



**SHIPYARD
MANAGEMENT
GENERAL CONCEPTS OF
THEORIES AND SCHOOLS OF
MANAGEMENT IN THE SHIPYARD'S
ORGANIZATIONS**

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THE MANAGEMENT THEORIES
AND THEIR INFLUENCE IN THE
SHIPYARDS ORGANIZATIONS



1. ORGANIZATIONAL MODELS

MODELOS ORGANIZACIONAIS

MANAGEMENT THEORIES AND SCHOOLS

TEORIAS E ESCOLAS DA ORGANIZAÇÃO

1. WHY STUDY MANAGEMENT THEORY
PORQUE SE ANALISAM AS TEORIAS DE GESTÃO
2. THE EVOLUTION OF MANAGEMENT THEORY
EVOLUÇÃO DAS TEORIAS DE GESTÃO
 1. CLASSICAL SCHOOL
ESCOLA CLÁSSICA
 1. SCIENTIFIC MANAGEMENT SCHOOL
TEORIA DA ADMINISTRAÇÃO CIENTÍFICA
 2. CLASSICAL ORGANIZATION THEORY SCHOOL
TEORIA DA GESTÃO CLÁSSICA



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2. **TEORIA DO MODELO BUROCRÁTICO**
THEORY OF BUREAUCRATIC MANAGEMENT
 3. **ESCOLA DO COMPORTAMENTO HUMANO**
THE BEHAVIOURAL SCHOOL
 1. **MODELO DAS RELAÇÕES HUMANOS**
THE HUMAN RELATIONS MOVEMENT
 2. **MODELO DO COMPORTAMENTO CIENTIFICO**
BEHAVIOURAL SCIENCE APPROACH
 4. **ESCOLA DA GESTÃO CIENTÍFICA**
THE MANAGEMENT SCIENCE SCHOOL
 5. **TEORIA DOS SISTEMAS**
THE SYSTEM THEORY APPROACH
 6. **TEORIA DAS CONTINGÊNCIAS**
THE THEORY OF CONTINGENCY APPROACH



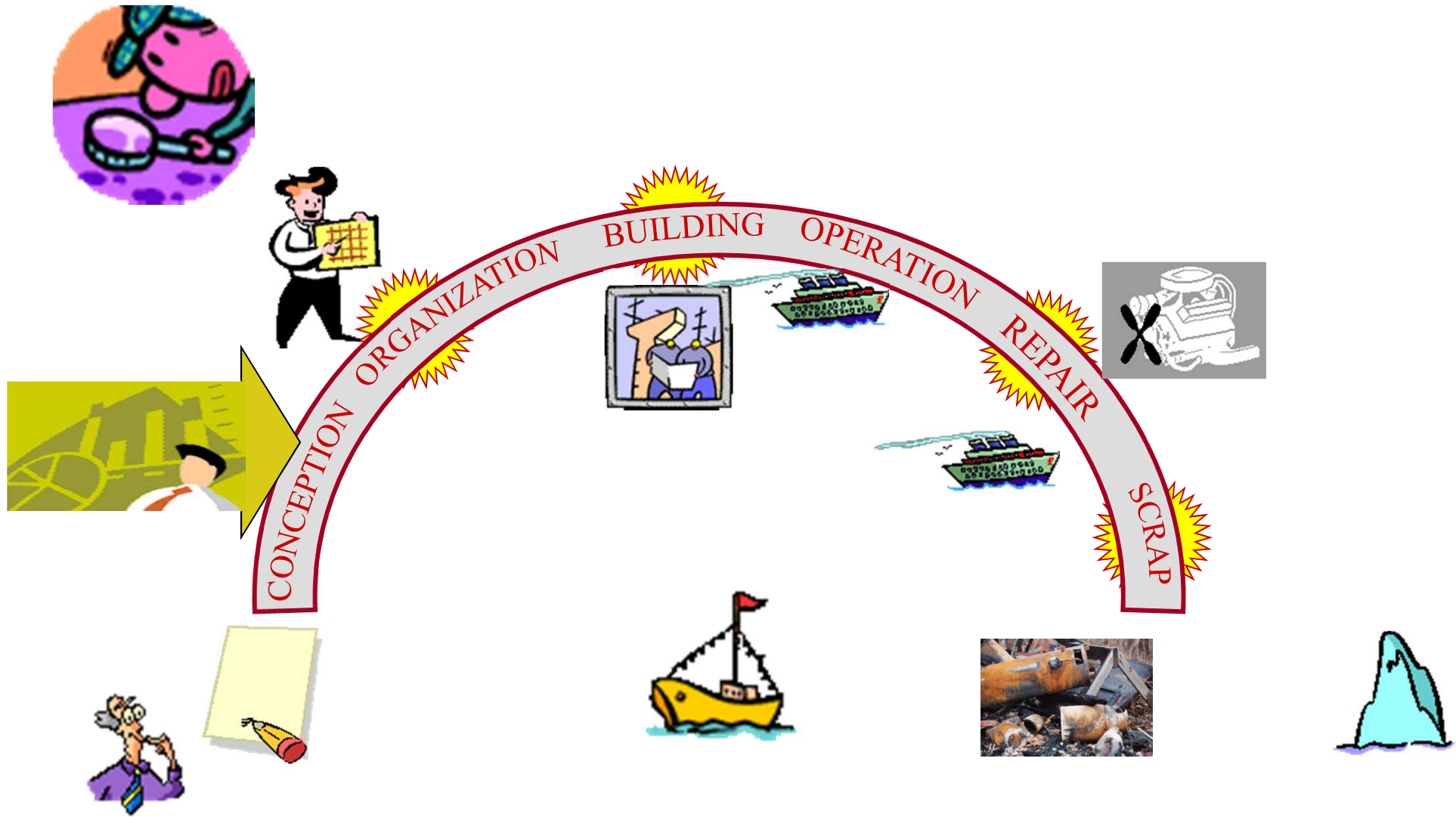
7. ESCOLA MODERNA

MODERN SCHOOL OR THE THEORY OF DYNAMIC ENGAGEMENT.

1. STRATEGIC COMPETITIVE THEORY;
TEORIA DA COMPETITIVIDADE ESTRATÉGICA
2. ETHIC AND SOCIAL RESPONSIBILITY THEORY;
ÉTICA E A RESPONSABILIDADE SOCIAL
3. GLOBALIZATION;
GLOBALIZAÇÃO DA ORGANIZAÇÃO
4. VIRTUAL ENTERPRISES;
EMPRESAS VIRTUAIS
5. INVENTING AND REINVENTING ORGANIZATIONS CRIATIVITY;
CRIATIVIDADE
6. MANAGEMENT BY OBJECTIVES;
(MBO) GESTÃO POR OBJECTIVOS
7. TOTAL QUALITY MANAGEMENT;
GESTÃO DA QUALIDADE TOTAL
8. LEAN MANUFACTURING;
9. SIX SIGMA;
10. THEORY OF CONSTRAINTS.

