

W19.1.1.b Strategic Management

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Aim and objectives

This unit will focus on the analysis and synthesis underpinning sound strategic management. Strategic management is concerned with the long-term direction, scope and performance of an organization. Whether the overall strategy of an organization emerges from the interplay of functional departments or is a grand plan devised by one group, its success is contingent on the fit that is made between the organization and the relevant environmental dynamics. The actions of the organization are simultaneously a result of these dynamics and a cause of them. Hence a continuous, accurate analysis and synthesis of environmental and organizational interactions is a critical component of successful strategy.

At the end of this presentation (or section), you will be able to:

- LOut1: Critically analyze the internal and external environments in which businesses operate and assess the implications of forecast changes.
- LOut 2. Apply understanding of the theories, concepts and tools that support strategic management in organizations
- LOut 3. Individually evaluate and synthesize information and existing knowledge from numerous sources and experiences.
- LOut 4. Apply appropriate tools, theories and concepts to analyze strategic issues in organizations and to develop options for implementation.
- LOut 5. Apply appropriate concepts to develop critical thinking about strategic management.

Terms and keywords

- **Competitive Advantage**

- Is what makes an entity's goods or services superior to all of a customer's other choices, allowing an organization to outperform its competitors

- **Management**

- Is the administration of an organization and includes the activities needed to accomplish the objectives of the organization through

- **Strategy**

- Is a high level plan to achieve the organization goals, generally involves setting goals, determining actions to achieve the goals, and mobilizing resources to execute the action

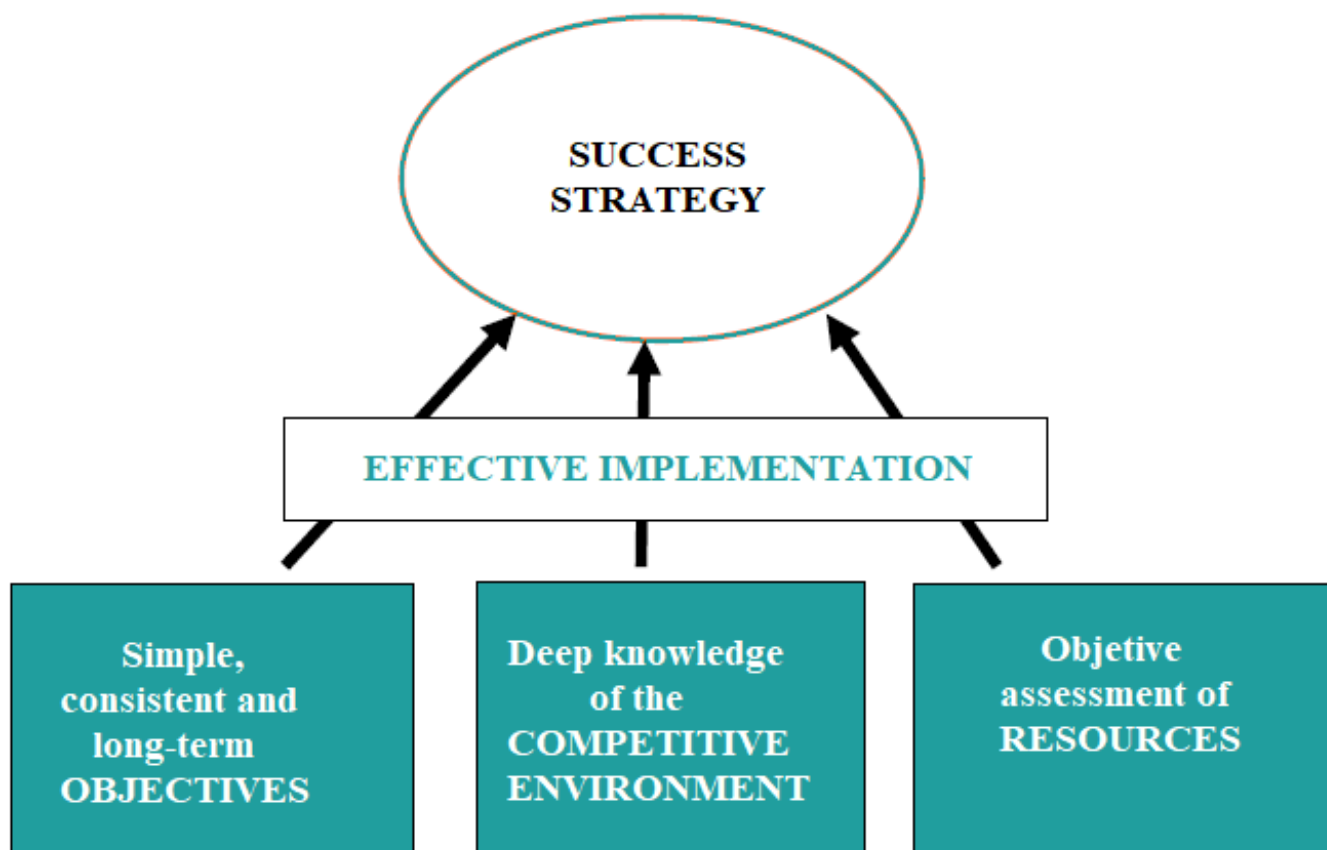
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Strategic Management



