonstrate the psychosocial dynamics. Based on the rural population of the municipalities and from an

integral conception, the Research - Action - Participation (RAP) methodology is applied, which allows strengthening community development with actions that create a collective responsible for their problems and organizes to expose the alternatives of solution through potentializing of positive group resources.

### *Research Type*

Participatory Action Research allows the affected, or interested, population to be incorporated into the reality analysis process itself, making it easier for the territorial community or social group to regain prominence when it comes to diagnosing their problems, their needs and projecting solution alternatives, taking charge of the management and control of the proposals. PAR is an open process of life and work, an experience towards transformation with successive objectives (Fals-Borda and Rahman, 1989). Through dialogue, it enables the participants involved (researchers and members of the community) to investigate their concrete reality seeking a better understanding of the chosen problems and the generation of collective actions for their resolution.

The articulation with the community will be based on information from the municipal administrations and peasant organizations interested in the operation of agro-environmental packages based on the population characterization, promoting continuous work groups with the establishment of a dialogue of knowledge around the development of agrotourism proposals.

### *Diagnostic phase*

It is purposive sampling. There is an identification of problems, needs and interests for the rural community. The field work of the municipal districts allows to complement the diagnosis with primary and secondary information and there is objective, subjective and instrumental referents for an adequate programming and implementation of activities and strategies.

In the development of the work with the community, territorial diagnostic tools were used, such as social cartography, problem tree, objectives, and

stakeholder matrices so that, around these elements of analysis, participatory action plans can be built that integrate empirical knowledge. community supported by academic contributions.

### *Organizational plan*

The organizational diagnosis uses internal and external analysis matrices, which make it possible to easily identify and analyze the factors that positively or negatively affect the target population. The Municipal Development Plans have in their priorities the realization of inventories of the tourist supply. With this identification to generate ecotourism proposals with offers of ecological walks in connection with nature: vegetation, flora, and wild fauna.

For the design of the Marketing Plan, the following stages must be followed, design, preparation, execution and evaluation suggested by Paredes & Ortiz (2021), in their article procedure to carry out a Marketing Plan starting with the identification of the current situation of the organization in its administrative, legal and marketing aspects; the elaboration of SWOT and CAME matrices that allow a global visualization of the community; the identification of the main products, the most adequate prices, the discount policies, as well as the brand and distribution projects; the study of the main existing competitors, both regionally and nationally; review of sales policies, distribution channels currently used, as well as advertising and promotion mechanisms; analysis of the environment and current market situation based on the economic, political and legal situation of the country and of the agricultural sector; examination of consumer behavior, product usage patterns, industry customs, and industry and market innovations; the setting of objectives as a conclusion of the previous steps; the design of strategies to continue using the elements of the Marketing-Mix, (Product, Promotion, Price, Place, Services); the formulation of the action program, identifying those responsible, the actions, the resources and the execution time; the clarification of the budgets for the implementation of the actions to follow to achieve the proposed objectives; and, finally, the definition of the evaluation and control system, making clear the achievement indicators and the actions to follow.

Accompaniment is carried out in the administrative processes and internal organizational structure to respond to the identified needs; In this aspect, the description of the Organizations to intervene or develop is developed.

## Findings

Once the points of interest have been identified, municipal tourist routes are projected for potentiating the economic sectors related to rural tourism. In the municipalities, already established projects are developed with the intervention in rural territories from training in business formality, diversification, solidarity economies, business opportunities, to the search for financing by both governmental and private entities.

Within the planning of rural tourism development activities, efforts are made to generate green business opportunities with high impact on the economy and low impact on the environment about the organizational system. It is essential to identify the variables for calculating the carrying capacity of the different tourist sites on the routes in order not to saturate or overload the ecosystems.

The improvement plans that entail alternative solutions to problems of the sector have been crucial for the optimal development of the enterprises. The optimization of the positive factors to overcome the economic limitations faced by the enterprises has been the flag for the organizational strengthening in the rural tourism of the municipalities.