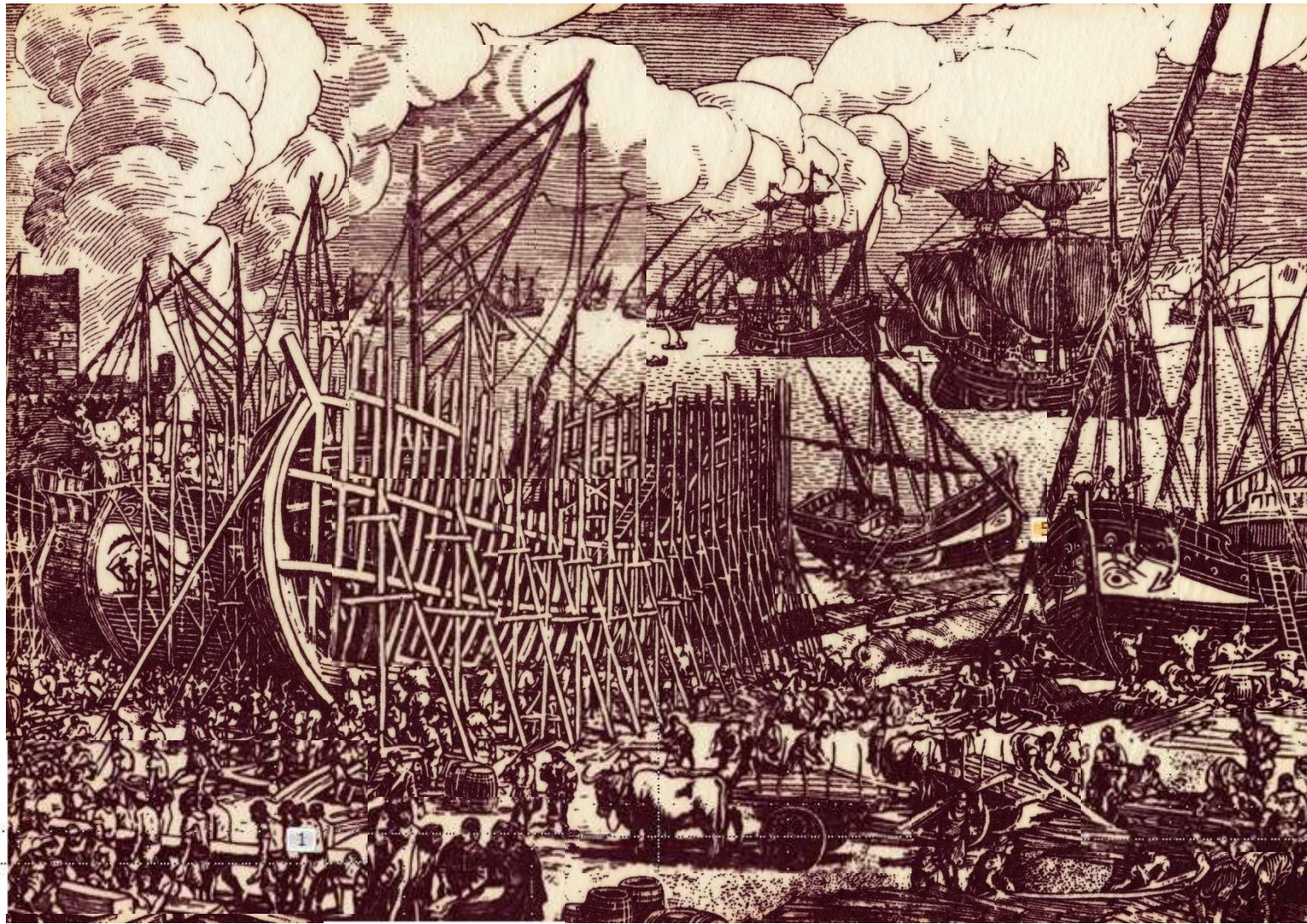


LIFE CYCLE OF A SHIP





AN OLD PORTUGUESE SHIPYARD





THEORIES AND THE SCHOOLS OF MANAGEMENT
THE VARIOUS THEORIES AND SCHOOLS
OF MANAGEMENT
CLASSIFICATION AND DISTINCTION TO THEIR
HISTORICAL EVOLUTION
AND
SOME BIBLIOGRAPHIC DATA OF THE MAIN AUTHORS
RESPONSIBLE FOR THEORIES AND SCHOOLS OF
MANAGEMENT



❖ THEORIES AND THE SCHOOLS OF MANAGEMENT EVOLUTION OF MANAGEMENT THEORIES

THE MANAGEMENT AND THE ORGANIZATION ARE OUTCOMES OF THE **HISTORY TIMES AND PLACES**

THE FIRST THEORIES AND SCHOOLS OF ORGANIZATION WERE BASED ON FEW DATA AND THE ADAPTATION WAS FAST MAINLY DUE THE RAPID GROWTH OF INDUSTRY, WHERE THE MAJORITY OF WORKERS WERE IMMIGRANTS OR FARMERS.

WE MUST BEAR IN MIND THAT IMPORTANT FACTORS FOR THE EARLY MANAGEMENT THEORIES ARE ALMOST NEGLIGIBLE FOR THE CURRENT TIMES.



❖ EVOLUTION OF MANAGEMENT THEORIES

THE FOUR BIG SCHOOLS OR MANAGEMENT THEORIES:

1. CLASSICAL SCHOOL

ESCOLA CLÁSSICA

THE SCIENTIFIC MANAGEMENT SCHOOL

TEORIA DA ADMINISTRAÇÃO CIENTÍFICA

CLASSICAL ORGANIZATION THEORY SCHOOL

TEORIA DA GESTÃO CLÁSSICA

2. THEORY OF BUREAUCRATIC MANAGEMENT

TEORIA DO MODELO BUROCRÁTICO

3. THE BEHAVIOURAL SCHOOL

ESCOLA DO COMPORTAMENTO HUMANO

THE HUMAN RELATIONS MOVEMENT

MODELO DAS RELAÇÕES HUMANOS

THE MANAGEMENT SCIENCE SCHOOL

MODELO DO COMPORTAMENTO CIENTIFICO

4. BEHAVIOURAL SCIENCE APPROACH

ESCOLA DA GESTÃO CIENTÍFICA

THESE SCHOOLS ARE EXAMINED IN HISTORICAL SEQUENCE AND THE IDEAS THAT

LATER SCHOOLS HAVE IN NO WAY TAKE THE PLACE OF THE PREVIOUS ONES



❖ **EVOLUTION OF MANAGEMENT THEORIES (CONTINUED)**

5. THE SYSTEM THEORY APPROACH

TEORIA DOS SISTEMAS

6. THE THEORY OF CONTINGENCY APPROACH

TEORIA DAS CONTINGÊNCIAS

7. MODERN SCHOOL OR THE THEORY OF DYNAMIC ENGAGEMENT.

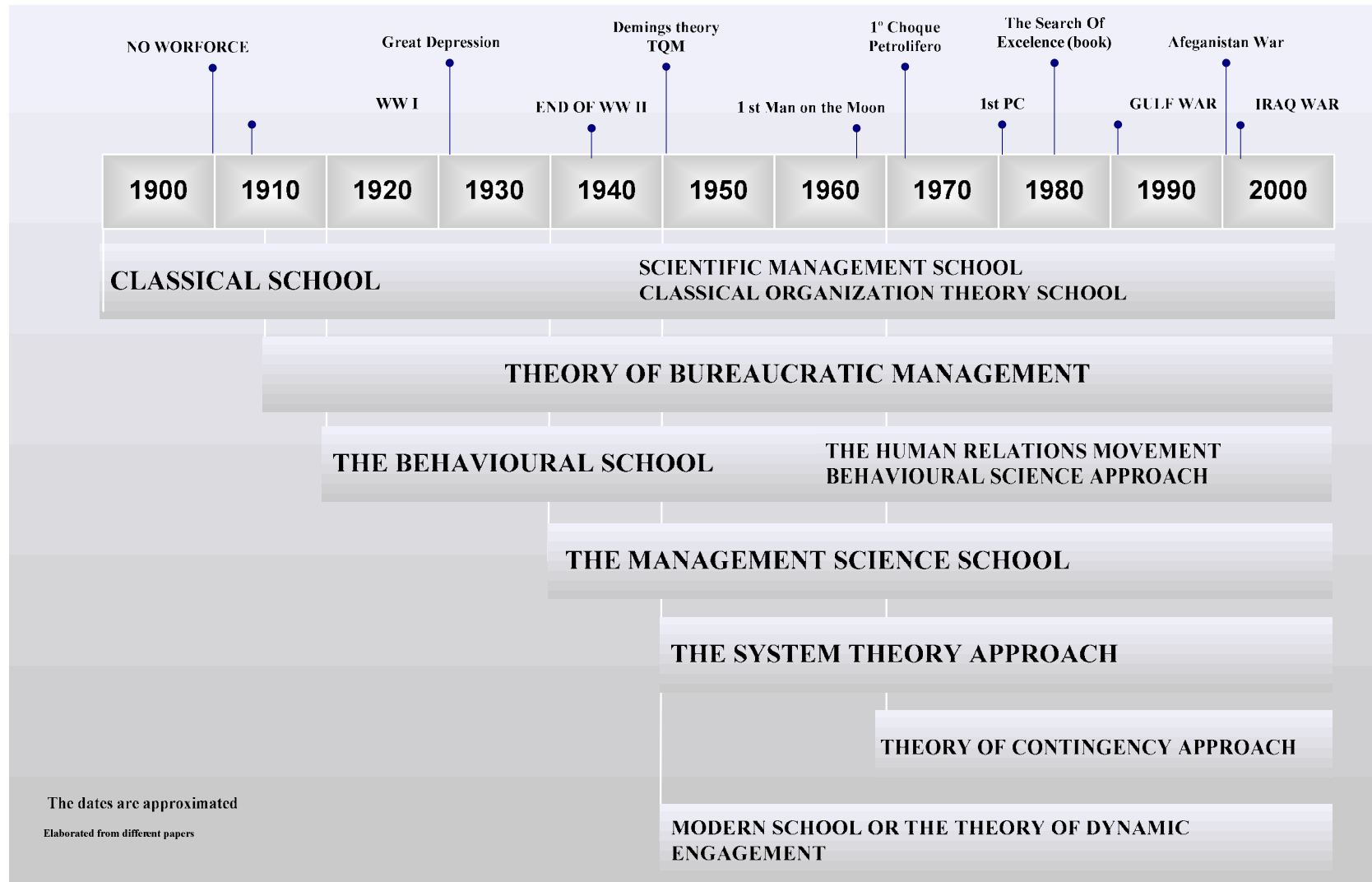
ESCOLA MODERNA.

