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### THE RELEVANCE OF PHILOSOPHICAL THINKING AS AN EPISTEMOLOGICAL FOUNDATION IN THE MANAGEMENT SCIENCES

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## ABSTRACT

There are documents and a good number of intellectual productions that prolong the historical discussion on the foundations on which the managerial sciences are built. Why are there many managers who, being trained with formal studies, are bad in the exercise of their profession? Why are there other managers who, without scientific knowledge, or without having studied the profession, based on their empirical and intuitive skills, are good managers? What elements, aspects, approaches should be considered when improving the epistemic foundations of the managerial sciences? This production does not propose to eliminate, replace, or bias the foundations of the managerial sciences, especially management; rather, it proposes to complement the current bases along the lines of the references studied based on the epistemic foundations of management. More than anything else, it proposes a reflection on the main philosophers throughout history, and how their contributions could have a place in the practices and modern administrative thought.

## INTRODUCTION

The present work is based on the need to describe the influence of some philosophical knowledge on the foundations of the managerial sciences; however, despite the above, it is well known that most of the contributions in the disciplinary studies of management as a science are based on criteria of productivity and economic and financial rationality. This constitutes the main problematic reference of this research, where the administrative logic has historically been based on "economic assumptions such as selfishness and personal interest, utility, competition, accumulation and exchange, are increasingly present as if they constituted the essence of human nature" Bedard (2003). In other words, the mercantilist and materialistic conception of the executive entrepreneur, whose managerial skills are permeated by a utilitarian ethic, where a perpetual light shine for him, a permanent desire to optimize his personal profits; the main motivation of the homo economicus studied extensively since the emergence of the industrial revolution, with a philosophical conception based on liberalism and pragmatism.

Management education has stood out as one of the disciplines with the greatest theoretical and practical development in the world during the 21st century; its teaching in the West in number of students is considerably higher than that of other disciplines and professions. "However, the theoretical developments of management are far from being considered at the intellectual height of philosophy". Muñoz (2011). Management could be considered as a traditionally pragmatic and technical knowledge.

## METHODOLOGY

A reflection exercise is then presented, taking as one of its main references, the production of the text twenty philosophers visits your company by Carlos Sandoval. By means of which some bases of the administrative theory will be related to the basic premises of several recognized philosophers.

Another important reference is some contributions of the humanism and management group of the school of high studies of the University of Montreal, led by the French researcher Alain Chanlat, where contributions and emphasis on the humanization of management practices stand out, highlighting the contributions of Renee Bedard, who raises new elements in the foundations of

management from a philosophical and anthropological perspective. (Muñoz, 2011).

According to the methodology used; this study presents according to the nature of the information collected a research of qualitative nature. From a hermeneutic, interpretivist approach, where it is induced from the comparison, from the understanding in the review of texts; "The qualitative method is oriented to deepen specific cases and not to generalize; its concern is not primarily to measure, but to qualify and describe a social phenomenon from determining features as they are perceived within the context studied". Bonilla and Rodriguez (2000), cited by (Canabal, 2015)

## **ANCIENT PHILOSOPHERS ADVISE TODAY'S COMPANIES.**

### ***Heraclitus And Change Management.***

Organizational Development (OD) is not properly considered an organizational theory, but a current or approach that began to develop in the sixties, which mainly seeks to apply the behavioral sciences to management. It becomes an interest in companies to study the constant changes in the world and the increasingly rapid and unexpected transformations in the organizational environment. Chiavenato (2019).

To the author's compass: "The concept of OD is related to the concepts of external change and the adaptive capacity of the organization to the change occurring in the environment. That led to a new concept of organization and organizational culture."

Heraclitus as a guest consultant reminds us that everything in nature flows, changes, and transforms, even communities and organizations. Changes surprise us with their eternal flow and constant renewal. According to Sandoval (2020), Heraclitus would ask about three aspects of organizational management: listening skills, conflict management skills and adaptability.