The recognition of the environments in which rural companies are established and the promotion of rural tourism towards the transformation of the culture of care for the environment with the support of the municipalities in terms of economic development as part of compliance with the territorial development plans for temporary political administrations. According to the economic and productive dimension of the municipalities who have associated sectors such as agriculture, social and economic development, there are natural tourist

showcases, aimed at analyzing and identifying the potential in rural tourism, based mainly on the program and goals municipal.

## Discussion

Municipal productive systems, according to Bertalanfy (1976), are a set of reciprocally related units made up of components with a specific structure and functions (inputs) and products (outputs) defined for an established purpose. For example, the coffee production system, in its agricultural development of the municipalities under study, is made up of coffee plants, the soil and the environment to produce coffee cherries, to give way to the transformation system of coffee at an industrial process. With the identification of the agricultural vocation and its different systems, rural tourism focused on one of its typologies, agrotourism is consolidated.

At present, there is evidence of an acceleration of science and technology that contributes to the systems, in addition to cultural, educational, political, environmental, and economic changes, immersed in a constant transformation that leads to, during crises, opportunities for change arise. Therefore, the work in a community gains strength in the sense of reinvention (Rodríguez et al, 2021).

The empowerment that leads to the generation of new ideas in the community actors is a task that requires orientation and guidance, where capacities are jointly developed, and resources are managed based on the detected needs. For this, it is necessary to act in a committed manner and achieve the true transformation of the environment according to the established objectives (Monteverde, 2021).

Colombia a country of MSMEs that call for the achievement of objectives that seek to promote a common good. Law 2069 of December 31, 2020, in Colombia, named the Entrepreneurship Law, contemplates the National System of Support for MSMEs, integrating the Higher Council of Microenterprise and

the Higher Council of Small and Medium Enterprises into the National System of Competitiveness and Innovation, the Higher Council for Microenterprise and the Higher Council for Small and Medium Enterprises with members of the public and private sectors, the Colombian Association of Capital Cities, the National Federation of Departments and the National Federation of Municipalities, in order to carry out promotion, development and consolidation of micro, small and medium-sized companies in Colombia.

In figures from the Bank of the Republic of Colombia (2021), the highest data was recorded in January 2010 (21.5%), the birth of 61,895 companies throughout the year, and the lowest rate was observed in June 2020 (13.1%; 50,662 companies). Meanwhile, the 2011-2019 period showed an average creation rate of 17.5%. As for destruction, since April 2017 a growth has been observed that leads it to exceed the creation rate. During the first half of 2020, this trend was accentuated and in June of the same year, 148,157 companies disappeared, representing an increase of 47.7% compared to June 2019.

Companies are created from positive factors, taking advantage of a new business opportunity and with entrepreneurial attitudes, in turn the limitations are evident in the lack of skills and knowledge to address future growth that implies financial management, skills in human resources at the individual and business level that manage to remain in fluctuating economies with global knowledge.

## Conclusions

The identification of the latent need of the municipalities leads to the study of the Territorial Development Plans in each of their proposed goals of the economic dimension and productivity. Rural tourism is a bet that contributes to the social and economic development of the territories, which involves visitors and volunteers, strengthening the social, community and organizational fabric.

With current trends, rural tourism is an alternative to traditional tourism, because sustainable and eco-friendly tourism generates a positive impact on

both the ecosystem and the economy of municipalities in the rural sector. The organizational strengthening of the community gives rise to success stories at a particular level, thus impacting both the development plan and the rural communities.

The Institutions of Higher Education support with technical and scientific content aimed at strengthening in the rural community of the municipalities of Cundinamarca an organizational process that enhances the management of rural tourism projects based on their territorial competitiveness and human resources, which requires a qualification of competences through intervention in the territory based on its organizational and leadership needs for the common good.

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