**EACH OF ABOVE NEW SCHOOLS or THEORIES TRIES TO
COMPLEMENT OR COEXIST WITH PREVIOUS;**

**SOME OF THE SCHOOLS HAVE TENDENCY TO PROGRESS AND
OTHER MIX TOGETHER;**



SHIPYARD MANAGEMENT THEORIES AND SCHOOLS OF MANAGEMENT





❖ CLASSICAL SCHOOL

- ❖ BASED ON CONTROL, IN THE ORDER AND FORMALITY.
- ❖ ORGANIZATIONS OF THAT ERA NEEDED TO MINIMIZE THE OPPORTUNITIES FOR INFORMAL RELATIONSHIPS WHICH ONES WERE NOT CONTROLLED, LEAVING ROOM ONLY FOR FORMAL RELATIONS
 - *(The Scientific Management School)*
Teoria da Administração Científica
 - *(Classical Organization Theory School)*
Teoria da Gestão Clássica.



❖ *The Scientific Management School*

- ❖ **Arose at the beginning of the twentieth century in the USA in part from the need to increase productivity and specially, due to shortage supply of skilled labor**
- ❖ **The body of principles known as Scientific management theory were, Fredick W.Taylor, Henry Gantt, and the couple Frank and Lillian Gilberth.**



❖ **Frederick W. Taylor**

❖ **It was the cornerstone of organizational thinking from the first half of the 20th century and his theory was based on the:**

❖ **4 BASIC PRINCIPLES OF SCIENTIFIC MANAGEMENT**

- 1. Use and development of scientific methodology in order to determine the most efficient methods and better performance to be applied by workers in the accomplishment of their tasks;**
- 2. Scientific selection and progressive development of the worker;**
- 3. Science education and training of workers in the sense of its development;**
- 4. Intimate friendly cooperation between management and labor.**

❖ TASK OPERATION CONTROL CARD

OPERATION				1	2	3	4	5	6
A									
B	PIECE					PLAN NO.			
C	UNIT WT		OBSERVED TIME ON ONE			DATE			
D	OPERATION	OBSERVED TIME		PER HOUR AT OBS. SPEED	PER HOUR ACTUAL	MACH. NO.	TOOLS AND JIGS USED		
E		MIN.	SEC.						
F									
G									
H									
I									
J									
K									
L									
M									

FORM I (front card): Card used in timing a machine job. FORM II (back card): When operations have been studied, this card is used to record the "one best" method



❖ Frederick W. Taylor

- ❖ He believed in increase production, by doing so, the profits would achieved naturally.

The management and workers have a common interest

IN INCREASING PRODUCTIVITY

- ❖ He based his theory in studies on production lines, splitting the work in order to determine the best process for increased production
- ❖ He introduces the notion of production bonus, who is more productive has more payment

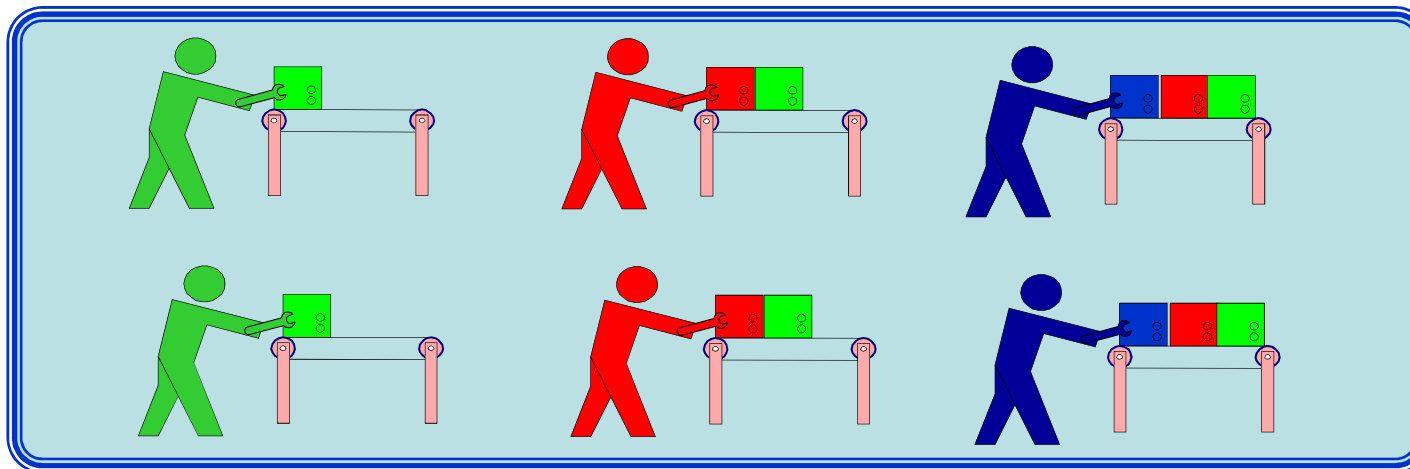
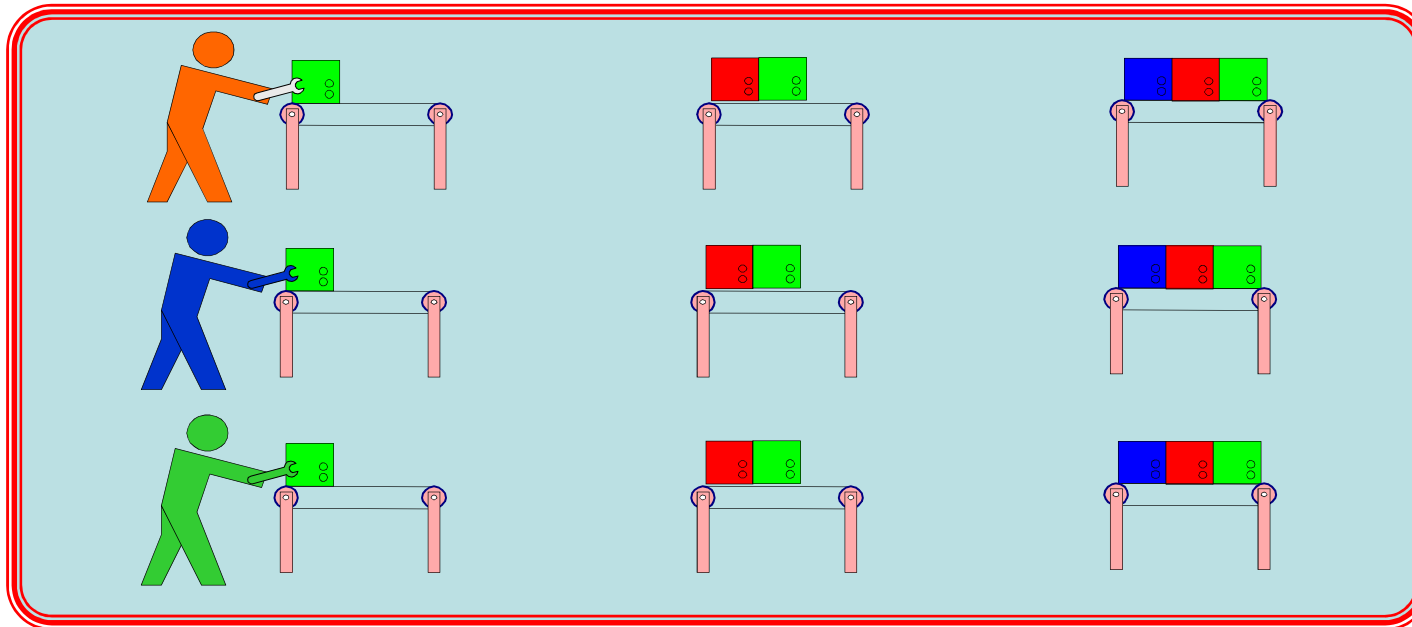
Taylor call his plan



THE DIFFERENTIAL RATE SYSTEM.



SHIPYARD MANAGEMENT THEORIES AND SCHOOLS OF MANAGEMENT



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❖ Henry L. Gantt

- ❖ Distinguished himself by reconsidering the incentive system of Taylor leaving the differential payment system because that discourages the workers.
- ❖ He gives a fixed amount for each day of work produced by the employee, provided that the performance was normal.