The ability to listen is a leadership skill widely used in different management approaches; in behavioral approaches to management and leadership studies. Covey (2003) mentions the ability that a leader must have to understand first to be understood; empathy, good communication, negotiation would undoubtedly be strategies that Heraclitus would use to overcome interpersonal conflicts among the company's personnel. The situational and contingency approaches in management sciences would correspond to the ability to adapt to the surprising changes of the environment in the thinking of this great philosopher serving as a business advisor.

It is important to consider the changes that occur in the motivation, needs and attitudes of the members of an organization, since a good, healthy, and cordial working relationship requires respect and understanding while transformations occur at different levels of organizational behavior. At the level of products and services, changes occur from the constant innovations that are made in the

continuous improvement of these products, development of strategies and technological applications to be in tune with market demands.

In change management and OD, conflicts, and resistance to change, fear of the unknown are normal; as an example, is not tension between the commercial and production areas natural to any organization? (Sandoval, 2020). Leadership is the ability to create an environment of effective tension, a productive conflict that allows the development of the organization. This phenomenon is called "creative tension" by Senge (1990) in an approach to organizational learning, which is quite strategic to address change management in organizations. Considering the thinking of Heraclitus is one of the philosophies and skills that modern leaders must possess. If they do not prepare for change, they will succumb to it.

### ***Parmenides Another Luxury Guest to The Organizations.***

While organizational culture in the above view moves and changes. In Parmenides' thinking it remains unperturbed. What counts is what remains.

What is permanent. Unchanging. What is constant is what represents truth for Parmenides.

Modern management paradigms use quality standards that serve as a pattern or reference for organizational decisions. In Parmenides' philosophy, these standards or reference policies, which constitute the guidelines that orient business action, represent what is valid and real for an organization, due to their permanent condition in the organization.

### ***Examples of These References Are:***

Mission. Vision. Objectives. Brand. Good Will. Reputation. Culture. Quality standards. Company policies. Logistics structure. Value chain. The very essence of the services or products.

Values that are maintained over time, strategic and rational thinking, would be an important observation in Parmenides. (Sandoval, 2020).

In the above consideration a leader cannot change intuitively permanently, must stick to a strategic north, cannot be a confused and ambiguous decision maker. Decision making must be based on logical judgments, analyzed, accepted, and represented in quality standards and indicators that even if they change in results, their original meaning is maintained, the essential does not change or should not change before the senses.

In the case of customer promotions, financial margins, although they may vary, are sought in the organization to remain in line with optimum performance and yields at the individual, group or organizational level. They obey fixed patterns, established conditions, a common and shared culture, from the perspective of this renowned consultant.

Pythagoras is a great representative of quantitative thinking in management sciences.

For this author and the current he represented "all nature is written in mathematical language", this assertion does not exclude any type of human organization.

"It is not the senses that give good knowledge to human beings; nor is it discursive speculative reflection. The right path to truth is numbers" (Sandoval, 2020).

Quality assurance, supply security, negotiation with suppliers, the use of the best practices, and the use of the most advanced technologies, all of which have been used to improve the quality of the products.

It is incredible and beautiful to recognize that Frederick Taylor, who was the first to study work and its relationship with productivity on an industrial scale, at the beginning of the twentieth century, used in the so-called scientific theory of management, observation, measurement of factors such as time, fatigue, and employee performance. Methods proposed almost two thousand five hundred years ago by Pythagoras.

The interest of the Pythagoreans would be to know how much time is spent in the organization to think, execute, control (Sandoval, 2020), which is a clear indication of the agreement with the proposal of Henri Fayol in his classical theory of management where one of his proposals is precisely the administrative process and its phases to better manage an organization. These super-recognized stages are planning, organization, execution, coordination, and control.

