

As well as complement the indicators to visualize the value created for customers and shareholders.

19. Conclusions and Recommendations

1. With reference to ISO 10014: 2 006 / NMX-CC-10014-IMNC-2008. Quality management - Guidelines for obtaining financial and economic benefits.

In absolute terms, the level of maturity of the ENMSL in reference to the application of the eight principles of quality management, presents a maturity above the average, while in relative terms or percentage is scarcely 60% level of growth.

2. With reference to the PMLC participation guide.

Within the evaluation process of the PMLC, in its first stage of reporting in short, the minimum required score for accreditation was obtained, while in the second stage of systemic reporting, the initial level of maturity for the organization was not even reached. The best-favored criteria for both reports are those focused on processes, clients, leadership and planning, the lowest being the competitiveness of the organization and social responsibility.

3. In reference to both models of quality management.

There are only four identical criteria, which can be aligned in this investigation. It is also clear that they represent two different models, one of quality management system and one of total quality model.

The methods of evaluation and measurement are different, they only share the tools of questionnaires, as a means to measure the level of maturity.

The ISO 10014: 2008 model represents an initial and exhaustive self-assessment, while the PMLC model represents an external evaluation in its first two stages in a descriptive documentary manner in relation to the criteria.

4. Recommendations.

Continue with the measurement of maturity level with ISO 10014: 2006 / NMX-CC-10014-IMNC-2008. Quality management - Guidelines for obtaining financial and economic benefits.

Participate in the PMLC again, using the criteria and sub criteria Guide PMLC participation, taking into reference information and the maturity obtained at different stages of this year.

One way of convergence of both models, would be to use the model ISO 9004: 2009 Management for the sustained success of an organization - Focus of quality management, in order to perform a wider self-assessment.

The results obtained in the present investigation will allow the top management of the ENMSL to continue with the continuous improvement in the academic and administrative processes, in order to have better levels of competitiveness in the education sector. Likewise, it is recognized that the results

obtained are based on the development of a culture of quality that the institution has permeated in recent years, demonstrated with quality certifications.

Some of the methods and tools that can be used for the principles of quality management that obtained lower level of maturity in this research are open business culture, succession planning, balanced scorecard, comparative studies with best practices, deployment of the quality function, development by competences, among others.

20. References

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