

REVIEW

Proposed Administrative Structure for the Improvement of the Titan Supermarket in Pasto, Colombia

Propuesta de Estructura Administrativa para la Mejora del Supermercado Titán en Pasto, Colombia

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ABSTRACT

The purpose of the research was to analyse the organisational situation of the Titan Supermarket, located in San Juan de Pasto, in order to propose a structural design that would optimise its administrative processes, work functions and the fulfilment of institutional objectives. The study identified deficiencies in the allocation of functions, internal communication and strategic management, factors that had limited its development and competitiveness. A clear and functional organisational structure was proposed, based on administrative theories such as Chiavenato's administrative process and concepts such as organisational charts, job analysis and job descriptions. A review of international, national and regional background information showed that many micro-enterprises lacked formal organisational models, which led to disorganisation and poor performance. However, the cases studied showed that the implementation of clear structures favoured sustained growth, staff motivation and the strengthening of corporate identity. The study was considered feasible because it had the support of the supermarket manager and access to academic sources and adequate logistical resources. The results obtained represented a contribution to management, employees and the community, enabling better planning, strategy development and service quality. In conclusion, the organisational design formulated in this research provided the company with tools to face its current and future challenges with order, efficiency and strategic vision, strengthening its position in the local market.

Keywords: organizational structure; job functions; administration; organization chart; titan supermarket.

RESUMEN

La investigación tuvo como propósito analizar la situación organizacional del Supermercado Titán, ubicado en San Juan de Pasto, con el fin de proponer un diseño estructural que optimizara sus procesos administrativos, funciones laborales y el cumplimiento de objetivos institucionales. El estudio permitió identificar deficiencias en la asignación de funciones, comunicación interna y dirección estratégica, factores que habían limitado su desarrollo y competitividad. Se propuso una estructura organizacional clara y funcional, fundamentada en teorías administrativas como el proceso administrativo de Chiavenato, y en conceptos como organigrama, análisis de cargos y manuales de funciones. Mediante la revisión de antecedentes a nivel internacional, nacional y regional, se evidenció que muchas microempresas carecían de modelos organizativos formales, lo que generaba desorganización y bajo rendimiento. Sin embargo, los casos estudiados demostraron que la implementación de estructuras claras favorecía el crecimiento sostenido, la motivación del personal y el fortalecimiento de la identidad empresarial. El estudio se consideró viable por contar con el respaldo del gerente del supermercado, el acceso a fuentes académicas y recursos logísticos adecuados. Los resultados obtenidos representaron un aporte para la gerencia, los empleados y

la comunidad, permitiendo una mejor planificación, desarrollo de estrategias y calidad en el servicio. En conclusión, el diseño organizacional formulado en esta investigación brindó a la empresa herramientas para afrontar sus desafíos actuales y futuros con orden, eficiencia y visión estratégica, fortaleciendo su posicionamiento en el mercado local.

Palabras clave: estructura organizacional; funciones laborales; administración; organigrama; supermercado titán.

INTRODUCTION

This research aims to analyze the current situation of the business, which will allow you to establish an organizational structure for the company to achieve growth, establish a system of roles that develop the members of the organization to work together optimally and to achieve the goals set in the planning of the supermarket Titan in the city of San Juan de Pasto. It is important that responsibilities are clearly defined and that each employee has a description of the functions to be carried out in their job and knows the position of their position in the organization chart of the company, to relate to the hierarchical structure of the organization because it indicates how different tasks or functions are interrelated.

The organizational design will allow the Titan supermarket to implement a new organizational structure to implement the administrative process, in which the basic principles of a company are detailed to ensure proper organization and operation. In this sense, it has been decided to carry out an internal analysis, which is intended to minimize the weaknesses present and propose alternative solutions that contribute to improving sales and economic income.

For this reason, it is essential to make Titan's organizational design efficient, improve the functions of its employees, and contribute to the growth of the company and, therefore, its internal customers.

This investigation will benefit the owners of the company and employees since it will allow them greater growth inside the market, achieving a greater organization in the functions of each member of the company and trying to fulfill the objectives and proposed goals. Likewise, it will benefit the city and the inhabitants of San Juan de Pasto's inhabitants since they can visit a productive and competitive company that will offer quality attention, service, and products.