The numbers reach their maximum relief in the administrative approaches, with the arrival of the mathematical school of administration, related to the forties and fifties of the previous century, with the game theory, programmable decision processes, computing, operations research, linear programming. (Chiavenato, 2019). Impacting the different areas and disciplines of management sciences, such as marketing, quality processes, research, production, human management; where quantitative methods arrived and strongly imposed themselves. Above all, in the productive and financial management of the company. Hence the aphorism: "The only quality and useful knowledge for proper decision making is numbers and not opinions".

So much so that today the numbers in the company present a management to metric approach at all levels of an organization. Today everything is measured in the company: work climate, quality, productivity, customer satisfaction, employee motivation, performance, organizational culture, competitiveness, intellectual capital, practically all processes are susceptible to improvement today.

In this century, the evolution of this approach continues with the digital revolution, big data, digital organizational management. Artificial intelligence,

business robotics, augmented reality, etc. What will be the next extension of this approach? Etc. What will be the next extension originating from Pythagorean thinking?

Pythagoras would also try to ensure that the company remains clean, in order, in harmony and with a good organizational climate. These premises belong to contemporary management theories, as well as to Pythagoras' philosophy of human organizations b.c.

### ***Socrates Advises on Key Success Factors in A Company.***

The bio-psycho-social referents present in organizations are language, language, speech, dialogue, communication, signs, symbols, jargon, sayings, nicknames; the different internal languages, product of the subcultures derived from the organizational culture; language of the managers, language of the workers. Zapata (2009).

From a Socratic perspective "dialogue as a way to find the truth within" (Sandoval, 2020). Language represents the specific way an organization expresses itself and is shared by all members. Zapata (2009). This has been one of the undisputed success factors in any organizational structure, in any organizational culture, in any organizational strategy; however, the Socratic discussion raises the question of the meaning of each thing (factor) raised: What is organizational leadership, what should it be like, what does authority represent, who represents it, why? Socrates would undoubtedly ask who decides the destiny of the organizational community, through a methodology of discovery and questioning.

In his text, Sandoval states that Socrates would be disappointed with the answers obtained from the approaches raised, not knowing the essence of what the members of an organization do; of the inability to recognize one's own ignorance and to have an open mind to an encounter with the truth.

Socrates touches deeply on several issues of modern management, questioning its *raison d'être* and how well it works: organizational culture and behavior. Social responsibility. Organizational communication. Organizational conflict. Values and beliefs. Emerging management. Business ethics.

Management by values. Beliefs for women, i.e., female leadership. Feminist ethics. They are new as innovative practices in the modern management of organizations; but they are still premising proposed centuries ago by the person who is recognized as one of the oldest and most effective coaches that has ever existed.

For Socrates, the coach was the maieutic, let's compare two definitions: "coaching is an intensive process of training combined with empowerment, to continuously learn and apply tools to achieve high standard objectives" Arroyo (2017). Mayeutics we can define it as the process of birth of truth, after the creation of an inner process. (Sandoval, 2020).

There is no coaching without individual improvement and growth. In other words, a mayeutic process is practically needed to recognize an organizational coaching process.

Empowerment "is a strategic process that seeks a relationship... increasing trust, responsibility, authority and commitment to better serve the customer" (Arroyo, 2017). Basically, it is a process of empowering and enabling people to develop their capabilities in favor of personal and organizational development; getting to discover these truths in everyone is the true action of a leader for Socrates.

It is necessary both in the delegation and in the training, confidence of the manager in his collaborators, the pedagogical abilities of the managers must be translated in a learning to know how to better serve the clients; this includes the internal client as well as the external client. Always with commitment and responsibility.

### ***Sophists: A Modern Organizational Staff***

This group of advisors would initially be interested in arranging their fees and the value of their advice. "The concern of the Sophists was not truth, ethics or the search for meaning." (Sandoval, 2020). Truth is considered pragmatic and relative, that is, truth depends on individual views, interests, and desires. The power of decision at the levels of influence is necessary to persuade and convince others. What determines the success of an idea is not its rationality but its power of convincing and realization. (Sandoval, 2020).