The Supervisor also receives a bonus for each worker that performs normal, plus an additional premium, if all workers under his responsibility also reaches the normal performance

- ❖ Gantt uses to carry out the follow-up of this process a horizontal **BAR CHART**, well known for "**Gantt chart**".



CONTRIBUTIONS AND LIMITATIONS OF THIS THEORY

- ❖ **The modern series production lines still are based on the principles of Taylor, unions and Workers oppose because:**
 - ❖ **The unions leaders feared that the workers working fast, could more rapidly go to the unemployment**
 - ❖ **Workers, being continually getting the bonus, could induce that it became easy to achieve the target, and it would be normal later to incorporated that target into normal output.**



❖ **TEORIA DA GESTÃO CLÁSSICA**

Classical Organization Theory School

- ❖ **This theory arose due to the need to find guidelines for the management of complex organizations, as were the large factories of the past century**
- ❖ **Henry Fayol, a French Engineer is generally considered as the founder and Father of the classical school of organization who initiated and systematize the managerial behavior,**
- ❖ **Fayol was interested in the total organization and focused on management which he felt had been the most neglected of business operations.**
- ❖ **Before Fayol, it was generally believed that managers are born, not made. Fayol insisted, however, that management was a skill like any other one that could be taught once its underlying principles were understood.**



❖ **Henri Fayol**

Gave in his generation answer about

“WHAT IS MANAGEMENT?”

- ❖ ***Planning* - Vision the the future and prepare an action programme**
- ❖ ***Organizing* - Building the double body, social and material of the Organization**
- ❖ ***Commanding* - Directing and guiding the workforce**
- ❖ ***Coordinating* - Connect, unite and harmonize all efforts**
- ❖ ***Controlling* - Verify compliance to orders given.**



❖ **The 14 principles of Fayol management**

- | | |
|--|---|
| 1. AUTORIDADE
AUTHORITY | 8. CENTRALIZAÇÃO
CENTRALIZATION |
| 2. DISCIPLINA
DISCIPLINE | 9. CADEIA DE COMANDO
SCALAR CHAIN |
| 3. DIVISÃO DO TRABALHO
DIVISION OF LABOR | 10. SUBORDINAÇÃO DE INTERESSES
SUBORDINATION OF INTERESTS |
| 4. UNIDADE DE COMANDO
UNITY OF COMAND | 11. EQUIDADE
EQUITY |
| 5. UNIDADE DE DIRECÇÃO
UNITY OF DIRECTION | 12. ESTABILIDADE DO PESSOAL
STABILITY OF TERNURE OF PEOPLE |
| 6. ORDEM
ORDER | 13. INICIATIVA
INITIATIVE |
| 7. REMUNERAÇÃO
REMUNERATION | 14. ESPÍRITO DE CORPO
ESPRIT DES CORPS |



1. AUTHORITY

Managers give orders to be obeyed, sometimes they are not due to lack of formal authority, but due to lack of personal authority (e.g. lack of knowledge)

2. DISCIPLINE

Members of an organization must comply with the rules and standards in force. For H. Fayol discipline results from good command and control, leadership, at all levels of the Organization, fair agreements and penalties carefully defined for infringements committed

3. DIVISION OF LABOR

The most people specialize the more efficiency they can perform their work. This principle is shown by the modern assembly line.



4. UNITY OF COMAND

Each element of an organization must receive orders only from one person. If he receives orders of more than one person, normally appear conflicts of authority and communication.

5. UNITY OF DIRECTION

The entire organization should be moving towards a common objective in a common direction.

6. ORDER

Materials and employees must be in the right places at the right time, workers should do what they do best.



7. REMUNERATION

The compensation of the work performed must be correct for both the employer and the employee

8. CENTRALIZATION

Decreasing the power of decision of subordinates is considered centralization, the reverse is considered decentralization. Fayol considers who has the ultimate responsibility is the Manager, but this should give to the subordinate all authority to which he fulfils his function

9. SCALAR CHAIN

A hierarchy is necessary for unity of direction. But lateral communication is also fundamental, as long as superiors know that such communication is taking place. Scalar chain refers to the number of levels in the hierarchy from the ultimate authority to the lowest level in the organization.



10. SUBORDINATION OF INDIVIDUAL INTERESTS

The interests of one person should not take priority over the interests of the organization as a whole

11. EQUITY

All employees should be treated as equally as possible

12. STABILITY OF TENURE OF PERSONNEL

Retaining productive employees should always be a high priority of management however high salary of some employees destabilizes an organization

13. INITIATIVE

Should be given to subordinates freedom to carry out their activities even if they commit some mistakes

14. ESPRIT DES CORPS

Promoting team spirit will build unit within the an organization.



❖ **THEORY OF BUREAUCRATIC MANAGEMENT**
MODELO BUROCRÁTICO

- ❖ Today it is thought the bureaucracy as a large impersonal organization that puts forward the inefficiency of our needs and not pay attention to the social relationship
- ❖ The major precursor of this theory was **Max Weber** and after the Second World War, many of the studies carried out on the structural and formal organization, are based on his work.

According to Max Weber, there are three types of power in an organisation

- 1. Traditional Power;**
- 2. Charismatic Power;**
- 3. Bureaucratic Power or Legal Power.**



❖ **THEORY OF BUREAUCRATIC MANAGEMENT**
MODELO BUROCRÁTICO

- 1. Baseada numa sistemática divisão do trabalho e especialização**
There is a high degree of Division of Labour and Specialisation
- 2. Com cargos estabelecidos segundo o princípio hierárquico**
There is a well defined Hierarchy of Authority
- 3. Com normas e regras, fixadas para o desempenho de cada função**
Rules cover all the duties and rights of the employees
- 4. Seleção e promoção baseada nas qualificações técnicas.**
Selection and promotion based on technical qualifications
- 5. As relações baseadas nas posições e não nas pessoas**
Interpersonal relations are based on positions and not on personalities
- 6. Baseada em que os recursos estejam livres de qualquer controlo externo**
The resources are free of any external control - Rational-legal authority



❖ **ESCOLA DO COMPORTAMENTO HUMANO**
THE BEHAVIOURAL SCHOOL

The School of Human Behavior show up due to the fact with the Classical School was not possible to achieve harmony in workplaces and sufficient production efficiency. To the frustration of managers, workers, do not always follow the normal behavior pattern.

This school helps managers to make contact with the humanistic side of workers' organizations.

Some authors split this school by:

MODELO DAS RELAÇÕES HUMANAS;
THE HUMAN RELATIONS MOVEMENT;
MODELO DO COMPORTAMENTO CIENTÍFICO.
BEHAVIOURAL SCIENCE APPROACH.



❖ **MODELO DAS RELAÇÕES HUMANAS**
THE HUMAN RELATIONS MOVEMENT

- ❖ Human relations is a term typically used to describe how the administration deals with the workers
- ❖ Elton Mayo's 1920's work has been widely attributed to the discovery the “social person”, allowing for workers to be seen as individuals rather than merely robots designed to work for unethical and unrealistic productivity expectations
- ❖ Allows greater interaction between superiors and subordinates in the participation in some decisions, as a means of meeting the individual needs and increase their motivation. *However, the consultations and participation, should not interfere in the fulfillment of tasks nor affect the flow and sequence of work.*



❖ **MODELO DO COMPORTAMENTO CIENTÍFICO** **BEHAVIOURAL SCIENCE APPROACH**

- ❖ **In the 50's and 60's, some scientists (sociologists, psychologists, and anthropologists) based on concepts from the experience of Elton Mayo's in Hawthorne Works, deepened and developed methods, based on social science (psychology, sociology and anthropology), and bringing two new concepts to the study of management and organization. These scientists have become known as behavioral scientists.**
 - ❖ **The first phase of the study treats the workers as human beings, producing a new way of thinking and establishes relationships with organizations, verifying that in reward situations or ephemeral treatments, workers do not motivate or their motivation was momentary.**
 - ❖ **The second phase of the study is how workers behave in organizations.**

Abraham Maslow e Douglas McGregor were the most important scientists of this school.