Feasibility

This project is viable for development because it has the support of the Titan Supermarket manager Oscar Andrés Ordoñez. It also has sufficient resources to carry out the study, including researchers who are advised from the best sources, including those offered by Cesmag University, such as trained teachers, libraries, and degree works as references.

I have acquired all the knowledge I need to develop my career in Business Administration. In addition, the necessary information for the study can be collected through sources such as the Internet, management magazines, marketing, newspapers, and books. There is also enough time to carry out the study.

An organizational design of the company supermarket Titan, located in the Career 24-5 South 35 neighborhood of Santa Isabel in Pasto, will be carried out between February and December 2021 and the first semester of 2022.

DEVELOPMENT

Background

At the international level

The degree work entitled 'Development of an Organizational Structure of the Supermercado López del Cantón Milagro (Ecuador)' carried out in 2017, whose author is Juliana Lisbeth Camba Olvera, a graduate of the State University of Milagro of the Faculty of Administrative and Commercial Sciences.

The general objective is:

- Design an organizational structure with the realization of each activity of the workers of the commercial Lopez of the canton of Milagro.

As specific objectives, we have:

- To establish responsibilities for each one of the employees within the company.
- To make the organization chart with functions and scopes depending on the position that each one occupies for external problems.
- To set up lines of communication within the company for internal conflicts.

Among the conclusions are:

- The lack of an organizational structure is rooted in the problem of the premises since they do not have an adequate model. However, there is an empirical model for which the present work was realized to give a clearer direction of the lines of commands and functions for its due application to the benefit of the premises.
- Using the observation, the main problems that affect the establishment were found in the same way

the activities carried out by the employees are not linked to the function of position or role that occupies the personnel.

- Using the interview that was carried out with the manager or owner of the supermarket, the results show that it reduces costs in human resources (lack of personnel for the attention of the clients), achieving greater liquidity of the business. Still, as a consequence, it brings the neglect of the other activities as it is the payment to suppliers by the ignorance of the invoices to pay since there is no adequate registry of the same ones.

Contribution

This background helps to achieve positive changes by focusing on the allocation of structure and thus obtaining more income and job opportunities in the company. Establishing job positions by the proposal to have shared work, being aware of the activity carried out inside, and defining an organizational chart, thus improving communication, is a fundamental part for which the local should encourage motivation so that individualism ceases to exist. Workers share their knowledge and do not dissociate from others, thus meeting employees' satisfaction and improving their productivity by conducting lectures and training.

At the national level

The degree work entitled 'Organizational Design and Structure of a Microenterprise dedicated to the distribution and development of products made from Organic Raw Materials for Human Consumption' was carried out in 2016, whose authors are Stephany Muñoz Orozco, Christy Juliet Romero Filigrana, graduates of the Universidad Icesi, Faculty of Administrative and Economic Sciences, International Marketing and Advertising of the Business Administration program.

The general objective is to:

- To carry out the organizational and structural design of a microenterprise dedicated to distributing and developing products made from organic raw materials for animal consumption.

The specific objectives are:

- To raise the state of the art regarding the different theories of organizational structures.
- To identify the resources available to the company: human, technology, and materials.
- Describe the company's positions, functions, procedures, areas, and objectives.
- Construct the areas with their objectives and strategies.
- Develop the organizational chart.

Among the conclusions are:

- The benefits and contributions of implementing formal structuring in a company undoubtedly generate projection. A more solid organizational structure can consolidate personal and professional development, generating growth in a bilateral way between the company and the employee.
- Although all the benefits are clear, there is still a predominance of informal companies with antiquated processes. These companies focus their capacity on reducing costs and generating sales, forgetting essential factors such as adequate structuring. It is thought that only large and medium-sized companies need to be organized. It is not taken into account that for a small company to grow, it must be well structured and have a strategic direction, meaning it must have areas or departments, positions, functions, and procedures.
- For BIOX S.A.S., structuring the company from the beginning was a wise decision since the market for human consumption products based on organic raw materials has grown more than 200% between 2011 and 2015, according to data from the consulting firm Mintel. As it is currently in an expanding market, it requires formalising its processes and activities behind its operation.