From a sophistic business context, more than rationality there is rationalization in business decisions. Leadership oversees constructing tales, stories that give meaning to the actions and decisions of the organizational community.

Issues such as domination, interests, corruption, resentment, conflict stand out in an organization that prioritizes stories over true premises for action; if concepts and practices are relative and subjective, the attitude of the sophists will be to call for commitment so that personnel focus on indicators and results.

It is worth relating in this context to managers who have a pragmatic way of being, according to Bedard's approach (2003); based on results, before effectiveness rather than efficiency, whose pathologies can pass through a win-lose type of relationship; emphasizing egoism, individuality, the power of imposition or the competences of the strongest.

### ***Platón. The Order. The Crisis. Reality.***

Platón's thought is distributed in several of the fundamental studies of management. From the so-called prescriptive schools of Fayol and Weber we find the order of structure, the principle of hierarchy, purpose, and responsibility.

From the administrative process, planning, ideas, creativity, and innovation. From the humanist theories, ethics, good treatment, informality in communication.

"It is relevant to observe and take into account the way in which organizations are oriented towards an end", (Sandoval, 2020). Much of the functional processes taught in business stem from this elite thinker for today's organizations. Management by objectives, whose main exponent is Peter Drucker, is one of the most important premises that we also find in Plato's analysis; he also explains that the way in which organizations are organized and relate to each other ends up influencing the formation of people's souls. The tyrant's organization creates fearful souls, the demagogue's organization creates irresponsible souls, and those of the good leader, good people. (Sandoval, 2020).

Platón, while agreeing with the importance of emotional intelligence in business, does not place it on a par with reason, since people's logos are oriented towards what is right and true. "Ethical rationality based on good, justice and harmony are the main competencies of leadership. (Sandoval, 2020).

On the other hand, knowing how to face crises are contingency scenarios, which are also addressed by the situational theory of management, influenced in turn by strategic approaches, which increasingly began to be seen from the sixties of the last century, with decision making under uncertainty, under risk or the relationship between strategy and structure proposed by Chandler (1962), quoted by (Mintzberg, 1999).

We see how companies depend more and more on their strategies to be able to compete in volatile and changeable markets, during chaotic, unpredictable, and unpredictable contexts; where variables such as research and technology itself become more and more essential within business plans and processes to achieve sustainability.

### ***Aristotle And A Touch of Deep Humanism***

Aristotle's vision of community and organizational life. It is based on the principles of movement, purpose, sufficiency, and logos.

Movement is implicit in the organizational dynamics itself, which is driven by administrative and functional processes in continuous rotation, and the interaction of the organization with the environment. For this philosopher, movement is in the potential act of an event. For an organization this can be potential customers, projected revenues, ongoing investments, business in the pipeline, and so on. In such a way that the productive potential of an organization is always latent, its maximum possible efficiency, and of course the necessary strategies to achieve it.

In the Aristotelian precepts it is the mission, the vision, the short-, medium- and long-term objectives that determine the purpose or full realization of the organization; and it is this purpose or purposes that the organization has,



which function as a pole of attraction for people who are the ones who make a whole journey to achieve these goals. The need for achievement in people can be related to the current of organizational behaviorism.

The sufficiency as a principle of Aristotle, we can relate it to the theory of systems, as it speaks of self-sufficiency, i.e., the ability to be self-sufficient to achieve the ends. Organizational autopoiesis or the principle of equifinality.

The logos constitutes in organizations the thinking beyond. The leader should not think that his purpose is to maintain a good climate in the team. The purpose of a company is not basically to produce goods for its customers or to provide services to the community. Nor is the purpose of an organization to generate profits for its shareholders. It is about "the properly human organization and its relationship with the contribution to the common good, to the realization of people with the construction of shared meaning" (Sandoval, 2020). (Sandoval, 2020).