❖ Abraham Maslow

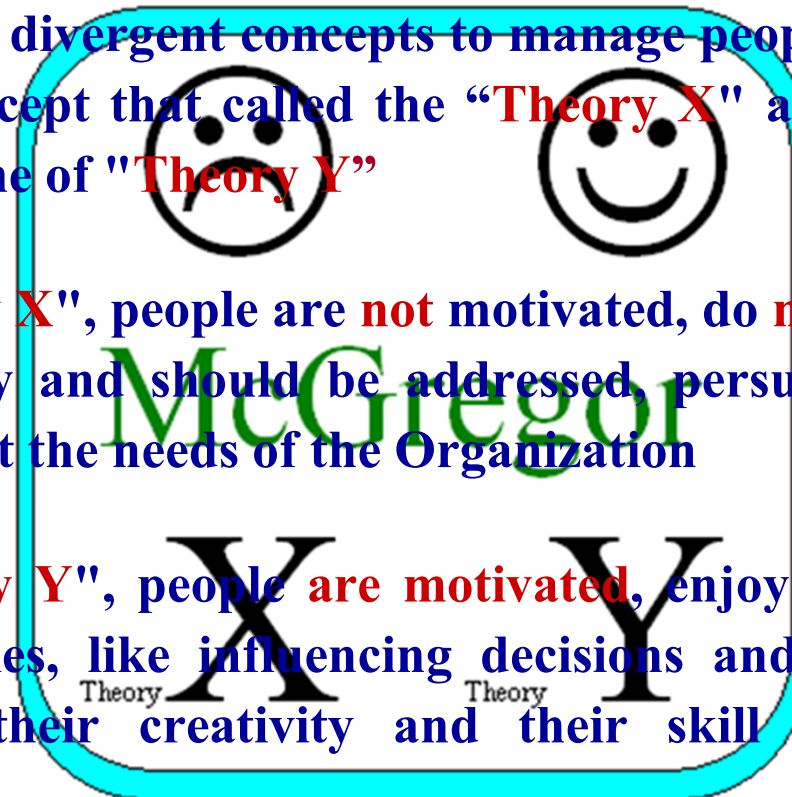
Cada indivíduo possui um conjunto de 5 necessidades “hierarquia das necessidades”
Each individual has a set of 5 needs "hierarchy of needs"

- Aceitação, amizade (dar e receber), associação e camaradagem.
- Realising personal potential, self-fulfillment, seeking personal growth and peak experiences.
- Auto respeito, autonomia, realização, "status", reconhecimento, atenção e independência.
- self-esteem, achievement, mastery, independence, status, dominance, prestige, managerial responsibility, etc.
- Força para se tornar naquilo que se pensa que é capaz, realização pessoal, necessidade em desenvolver potencialidades.
- Work group, family, affection, relationships, etc.
- Protecção contra perigo, ameaças físicas e emocionais, privações, etc
- Protection from elements, security, order, law, limits, stability, etc.
- Ar, alimentação, água, abrigo, sexo, etc.
- Air, food, water, shelter, sex, etc.



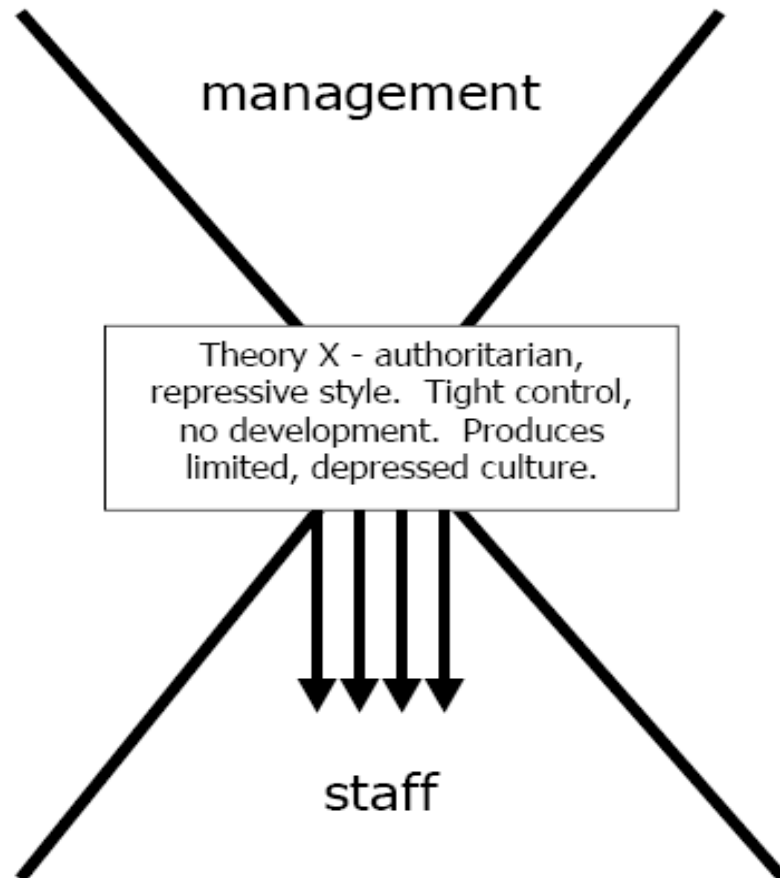
❖ Douglas McGregor

- ❖ Presents two divergent concepts to manage people and tasks, a basically negative concept that called the “Theory X” and other positive which gave the name of “Theory Y”
- ❖ The “Theory X”, people are **not** motivated, do **not** like to work and take responsibility and should be addressed, persuaded or intimidated in order to meet the needs of the Organization
- ❖ The “Theory Y”, people **are motivated**, enjoy working and assuming responsibilities, like influencing decisions and to be involved in the work, use their creativity and their skill at the service of the organization.





'Theory X'



'Theory Y'





❖ ESCOLA DA GESTÃO CIENTÍFICA

THE MANAGEMENT SCIENCE SCHOOL

- ❖ The term *management science* sounds very much like scientific management (the approach developed by Taylor), but the two not be confused;
- ❖ At the beginning of the WWII England needs to solve a set of problems arising from the situation they were faced. The British create technical groups of studies research oriented, consisting of mathematicians, physicists and other scientists;
- ❖ At same time the Americans form research teams based on the British model, to solve similar problems, these teams introduce the usage of the 1st generation computers to carry out thousands of calculations.



❖ ESCOLA DA GESTÃO CIENTÍFICA (continuação)

- ❖ Depois After the WWII the Operational Research focuses on industry, and a new "School of Scientific Management" born and very fast it wins popularity due to a batch of data produced by the computers for that time. It is based on the **"what-if"** question, in order to answer to the organizations problems.
- ❖ It is called an iced School because is naked in solving social and human problems. The major precursor of this theory was Robert McNamara, when manager of Ford Motor Company, later Secretary of Defense of the administration of President L. Johnson.