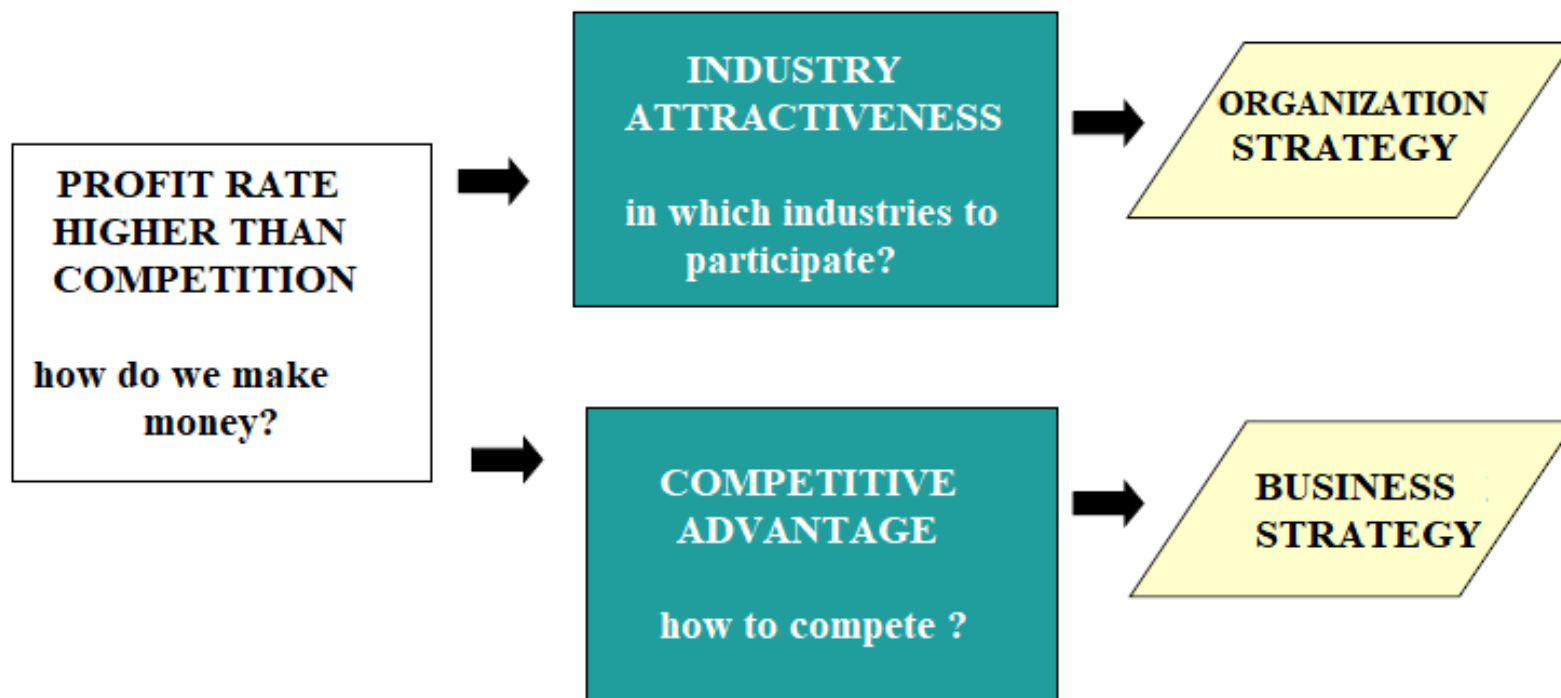
Elements of a Successful Strategy



Strategic Decision - Characteristics