Aristotle's humanism is very penetrating for modern organizations; to achieve it requires a lot of resilience, dialogue, debate, shared vision, in short, synergistic wills.

### ***Machiavelli. The Art of Governing. Leadership***

This controversial consultant takes up management topics that we have already touched on as business consulting. Management staff, organizational coaching. But he changes the context or reference of analysis.

He emphasizes the emotional instability of people, which directly affects work motivation. Emotional intelligence at work. The control of emotions necessary for the performance of any job.

Machiavelli touches that fiber of human sensitivity and fragility. He talks about decision making in times of crisis. In times of unpopularity. In today's world, crises are now a regular occurrence. Crisis and conflict management are very common in today's organizations; however, this author warned without any disdain in his time. "power is measured in moments of crisis and facing difficult moments" (Sandoval, 2020).

The leader must have the ability to anticipate through prudence the potential problems that an organization may face. Analyze trends and prevent the future.

We find these theses of Machiavelli in strategic planning, in managerial prospective, in the projected financial statements of a company. In organizational learning.

The analysis of power and authority relations between the leader and his followers (staff) is based on the centralization of power. This is one of the fourteen principles of Fayol's administrative theory. Machiavelli does not agree with the decentralization of power, with empowerment or the distribution of leadership in equal parts.

Hence his controversial handling of conflicts and difficult situations, the management of power, authority, and reputation. "the end justifies the means". The relativity to judge this thinker can sometimes look wrong from the point of view of correctness by treating him even as inhuman; however, this thinker also argued that a good relationship of the boss with his followers, should be based on trust and mutual affection.

### ***Descartes. Methods. Rationality. Strategies***

Today the world of organizations is rationalistic and cohabits with strategies of all styles and to help decision making in all functional areas of the same.

The methods in the era of Descartes constitute the strategies of today. Strategies are methods, or at most they are based on methods. So, Descartes is one of the forerunners of strategic thinking and the use of organizational strategies.

The Cartesian method put man at the center of knowledge. It began to study the problems of knowledge and divide them. To split them, to fragment them to understand them better. Is this method or strategy not used in many organizations today?

The Cartesian leader uses rational methods to produce, to manage people, to invest, to buy, in general to administer. Descartes would ask Does the leader could rationally govern himself. What is the method to produce? (Sandoval, 2020).

Descartes takes up both Aristotelian rationality and the quantitative thought of Pythagoras. But under the magnifying glass of a modern science.

Through methodical doubt he argued that one had to think well to act well. Bacon and Hume. Anchoring reason to reality. Modern consultancy

Modern philosophy revolves around two great axes. Descartes' rationalism: and on the other hand, the empiricism represented by Francis Bacon and David Hume, Sandoval (2020). Far from being governed by religious dogmas, people can use scientific ways to acquire and "identify the right and wrong knowledge, and then use a correct method".

Taking for granted all the opinions of those who manage high authority in an organization, hinders the effectiveness of a strategic decision process. "The game of emotions makes decisions difficult". In 2002, the Nobel Prize in economics was awarded to the Israeli psychologist Daniel Kahneman. He demonstrated an irrational component of many economic decisions that are based on impulses or thoughts that lead to buying what you do not want, or even do not need. Deciding on biased perceptions of reality.

Beyond rational knowledge, it is the senses that give definitive form to knowledge, according to Bacon, which we can relate to the pure elements of marketing, who seeks permanent through consumer psychology,

neuromarketing, branding, packaging, etc. To move consumers' decisions to brand dependence, so that more than a need, it seeks to install a recurring desire in the soul or feelings of the consumer. Is this possible? If the answer is yes, no doubt the truth is very close to the perception and reality of the senses. Customer satisfaction, as modern marketing has shown, has to do with experiences, personal sensations that constitute the facts that should be the basis for ideas, under this approach. Engagement is the best example today of experiences shared through social networks and the digital transformation of companies. There is an interesting caveat in this context: if there is no self-criticism on the part of the organization, it is a double-edged sword, knowing the customer better, their perceptions, can become an instrument of power to influence their decisions, to prioritize and maximize profits. An ethical dilemma, or the feeling produced by life experience, in Hume's perspective.