Contribution

This background helps us put forward a series of proposals aimed at improving the logistical processes of self-service through opportunities detected in each of the logistical sub-processes. We propose improvements in a sequential manner that are linked and achieve effectiveness in the processes of the supply network.

The opportunities presented in the studied self-service tend to be the most common in this type of business, which is why, through the proposals provided, we seek to offer options that give medium-sized supermarkets a competitive advantage over their homologous competition and supermarket chains, which have gradually entered with a similar business format, based on good storage practices.

At the regional level

The degree work, 'Administrative diagnosis and formulation of strategies for organizational development in the Valladolid bakery located in San Juan de Pasto Nariño — Colombia,' was carried out in 2014. Its author is Ana Cristina Belalcázar Narváez, a graduate of the Universidad de la Salle, faculty of Administrative and Accounting Sciences,

Business Administration program, Bogotá.

The general objective is as follows:

- To propose a strategic development plan for organizational improvement in La Panadería Valladolid to achieve greater strength and competitiveness in the market.

As specific objectives, we have:

- Diagnose and analyze the current situation in the administrative area of La Panadería Valladolid.
- To carry out an analysis of the SWOT Matrix in La Panadería Valladolid that allows the definition of viable strategies so that the company can develop them to fulfill the
 - outlined organizational objectives.
- To constitute a strategic direction necessary for the Valladolid Bakery to project it with solid and planned bases towards the future.
- Formulate a plan of strategies according to the Valladolid Bakery's requirements that allow its functionality.

Among the conclusions are:

- What worries the bakery's employees most is the lack of administrative structuring and organization regarding what the company can project toward the market.
- The recognition and years of experience of the bakery are not insurance on which they can rely if they do not engage in changes regarding the business, innovating with products, building customer loyalty, and above all, not changing the characteristic flavors of their formulas.
- The administrative organization is fundamental in guiding the work team to understand what they want to do and how to do it to reach the proposed achievements.
- According to the research, La Pandearía Valladolid has the necessary tools to be able to continue in the bakery and pastry market because, with its unmistakable products, sought after by the people of Nariño and tourists, it has managed to stay in the market and continue to be a bakery with tradition and flavor.

Contribution

In this diagnosis, it is important to emphasize that the strategies were oriented under the perspective of a manual of procedures and proposals, with the desire to turn the Titan supermarket into one of the most important in the city of Pasto and the business sector through principles of administrative efficiency, quality of service and product warranty, promotions and discounts, and added values, looking for ways to lead to the company's success.

Contextual framework

Macro context

The department of Nariño is located in the southwest of the Colombian territory, sharing a border with Ecuador and with an entrance to the Pacific Ocean in Tumaco; its capital is the city of San Juan de Pasto. It covers an area of 33 268 square kilometers. It is bordered to the north by the Department of Cauca (a strip of disputed territory), to the east by the Department of Putumayo (a strip of disputed territory), to the south by the Republic of Ecuador, and the west by the Pacific Ocean. The country's supermarket chains continue to buy and/or ally themselves with neighborhood shops.

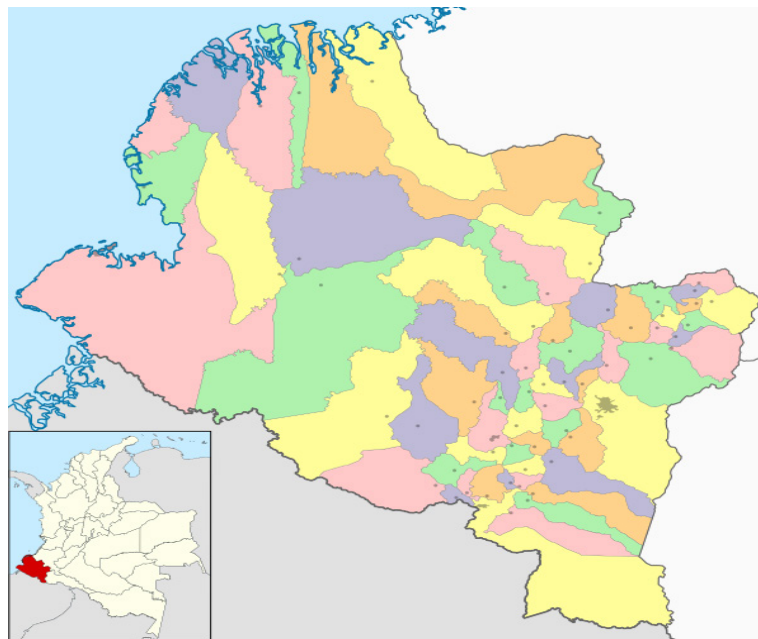
The largest companies in Nariño are located in Pasto and are mainly involved in food, beverage, and furniture manufacturing. Several commercial centers, mainly in the neighboring country of Ecuador, are developing commercial activity.