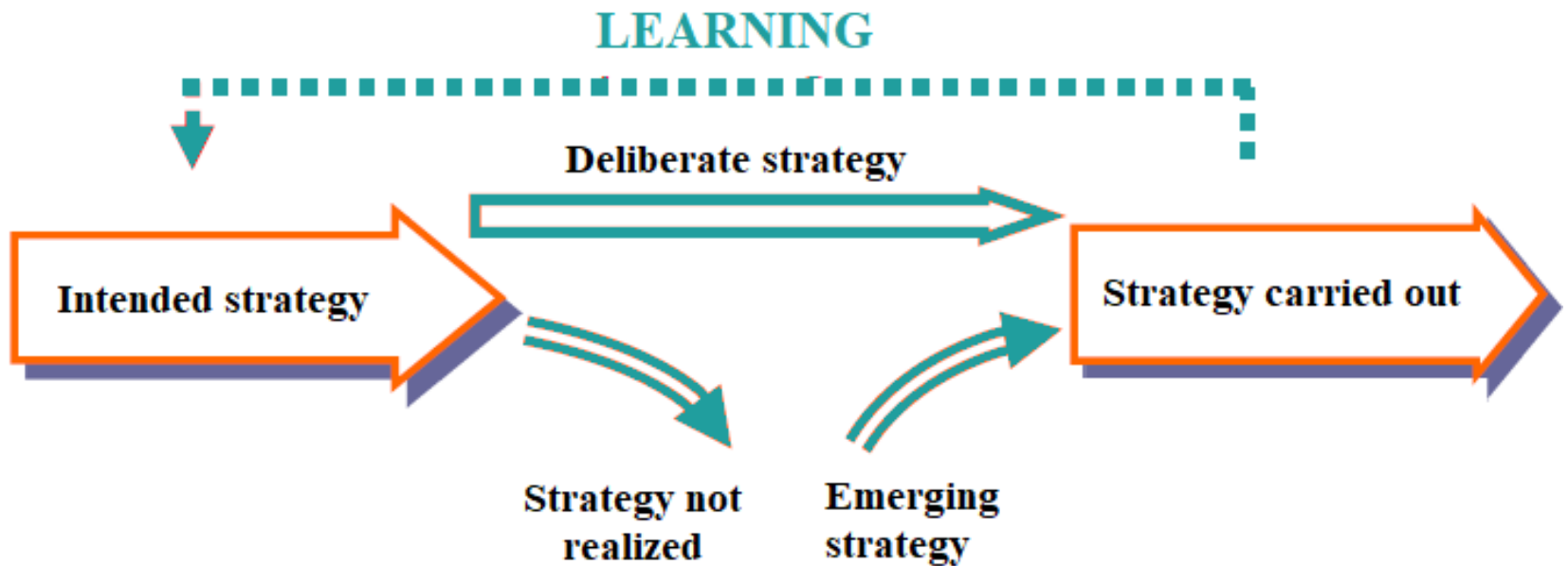
Strategic Decision - Levels



Planners and Strategy