Hume insists on a culture of high performance, good climate, excellent service and social responsibility, managing new realities and "generating in people the feeling of pleasure, satisfaction and usefulness of a job well done", and the author Sandoval forcefully concludes "it is not the mere reasons that mobilize a team towards excellence, but the habit and the pleasure of doing things well together with the recognition of the leader.

In this sense, from this consultant's point of view, organizational plans and objectives must be based on concrete experience, solid statistical methods, and successful experimental models.

### ***Hegel And Entrepreneurial Leadership***

Product of an era that represented rights and liberties (French revolution), changes in production based on innovative technologies (industrial revolution), and advances in the acquisition of new knowledge (scientific revolution); Hegel was interested in the permanent improvement of the human spirit, in the process of leadership and the tensions produced by work relationships. He would give priority to the analysis of organizational environments, used today for strategic diagnoses and prospective studies. Such as political, economic, social, technological, and ecological trends. I would also pay close attention to the tensions produced within the teams, which areas would be in conflict and dispute with others.

Hegel's idea of the company and teams is like a vision that unfolds an organization over time in practices, products, services, processes, resources, capabilities, and culture. However, for the development of all this it is necessary to understand a normal traceability of tensions, difficult situations and conflicts; and that "the leader must have a spiritual strength to change structures and innovate". Sandoval (2020).

For Hegel, the organization must be prepared to live new realities, and we see this in the situational leadership approach and contingency theory. (Chiavenato, 2019). In the transformation of organizations, new behaviors are emerging in people and new training is needed, hence the leader's ability to prepare the intelligence of people so that they know how to assume the

change. These premises that we can easily find in management approaches such as organizational development, theories of organizational behavior, leadership approaches or situational theory as recently mentioned, are based on Hegelian thought, who defines that the role of a leader is to overcome, and not to maintain the status quo, as this only generates more conflict or violence. The ability of a leader to be open to the new is clearly one of the precepts of modern entrepreneurship.

Leadership, according to Hegel, is an unstable dynamic; there is no calm leadership without tensions, unless there is talk of death or the end of the role. Negotiation and creation of solutions, which can be found in current books from an economic point of view, are skills that the leader must develop, but from a more integral stage of the human being that contributes value.

Modern entrepreneurship, even if it is sold in an innovative and necessary way for business and economic development in the 21st century, already has a solid epistemic basis from the management philosophy, in the 19th century, with this great thinker and consultant together with contemporaries of his time.

#### *Other Successful Thinkers, From Sandoval's Point of View (2020)*

In Nietzsche's case, an organization is not, "it is being", it is mutating, it is on a journey. What is valid for this philosopher consultant in a company is what is being done the business action, the transformations that are being executed, accepting the contradictions, the dualities, the integration of reason and emotions.

Heidegger. Being in the world. This author would give priority in the organization to interpret the culture to investigate how its members live and relate to each other. How they approach their problems and how they would change them. For this reason, strategic design and organizational learning would be of great interest to him. Language is transcendental for a good coexistence, which is the cost/benefit relation for the actions.

Wittgenstein. Language games. They are a leader's toolbox. Without a mastery of language games, a leader has a lot to lose. The dynamics of teamwork requires a lot of dialogue, building trust, shared values, establishing commitments, guiding results, giving feedback. Work emotional intelligence, social intelligence. "it does not seem to be trivial to master the game of accounting, legal, tax or financial language".

Von Bertalanffy. Systems theory. He is widely studied in management sciences more as a biologist than as a philosopher. This consultant reminds businessmen that every system (organization) is composed of subsystems (areas); and so, it happens with all living systems, where a basic importance is to understand the functioning of the whole and of the parts. Every system develops in an environment and it is necessary to understand the complexity and make a good reading of it.