Administrative Division

In the region of Nariño, a great diversity of cultures and social groups is distributed as follows: "The department is divided into 63 municipalities, 230 townships, 416 political inspections, numerous hamlets and populated places. The municipalities are grouped into 20 notarial circles, with a total of 25 notaries."

Economic activities

The department's economy is mainly based on the agricultural sector, which takes advantage of a large part of the territory for the cultivation of different products. The different climates that are represented in Nariño are suitable for the growth of each of the foodstuffs. The agricultural sector also contributes a percentage to the GDP and the commercial and manufacturing sectors.

Figure 1.*Map of the Department of Nariño*

Source: Wikipedia [https://es.wikipedia.org/wiki/Nari%C3%B1o_%28Colombia%29#/media/Archivo:Colombia_Nari%C3%B1o_location_map_\(adm_colored\).svg](https://es.wikipedia.org/wiki/Nari%C3%B1o_%28Colombia%29#/media/Archivo:Colombia_Nari%C3%B1o_location_map_(adm_colored).svg)

Micro context

The Titan supermarket is located in Pasto in the Department of Nariño. The magazine Week states that Pasto is a Colombian municipality, the capital of the Department of Nariño, whose municipal capital is called San Juan de Pasto. It is located in the southwest of the nation, in the Andean region. Because the city is situated in an inter-Andean valley, at an altitude of 2,527 meters above sea level and the foot of the Galeras volcano, it is pretty cloudy.

Food distribution is a multi-chain activity. Belonging to one group has significant advantages. But this does not mean that it is the only way to start a supermarket, as there are many ways for consumers to stock up.

Neighborhood supermarkets in Nariño as distribution channels still represent opportunities for growth in some categories, as they have become a tool for raising capital, job opportunities, and support for national industry by providing improved access to products, affordability, and a closer and more intimate interpersonal relationship between supermarket and consumer; This is not the case with wholesale warehouses, which despite their emergence and growth, did not manage to eliminate the already consolidated mini-supermarkets, even though the end of these establishments had been predicted due to the consequences of the Covid 19 pandemic

Figure 2.*Map of the City of San Juan de Pasto, (Nariño)*

Source: Municipal Planning 2018

Historical Review

The Titan supermarket represents a supermarket dedicated to commercial activities, started operations in the city of Pasto and was created in 2004 thought as a business that facilitates the scope of the family basket to all citizens, especially residents of the Tamasagra neighborhood and its surroundings, its manager Mr. Oscar Ordoñez, a graduate of the University Cesmag as Business Administrator, decided with his learning to devise a business thinking about the needs of the inhabitants of this neighborhood mentioned. When he realized that the neighborhood had small shops, which were not always available as they did not keep a defined timetable, and taking into account the varying prices of the different shops, he decided to create the supermarket. With this in mind, he decided to create the supermarket, trying to manage most products accessible to all users. But the task was not easy; it took years of effort for the Titan supermarket to gain a place in the hearts of the people of Barrio Tamasagra and grow and become what it is today.