Development



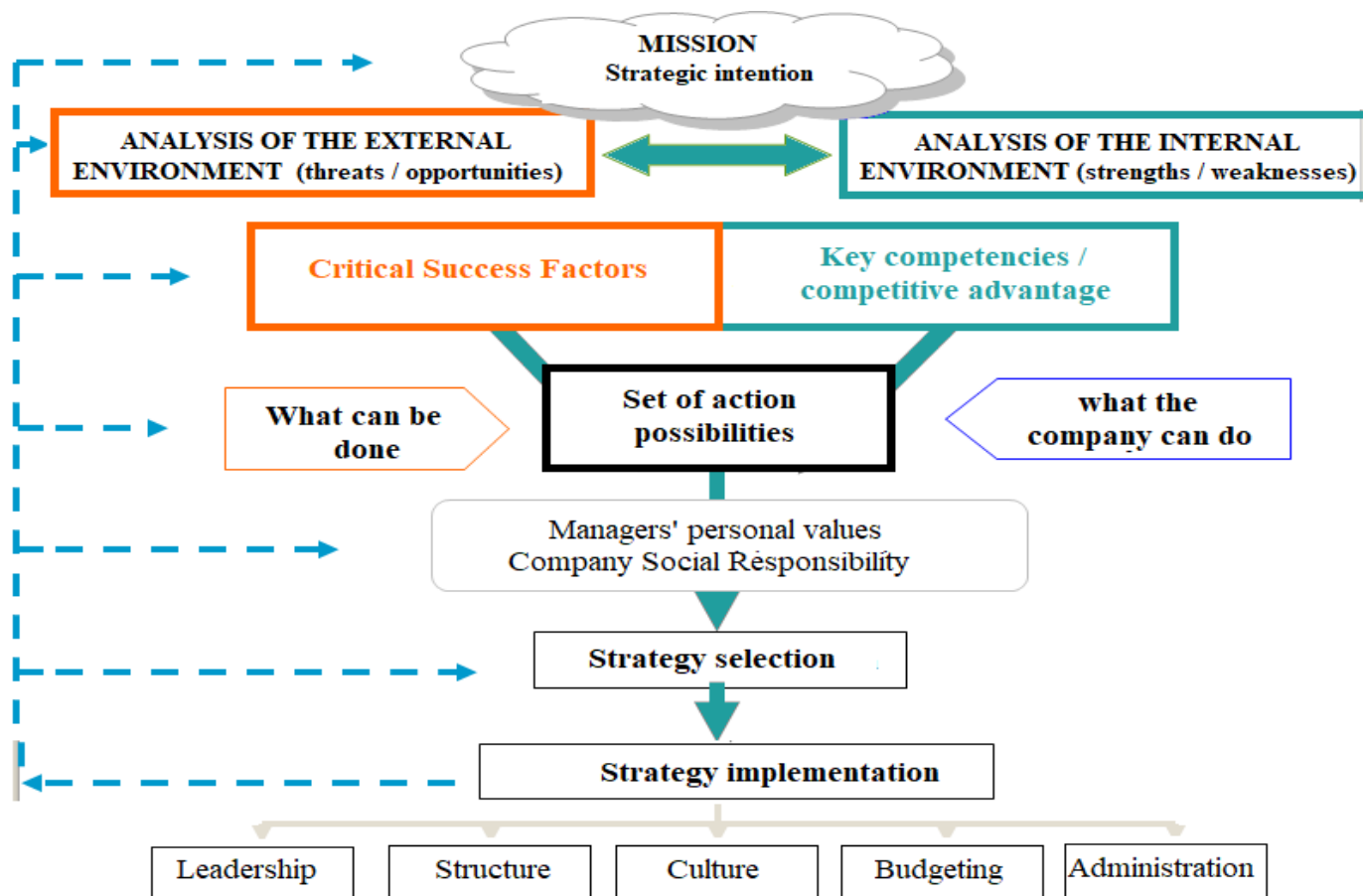
Classification of Strategies (Mintezberg)