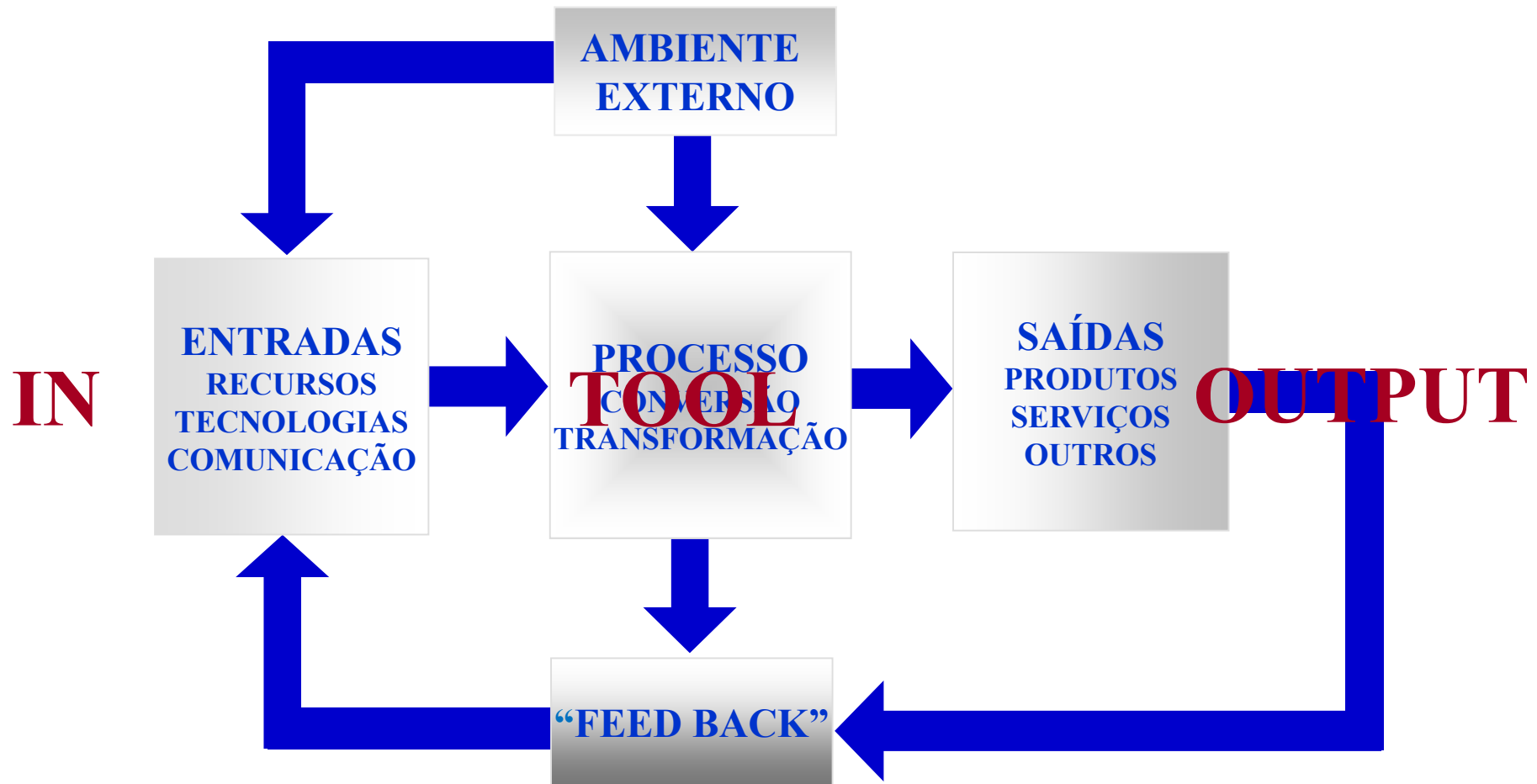
❖ **TEORIA DOS SISTEMAS**

THE SYSTEM THEORY APPROACH

- ❖ **Organizations can be treated as open systems which are continuously dependents, and influenced by their surroundings;**
- ❖ **The basic characteristics of enterprises such as open systems are those in which transform inputs into outputs in its own environment;**
- ❖ **The managers of companies that follow this theory, cannot be attached to traditional organization charts. Normally they make decisions only after determining the impact that those decisions have on their own sectors and in the entire company.**



DIAGRAMA





❖ ESCOLA DA CONTINGÊNCIA

THE THEORY OF CONTINGENCY APPROACH

❖ Sometimes called **Situation approach**, developed by managers, consultants and researchers, by the late 1960s, who applied the concepts of various schools to the real problems of enterprises and when applied in enterprises, identifies the best techniques for particular situations, *under certain circumstances and in certain moments*, to achieve the objectives.

❖ They suggested that previous theories such as Weber's bureaucracy and Taylor's scientific management had failed because they neglected that management style and organizational structure were influenced by various aspects of the environment: the contingency factors. There could not be "one best way" for leadership or organization. The contingency theory represents a major turnaround in the application of modern techniques of organization, because organizational models are prepared temporally by the circumstances of each company.

❖ The main authors are: Paul Lawrence, Jay Lorsch, Tom Burns e J. Woodward.



Comparing Theories

Classical	Attempts to develop the best way to manage in all organizations by focusing on the jobs and structure of the firm.
Bureaucratic	A well-defined formal hierarchy and chain of command distinguishes the level of authority within an organization.
Behavioral	Attempts to develop a single best way to manage in all organizations by focusing on people and making them productive.
Management Science	Recommends using math (computers) to aid in problem solving and decision making.
Systems Theory	Manages by focusing on the organization as a whole and the interrelationship of its departments, rather than on individual parts.
Contingency Theory	Recommends using the theory or the combination of theories that best meets the given situation.

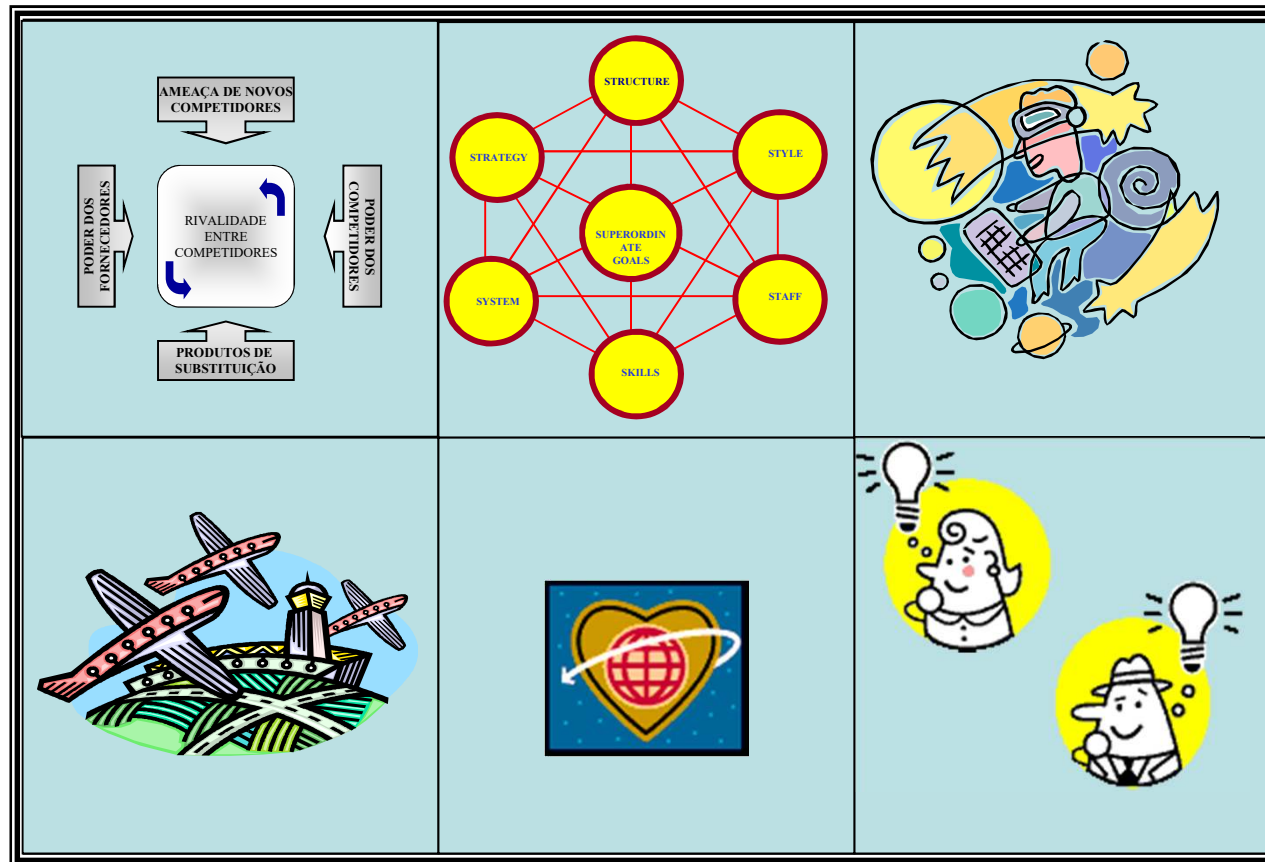


❖ ESCOLA MODERNA

MODERN SCHOOL OR THE THEORY OF DYNAMIC ENGAGEMENT

- ❖ All schools previously described, were confronted with quick change scenarios, therefore new concepts of management and organization appeared;
- ❖ The boundaries between cultures and Nations, are becoming indistinct and the media is becoming the world into a small village, the trade between the Nations is done at high speed, and only with high level of organisation and management it is possible for shipyards to survive;
- ❖ Several distinct themes, linked to several authors, emerge from this theory, the Modern School.

THE MODERN SCHOOL IS A PANEL OF DIFFERENT THEORIES





❖ **STRATEGIC COMPETITIVE THEORY** 
TEORIA DA COMPETITIVIDADE ESTRATÉGICA

- ❖ Developed by a renowned economist it focuses on the way the conditions of the industry can be influenced when it interact with competitors, suppliers, buyers and market;

❖ **ETHIC AND SOCIAL RESPONSIBILITY THEORY** 
ÉTICA E A RESPONSABILIDADE SOCIAL

- ❖ What managers should have towards their own subordinates, taking into account the values of the people in the organization for continually striving in search of excellence. (values including excellence are ethical concepts).



❖ **GLOBALIZATION** GLOBALIZAÇÃO DA ORGANIZAÇÃO 

- ❖ Nobody can ignore the name Globalization, almost no one can say that its own company has no contacts, or businesses from companies placed in other countries.

❖ **VIRTUAL ENTERPRISES** EMPRESAS VIRTUAIS 

“Are temporary network of independent institutions, businesses or specialised individuals, who work together in a spontaneous fashion by way of information and communication technology, in order to gain an extant competitive edge. They integrate vertically, unify their core-competencies and function as one organisation (or organisational unit)”(Fuehrer,1997);

They do not have common offices or connections in charts. No hierarchies exist between each of the companies and each company contributes to the best of its own part.