### *Renee Bedard's Perspective*

Another important reference for understanding organizational realities is presented by this author with an innovative philosophical approach; she links four branches of philosophy and relates them in an integrated manner: praxeology, epistemology, axiology, and ontology.

This integration presents them in the figure of an iceberg, praxeology corresponds to the material, social activity in correspondence with the objective reality, the world of events, facts, acts, sensory experience. Bedard (1995).

It is not by chance that production, the results of economic practices, represent the most valuable interest for the modern business world. The manager's know-how. Practical skills.

"Epistemology is the place where the philosophical problem of truth is discussed in a particular and precise way" Bedard (1995). It comprises the world of theories and methods of scientific connotation, at the organizational level it comprises the organizational learning capacity, knowledge management, intellectual capital, as well as at the personal level it could be the theoretical framework that the individual carries in his head concerning a subject.

A manager who lacks episteme, does not develop critical thinking, resorts ultimately to his doxa, to the myth. He lacks validation methods and reduces the probability of success in his decisions. The manager's knowledge. Knowing. Cognitive competencies.

"Axiology designates the field of individual and collective values, i.e., moral and cultural values, as well as the statement of the principles that determine customs" Bedard (1995). The consciousness of right and wrong. The ethical judgment on praxeology is given by this framework. The values correspond to a highly humanistic perspective. The will of good actions. Today we appreciate it in business ethics, corporate social responsibility, and sustainability initiatives over sustainability. The manager's know-how. Their behavior, their attitude. Affective competencies. Emotional intelligence.

Ontology refers us to being. To the origin. Axiology represents the world of values. Ontology is the world of principles.

Ontology goes back to four major axes: the relationship with oneself - the Self -, the relationship with others - the Other -, the relationship with nature - Reality - and the relationship with the inexplicable - the Sacred and the Divine. Bedard (1995). (Zapata & al, 2009).

"Ontology comprises then this vast territory that deals with the general principles of reality and, ultimately, that supplies the basis of the double epistemological and axiological vigilance, as well as the ultimate justification of the concrete activities themselves", that is, praxeology. He also maintains

that: "Ontology gives the person a general frame of reference, a metaphysical or philosophical backdrop, a conceptual framework of a general nature that provides the founding principles that make it possible to explain the order of things as they exist in phenomenological reality (being)". Bedard (1995).

Every manager in the world should review their ontological relationships; it would certainly serve to make us aware and sensitize us that we can always improve at each of the levels where we play our roles. In front of others. In front of the world. In front of the unknown, and in front of our own conscience. For this author, ontology comprises the founding paradigms and constitutes the root of the rhombus.

## CONCLUSIONS

Modern society, called the knowledge society, where an economic episteme prevails, with utilitarian ethics, and where the management sciences have traditionally based not only their practices but also their statements, need to be rethought, to include in their training plans (especially higher education institutions) foundations based on philosophical approaches and thinkers who have contributed much to the management sciences.

The teaching that relates philosophy to management on a par with other disciplines does not provide an adequate service; it not only undermines the importance of its foundations, but also leaves aside the origins and evolution of management as a discipline, science or art. And as some of our philosopher friends would say: "if the tales and stories are badly told or written", it is time to rewrite them and tell them on a better basis.

It is necessary to generate an organizational culture and a service culture in companies that pay more attention to the simple but transcendent things in life; the conflict, the gesture, the bad mood, the inattention, the carelessness, the ignorance, the death, the myth and all those things that modern techniques or scientific recipes want to replace with statistics and automated behaviors that do nothing but kill the natural sense of things and people; accept laughter, but also the complaint without eliminating it. Accepting human error, but without being cruel or demonizing it.

Each philosopher through his valuable contributions can provide a consulting service at low cost to our managers and organizations that need in this historic moment for the world, more humane, fair, dignified, ethical and efficient organizations in every order and sense.

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