Strategy – Mintzberg' 5P



Strategic Analysis



PEST Analysis



Porter's Five Forces



Profitability and Risk / Barriers to Entry and Exit

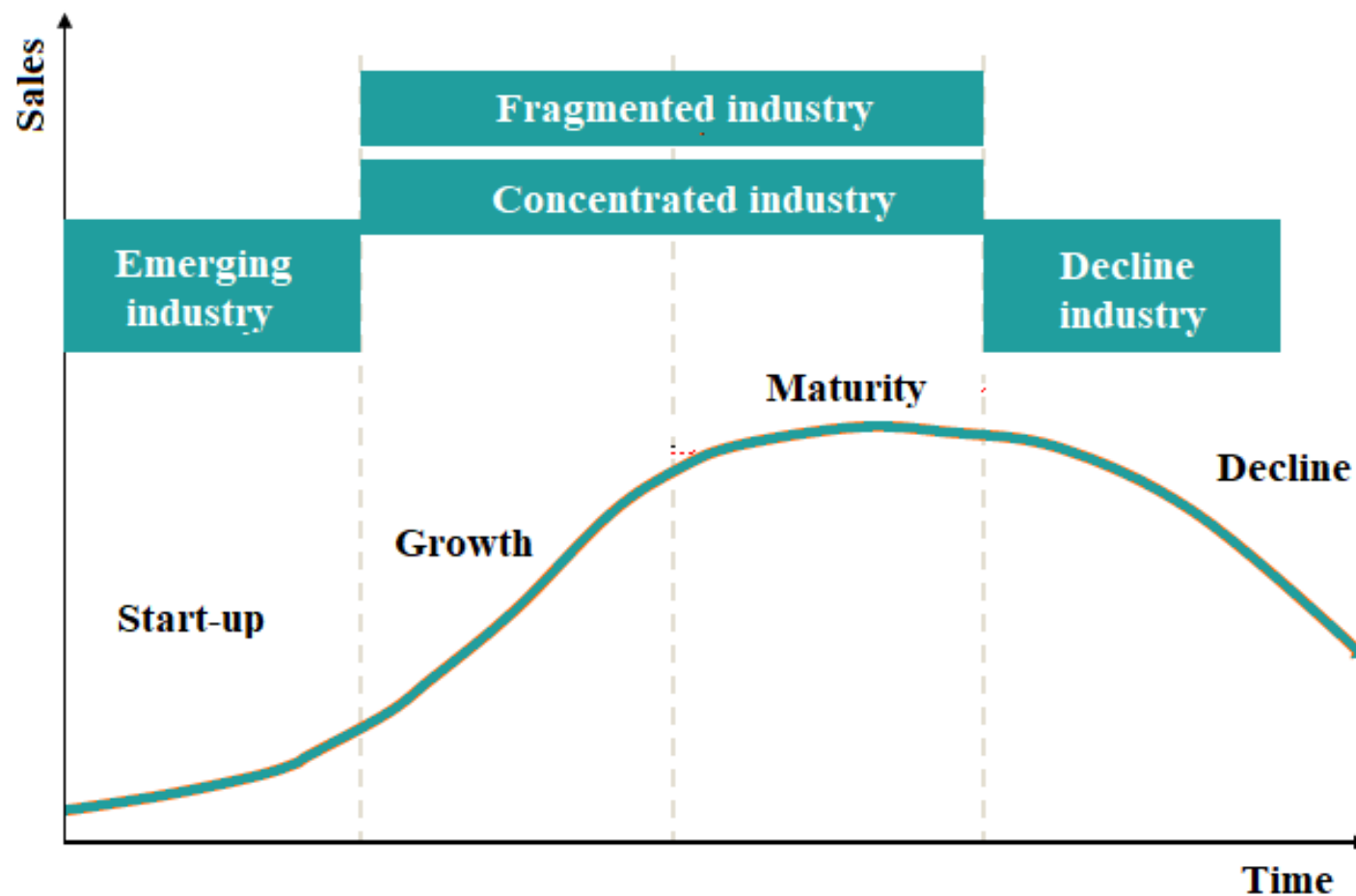


		Barriers to Exit	
		High	Low
Barriers to Entry	High	High profitability High risk	High profitability Reduced risk
	Low	Reduced profitability High risk	Reduced profitability Reduced risk