INVENTING AND REINVENTING ORGANIZATIONS

55

CRIATIVITY CRIATIVIDADE

All elements of an organization must be free to develop their creative potential and due to the economic impact that the world has undergone in the 80s and 90s, it was necessary to rethink all companies' operational processes, which implies the moving of the workers to other tasks, or going to early retirement. The concept of "reengineering is born;

MANAGEMENT BY OBJECTIVES (MBO) GESTÃO POR OBJETIVOS

Is a process of defining objectives within an organization so that management and employees agree to the objectives and understand what they need to do in the organization in order to achieve them.

QUALITY QUALIDADE

Total Quality Management should also be part of these concepts, and it is a vocabulary that must prevail in the behavior of the employees of an organization. Total Quality Management "TQM" is also considered an organizational model;

TQM *“It is a management philosophy and company practices that aim to harness the human and material resources of an organization in the most effective way to achieve the objectives of the organization”.* (BS 7850-1)



THE 5 COMPETITIVE FORCES OF PORTER

Porter's Five Forces

Is a framework used to evaluate an industry as opposed to a company. The "forces" refer to five aspects of an industry that dictate its attractiveness. The forces include:

- ✓ Competitive rivalry;
- ✓ Power of suppliers;
- ✓ Power of buyers;
- ✓ Barriers to entry;
- ✓ Availability of substitutes.

By evaluating each of these elements, a manager or business can determine whether or not to enter a particular industry.

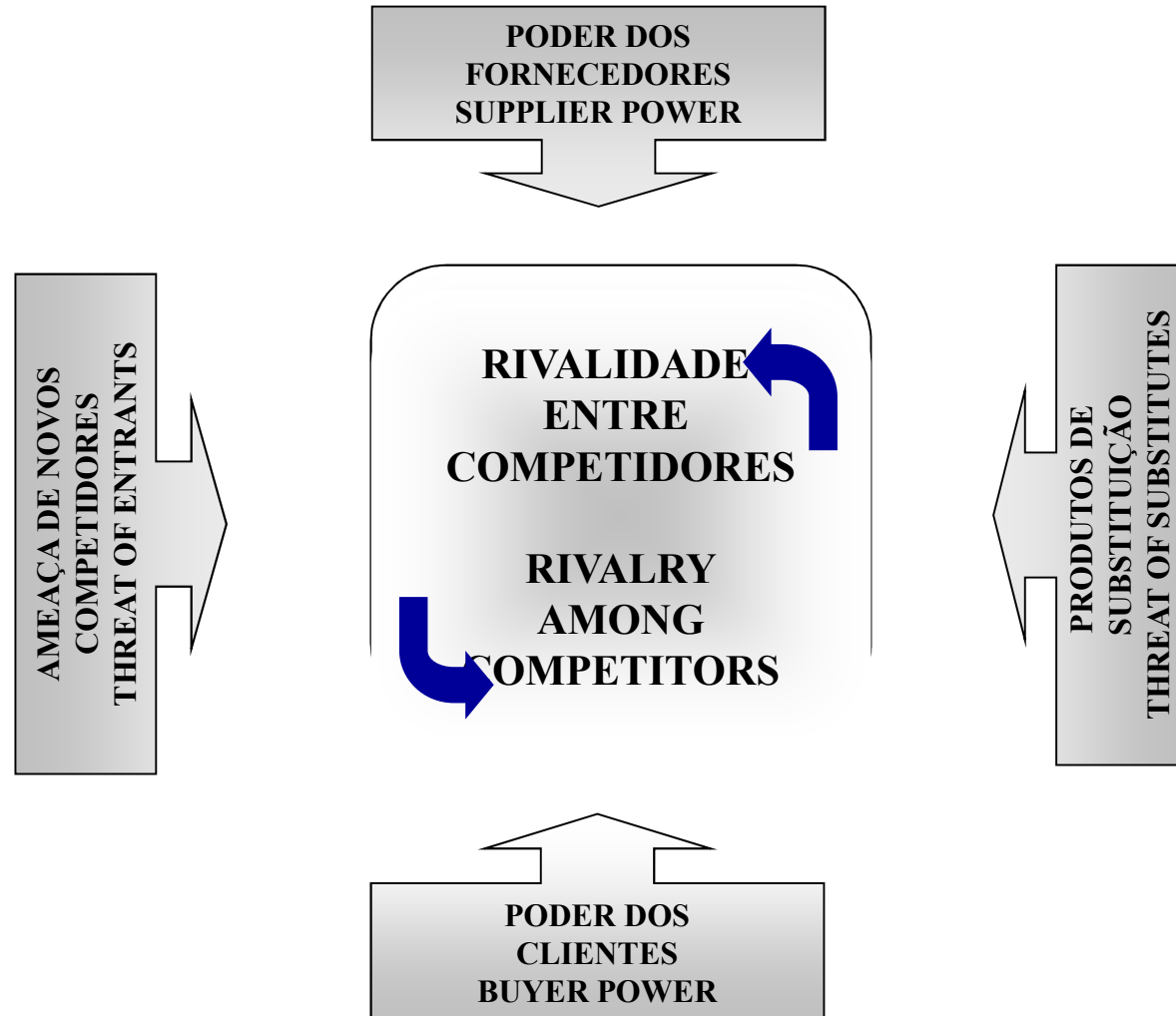
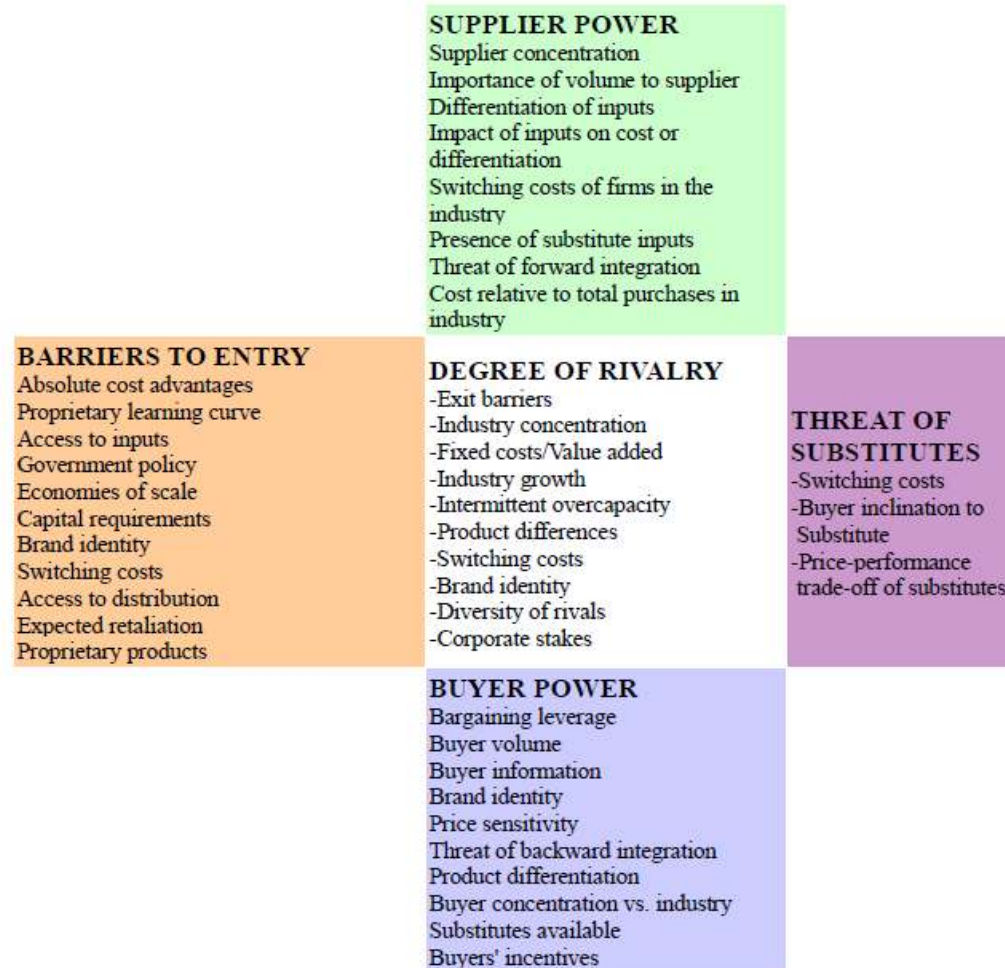




Diagram of Porter's 5 Forces





SWOT ANALYSIS

SWOT ANALYSIS

Is a strategic evaluation framework used to look at a company.