Legal Framework

Health Legislation

According to the Colombian Ministry of Health (2020), in Decree 3075 of 1997, the following provisions are dictated: Decree 3075 De 1997: by which Law 9 of 1979 is partially regulated, and other provisions are issued. Health is a good public interest. Consequently, the provisions contained in this Decree are of public order, regulate all activities that may generate risk factors by the consumption of food, and shall apply:

- a. To all factories and establishments where food is processed, equipment and utensils, and food handlers.
- b. To all activities of manufacture, processing, preparation, packaging, storage, transport, distribution, and commercialization of food in the national territory.
- c. Food and food raw materials manufactured, packaged, sold, exported, or imported for human consumption.
- d. To the surveillance and control exercised by the health authorities on the manufacture, processing, preparation, packaging, storage, transport, distribution, import, export, and marketing of foodstuffs and raw materials for foodstuffs.

Article 8: establishments destined for the manufacture, processing, packaging, storage, and sale of food shall comply with the general conditions established below:

Location and access

- a. They will be located in isolated places with any auspice focus representing potential food contamination risks.
- b. Their operation shall not endanger the health and welfare of the community.
- c. Their entrances and surroundings shall be kept clean and free from accumulation of rubbish. They shall have surfaces paved or covered with materials that facilitate sanitary maintenance and prevent the generation of dust, the stagnation of water, or the presence of other sources of contamination for the food.

Article 9: specific conditions for processing areas. Processing areas shall also meet the following design and construction requirements:

Floors and drainage

- a. Floors shall be constructed with materials that do not generate toxic substances or contaminants, resistant, non-porous, impermeable, non-absorbent, non-slippery, and with finishes free of cracks or defects that make cleaning, disinfection, and sanitary maintenance difficult.
- b. The floor of wet processing areas must have a minimum slope of 2% and at least one 10 cm diameter drain for every 40 m² of the area served. In contrast, in areas of low ambient humidity and warehouses, the minimum slope will be 1% towards the drains, at least one drain for every 90 m² of the area served. The floors of cold storage rooms must slope towards drains, preferably located on the outside of the cold storage room.
- c. The piping and drainage system for the conveyance and collection of wastewater must have the required capacity and slope to allow for the rapid and effective discharge of the maximum volumes generated by the industry. Floor drains must be adequately screened, and if suitable grease and solids traps are required, they must be designed to be cleanable.

Resolution 312 of 2019. 'Whereby the Minimum Standards of the occupational safety and health management system SG-SST are defined' (Ministry of Labour, 2019). Indicates the minimum requirements to be met by companies and contractors concerning the OSHMS, considering the amount of their economic activity and the number of workers.

Resolution 666 of 2020. 'Whereby the general biosecurity protocol is adopted to mitigate, control and carry out the adequate management of the COVID-19 Coronavirus pandemic.' (Ministry of Health and Social Protection, 2020) According to the coronavirus pandemic, biosecurity measures are given in different sectors to reduce the risk of virus

transmission.

Resolution 1421 of 2020. 'Whereby the biosecurity protocol is adopted for the management and control of the risk of the COVID-19 coronavirus in the activities of amusement parks, botanical gardens and nature reserves.' (Ministry of Health and Social Protection, 2020) It establishes the rules for the reopening of recreational sites, including the distancing of all types of tourist attractions and the restriction of wetlands in water parks.

Law 100 of 1993, in Article 1 of the Integral Social Security System, states that its purpose is to guarantee the inalienable rights of the individual and the community to obtain a quality of life by human dignity through the protection of the contingencies that affect it.

The system includes the obligations of the state and society, as well as the institutions and the resources destined to guarantee the coverage of the economic, health, and complementary services that are the subject of this law or others that may be incorporated in the future.

This occupational health and safety training program is regulated by Decree 1072, article 2.2.4.6.11, which states: Carry out OSH training programs, which must be reviewed at least eleven a year so that the company's workers know the safety measures and prevention of accidents and occupational diseases.

Resolution 312 of 2019 identifies hazards and evaluates and assesses risks with the support of the ARL. In accordance with GTC-45, the company is also proposed to identify hazards and evaluate occupational health and safety risks that may arise in the development of each of its activities.

Theoretical framework

We will consider different author theories that allow the development of the proposed objectives when developing the project.