VRIO Model



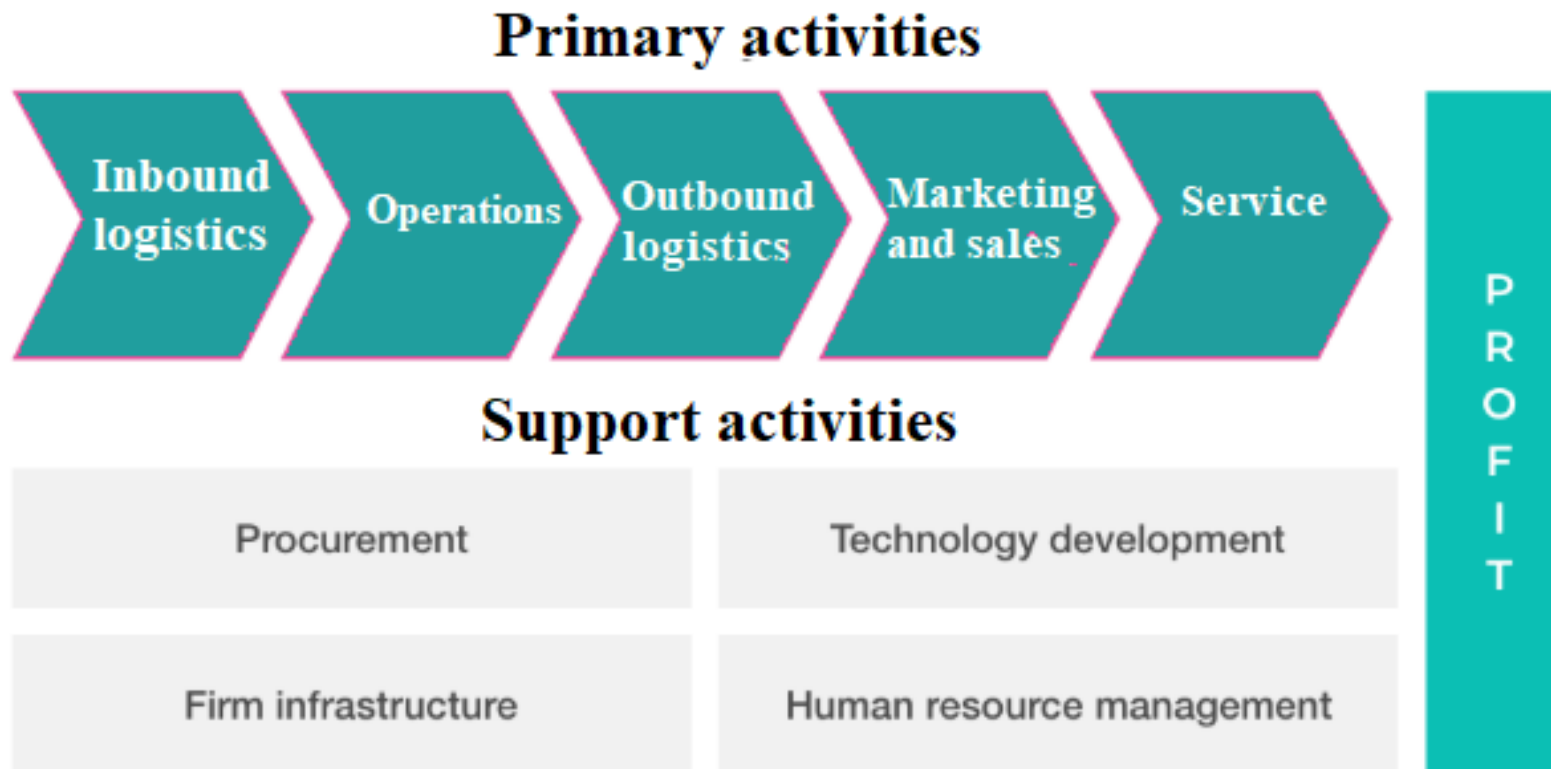
Life Cycle Theory



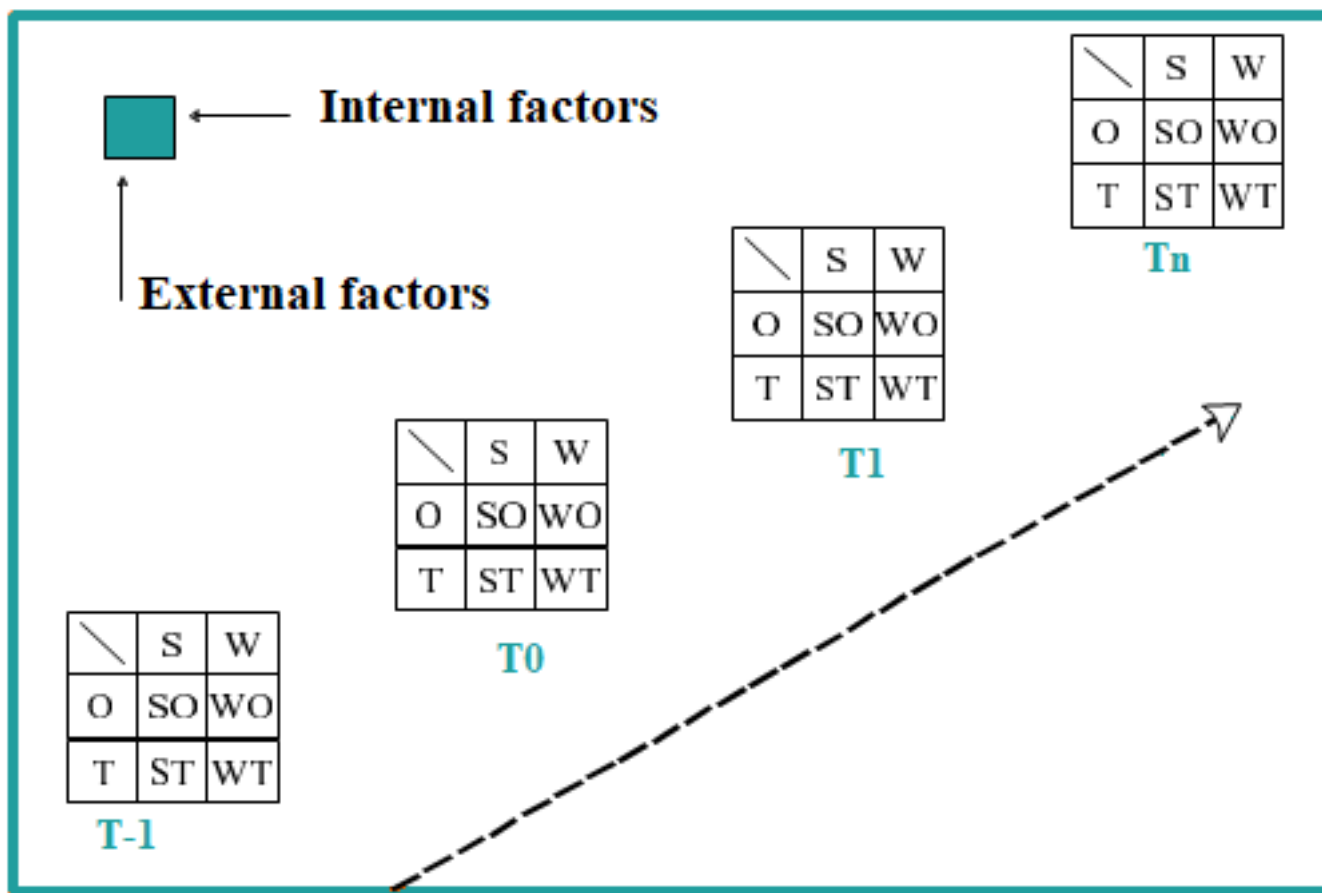
Benchmarking



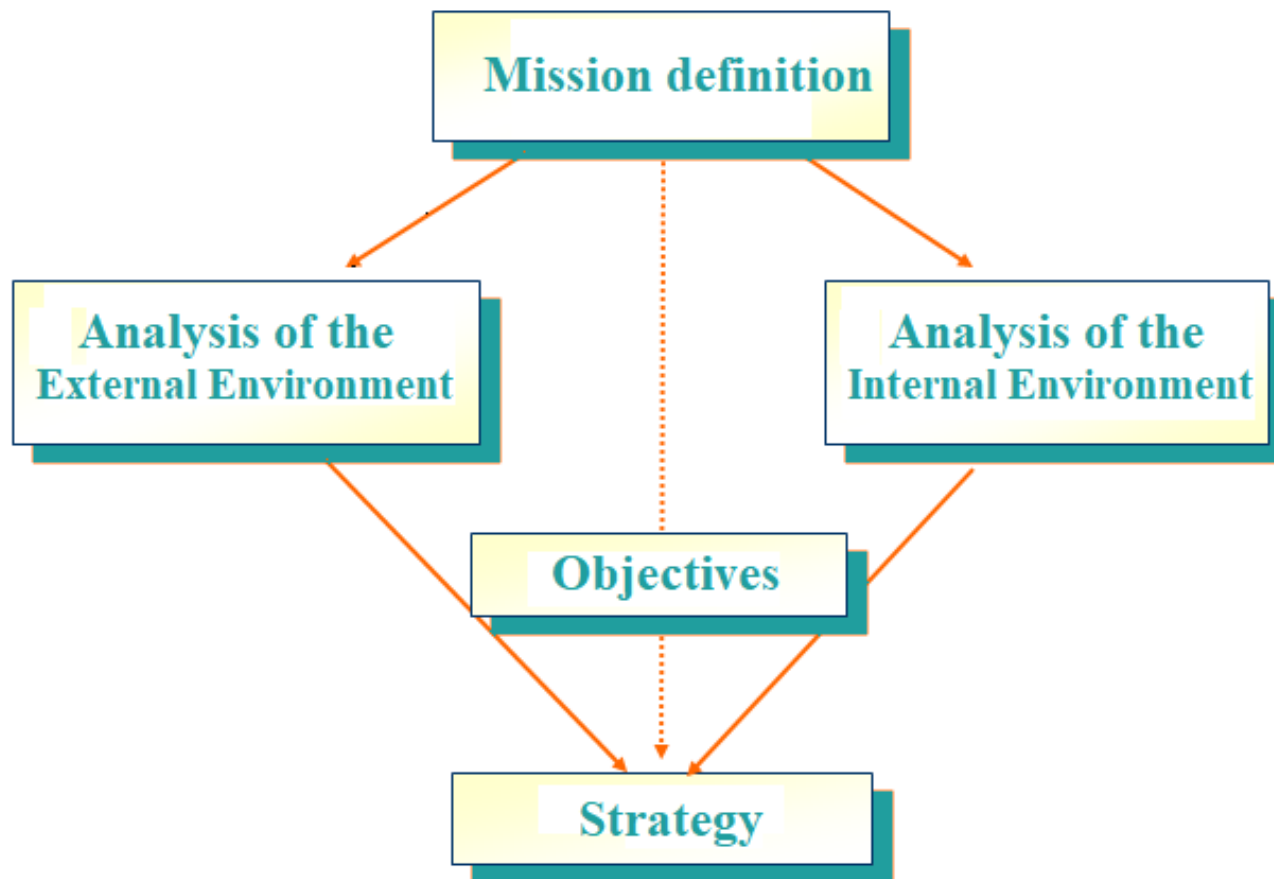
Porter's Value Chain Model



Porter's Value Chain Model



Analysis of the Museum's Competitive Position



SWOT Analysis



Proposed Activity

On a benchmark international approach about museums' competitive factors in any geography there are identified and described examples corresponding to its perception on the competitive positioning according to the presented aspects/factors in the following table

Competitive Positioning	Benchmark International - Examples of Good Practices
The space's architecture as an attraction	
Content and exhibitions as an attraction	
Peripheral spaces as an attraction	
Other motives and complementary attractions	
Entry fee as an attraction	
Presence and convenience of the online purchase	
Innovative initiatives in management, marketing, communication and organization.	
Other competitive aspects, strategy and innovative aspects.	