Administrative process

Chiavenato (2004) indicates in his book *Fundamentals of Administration* organizes the administrative process as follows: The performance of these four functions constitutes the administrative cycle and is what is known as managing, as follows:

Planning: to develop the research, it is necessary to understand planning as the first stage of the administrative cycle. Planning consists of determining a logical sequence of work that answers the 'what,' 'how,' 'when,' and 'where' of an organization's actions.

Organization: the organization stage involves determining what means and measures to use to achieve the desired result. This stage involves arranging and allocating work, authority, and resources among the members of an organization so that it can achieve its objectives efficiently.

Management is the third element of the administrative process. It consists of establishing the formal structure of the institution and monitoring the administration in accordance with the projections established by the levels of authority.

Control: control is a primordial stage in administration because, even if a company has magnificent plans, an adequate organizational structure, and efficient management, the executive will not be able to verify the organization's real situation if there is no mechanism to verify and inform if the facts are in accordance with the objectives.

The following describes the administrative cycle with its different stages, as it is fundamental for an organisation to efficiently develop all its activities and thus achieve the proposed objectives.

Figure 3.

Administrative cycle



Source: Chiavenato, I. (2007) *Introducción a la Teoría General de la Administración*.

In addition, fundamental administrative concepts such as logistics management and purchasing management will be developed, helping students understand their importance in the development of the subject studied.

Logistics management consists of: ‘the process of planning, implementing and controlling the efficiency, cash flow, storage of goods, provision of services and related information from the point of origin to the point of consumption to meet and satisfy the expectations and requirements of customers’. Purchasing management refers to “nothing more than the act of procuring goods and services. All this to ensure that the productive flow of the company does not stop” (Ballesteros and Ballesteros, 2018).

A new concept of organization:

Chiavenato’s (2004) concept of organization is typically behaviorist: organization is the coordination of different activities of individual contributors to effect planned transactions with the environment. This concept uses the traditional notion of division of labor when referring to the different activities and coordination in the organization and refers to people as contributors rather than people being fully included in organizations.

The contributions of each participant in the organization depend on their differences and the organization’s system of rewards and contributions. The organization acts in an environment, and its existence and survival depend on how it relates to that environment. Therefore, the organization must be structured and energized according to the conditions and circumstances that characterize the environment in which it operates.

Figure 4.

Administrative process



Source: Chiavenato, I. (2007) Introduction to the General Theory of Administration

The organization and functions manual

The Organisation and Functions Manual is a normative technical document of institutional management that describes and establishes the basic function, specific functions, authority, dependence, coordination relationships, and the requirements of the positions or jobs.

Usefulness

1. It determines the specific functions of the positions or jobs, the fulfillment of which contributes to achieving the functional objectives of the organic units of each unit, as well as the responsibilities and obligations assigned to the position or job by the corresponding legal and regulatory framework.

2. It informs managers and staff of their functions and locations in the entity's organizational structure.
3. It helps administrative simplification by providing information on the functions that staff must perform when occupying positions or jobs, which constitute actions of a stage or step in the flow of procedures.
4. It facilitates the induction and training process for new staff and orientation for current staff, allowing them to clearly understand the functions and responsibilities of the position or job to which they have been assigned, as well as the implementation of training programs.

Conceptual Framework

In the present project, it is essential to put some of the terms that will be used frequently during the study in context; the following concepts were researched in the glossary of administration and economics management polis according to Rojas (2005), the dictionary - administrative and marketing glossary of business Col and the technical dictionary Definition of:

Administration of a company: indicates an ordered and systematized set of principles, techniques, and practices that are intended to support the achievement of the objectives of an organisation or company through the provision of the necessary means to obtain the results with the most excellent efficiency, effectiveness and congruence; it is expected that with the design of an administrative structure for the Titan supermarket, its administration will improve and the corporate objectives of the current one will be much more efficient and effective.

Job Analysis: this analysis has a structure that refers to four areas of requirements: intellectual, physical, responsibilities, implicit, and working conditions. Each of these four areas is divided into several specification invoices, such as principles; it is a job analysis that was fundamental in the design of the function manuals.

Organisational Management is the process of directing and influencing the task-related activities of the organization's members. It goes beyond the mere transmission of orders and requires decision-making capabilities to achieve long-term objectives. This aspect is a fundamental component of the administrative process and must be enhanced by having the proper business structure.

Organizational strategy is the set of rules that ensure an optimal decision at all times; it encompasses the objectives, goals, aims, policy, and action programming of an organizational or individual whole; in the business context, an organizational strategy is the creation, implementation, and evaluation of decisions within a company; it is intended that by implementing a correct organizational structure and its sense of elements the company will have strategy-based management.

Organizational structure is the hierarchical model that a company uses to facilitate the management and administration of its activities.

The company sets roles, functions, and responsibilities through the organizational structure, establishes objectives, creates processes, defines protocols, and designs improvement strategies.

The organizational structure generates order in a company by identifying and classifying its activities, grouping them into divisions or departments, and assigning authorities for decision-making and monitoring.

For an organizational structure to fulfill its purposes, it must:

1. Have precise, real, and measurable objectives.
2. Define each person's hierarchy, duties, and activities within the organization.
3. Types of Organizational Structure There are generally four types of organizational structure:
 - Linear: the organizing principle is the hierarchy, that is, the direct authority of the boss over his subordinates since all decisions and responsibilities fall on him. This structure favors speed, clear, and simple accounting, given that the positions are very well defined, with the employees under the guidance of a shared boss. It is the preferred model for small companies with low production and little human capital.
 - Functional: it proposes dividing the organization's tasks into hyper-specialized units, each under the command of an independent manager. The manager coordinates his or her work team and allows communication with the other teams. It is a versatile and very popular structure, especially for larger companies with a large number of staff.
 - Staff-based: a minimalist business model prefers to outsource many of the functions that would involve building a work unit in other models. It is a flexible and modern model, requiring a fluidity of capital that justifies not having its team instead of outsourcing.
 - Matrix: the company is structured based on autonomous and disconnected work teams, each assigned to a specific project and made up of a diverse group of workers under the command of a coordinator who reports individually to the head of the organization. It is the most dispersed structure known and the one that best suits the giant transnational business consortiums.

Administrative Manuals: are written documents that systematically concentrate a series of administrative elements to inform and guide the conduct of the company's members, unifying the performance criteria and courses of action to be followed to meet the objectives set. In this study, we intend to design various manuals that will not only serve to

coordinate but also to communicate with human resources.

Corporate Objectives: these indicate the results that the company wishes to achieve in a determined period of time; they must be measurable, attainable, and quantifiable. It is necessary to know how to evaluate them to determine whether the company is on track to achieve a complete development of them. It is expected that the research will define corporate objectives, which is the direction for the Titan Supermarket.

Corporate Organisational Chart: an outline of the organization of a company, entity, or activity. The term is also used to name the graphic representation of the operations carried out in the framework of an industrial or computer process; the present study intends to define these departmentalizations for a better organization of human resources.

CONCLUSIONS

This research has shown the importance of implementing a transparent, efficient, and functional organizational structure in the Titan Supermarket to strengthen its growth, improve administrative management, and optimize the performance of human talent. Through the company's internal analysis, shortcomings were identified related to the allocation of functions, internal communication, and the absence of a strategic direction, which has limited its capacity for expansion and competitiveness in a changing and demanding business environment.

International, national, and regional studies have shown that an adequate organizational structure is a common problem in micro and small enterprises, leading to disorganization, duplication of functions, role conflicts, and reduced productivity. However, these studies also highlight that designing and implementing a functional organizational chart, function manuals, and defined processes promote operational efficiency, collaborative work, and informed decision-making.

In the case of Titan Supermarket, a formal organizational structure will not only align employees with corporate objectives but also improve job satisfaction levels, promote continuous training, and establish more effective control and evaluation mechanisms. Furthermore, the proposed organizational design will provide a solid foundation for future growth strategies, offering the company a sustainable competitive advantage within the local market of San Juan de Pasto.

In conclusion, the present study constitutes a valuable tool for both Supermercado Titan managers and employees. It allows them to face the current administrative challenges with greater order, clarity, and projection, contributing to the strengthening of the company as a dynamic, organized commercial actor committed to the economic development of its community.

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FINANCING

None.

CONFLICT OF INTEREST

None.

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