Strategic Management will introduce learners to the concepts about management, strategy and strategic management. Also they will know the elements of a successful strategy so to understand the benefits of strategic management. Learners will be able to formulate strategies and organize and implement a strategy.

Now that you finished watching it, you should be able to:

- Critically analyze the internal and external environments in which businesses operate and assess the implications of forecast changes.
- Apply understanding of the theories, concepts and tools that support strategic management in organizations
- Individually evaluate and synthesize information and existing knowledge from numerous sources and experiences.
- Apply appropriate tools, theories and concepts to analyze strategic issues in organizations and to develop options for implementation.
- Apply appropriate concepts to develop critical thinking about strategic management

List of references

- Faustino, Paulo; Ribeiro, Luísa. (2015). Characteristics, similarities and distinctions in management across media industries, *In* Lowe, G.F. and Brown, C. (eds.) The Management of Media Firms and Industries: What's So Special About Media Management. Berlin: Springer Scientific.
- Porter, M., (1985). Competitive advantage: Creating and Sustaining Superior Performance, Free Press, New York.

Further reading

- Tsai, Pei-Hsuan & Lin, Chin-Tsai. (2018). [How Should National Museums Create Competitive Advantage Following Changes in the Global Economic Environment?](#). Sustainability. 10.
- [Museum Digital Strategy: Examples and Resources](#) - A showcase of digital strategy documents and related resources from leading museums, cultural organisations, etc



João Paulo Faustino has European PhD and Post-Doctoral research at Faculty of Social Sciences and Humanities - Nova University (Lisbon) and is visiting researcher at Tele-Information of Columbia University (NY).

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