SWOT stands for:

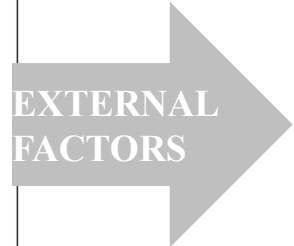
- ✓ Strengths;
- ✓ Weaknesses;
- ✓ Opportunities;
- ✓ Threats;

The first step of a SWOT analysis is to evaluate the positive and negative aspects of the company. Once the strengths and weaknesses have been determined, the company can look beyond its own organization to evaluate opportunities and threats from the market or competitors.

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GENERAL GUIDE LINES

<p>Strength (S)</p> <p>A distinctive competence? Well-thought-of by stakeholders? An acknowledged academic leader? Well conceived operational strategies? Location advantages? Insulated from competitive pressures? Proprietary technology? Adequate financial resources? Access to economies of scale? Cost advantages? Product innovation abilities? Proven Management? Other?</p>	<p>Weakness (W)</p> <p>No clear strategic direction Obsolete facilities? Weak image? Falling behind in R&D? Too narrow ranges of courses offered? Lack of managerial depth and talent? Missing any essential skills or competencies? Poor track record? Plagued with internal operating problems? Vulnerable to competitive pressures? Competitive disadvantages? Below-average marketing skills? Unable to finance needed changes in strategy? Other?</p>
<p>Opportunities (O)</p> <p>Serve additional customer groups? Enter new market or segments? Expand courses to meet broader range of customer needs? Diversify into related courses or services? Add complementary courses or services? Vertical integration? Ability to move to better strategic group? Complacency among other institutions? Faster market growth Other?</p>	<p>Threats (T)</p> <p>Likely entry of new competitors? Growing of substitute courses? Slower student growth? Adverse government policies? Growing competitive pressures? Vulnerability to recession and business cycle? Growing bargaining power of customers or suppliers? Changing stakeholder needs and tastes? Adverse demographic changes? Other?</p>





FRAMEWORK FOR ANALYSIS

One of the ways a SWOT or Five Forces analysis can benefit a strategic planning session is by creating a framework for thinking of strategic planning. While managers should not confine themselves solely to a particular framework, SWOT and Five Forces are useful tools to guide the process by forcing managers and other decision makers to consider specific aspects of their company and the competitive landscape.

INDUSTRY FOCUS

While a Five Forces analysis focuses specifically on the industry in which a company operates and a SWOT analysis focuses primarily on the company itself, both analyses actually focus closely on the industry. In a SWOT analysis, the strengths and weaknesses of a company are analyzed relative to the entire industry, while the threats and opportunities originate primarily within the industry. The industry focus of both of these tools helps managers concentrate on the most relevant environment when considering strategic planning initiatives.



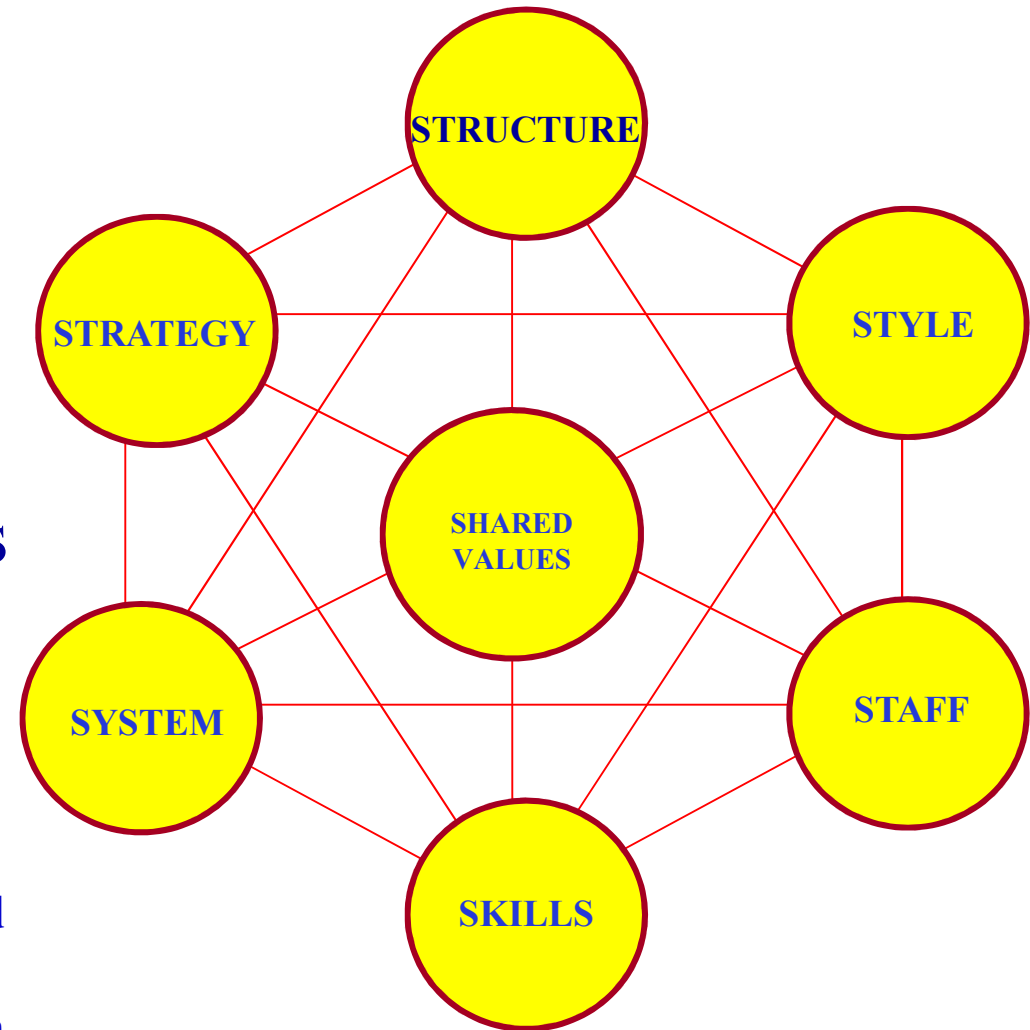
Thomas Peters

e

Robert Waterman

THEY BECAME FAMOUS WITH
THE BOOK "*IN SEARCH OF
EXCELLENCE*" WHICH WAS A
"BEST SELLER".
THEY CREATE A SET CONCEPTS
KNOWN AS
MCKINSEY 7S FRAMEWORK

The model is most often used as a tool to
assess and monitor changes in the
internal situation of an organization, and
is based on the theory that, for an
organization to perform well, these seven
elements need to be aligned and mutually
reinforcing.





OBJECTIVE OF THE MODEL (To analyze how well an organization is positioned to achieve its intended objective)

SEVEN INTERDEPENDENT FACTORS

- ✓ **Strategy:** the plan devised to maintain and build competitive advantage over the competition.
- ✓ **Structure:** the way the organization is structured and who reports to whom.
- ✓ **Systems:** the daily activities and procedures that staff members engage in to get the job done.
- ✓ **Shared Values:** called "superordinate goals" when the model was first developed, these are the core values of the company that are evidenced in the corporate culture and the general work ethic.
- ✓ **Style:** the style of leadership adopted.
- ✓ **Staff:** the employees and their general capabilities.
- ✓ **Skills:** the actual skills and competencies of the employees working for the company.





GLOBALIZAÇÃO

GLOBALIZATION



ATITUDE

ATTITUDE

T1_IUK_ESC_GESTÃO_RV4 OGEN by Gomes Lopes



MDXLIII



PROXIMIDADE

VICINITY





VIRTUAL ENTERPRISES

EMPRESAS VIRTUAIS

ARE INDEPENDENT BUSINESS THAT RAPIDLY AND TEMPORARILY JOIN IN NETWORKS, COMMUNICATE WITH EACH OTHER MEANS FOR COMPUTER, EXCHANGING KNOWLEDGE AND SUPPORTING COSTS AND HAVING A PRIVILEGED ACCESS TO GLOBAL MARKETS;

THEY DO NOT HAVE COMMON OFFICES OR CONNECTIONS IN CHARTS. NO HIERARCHIES EXIST BETWEEN EACH OF THE COMPANY AND EACH COMPANY CONTRIBUTES TO THE BEST OF ITS PART.



TECNOLOGY

Based on electronic communications for effective business negotiations and contracts;

OPORTUNITIES

The Partners are not formal. Companies join when there is business and the group is disbanded once the deal ends;

EXCELENCE

Each company brings to the consortium its state of the art;

TRUST

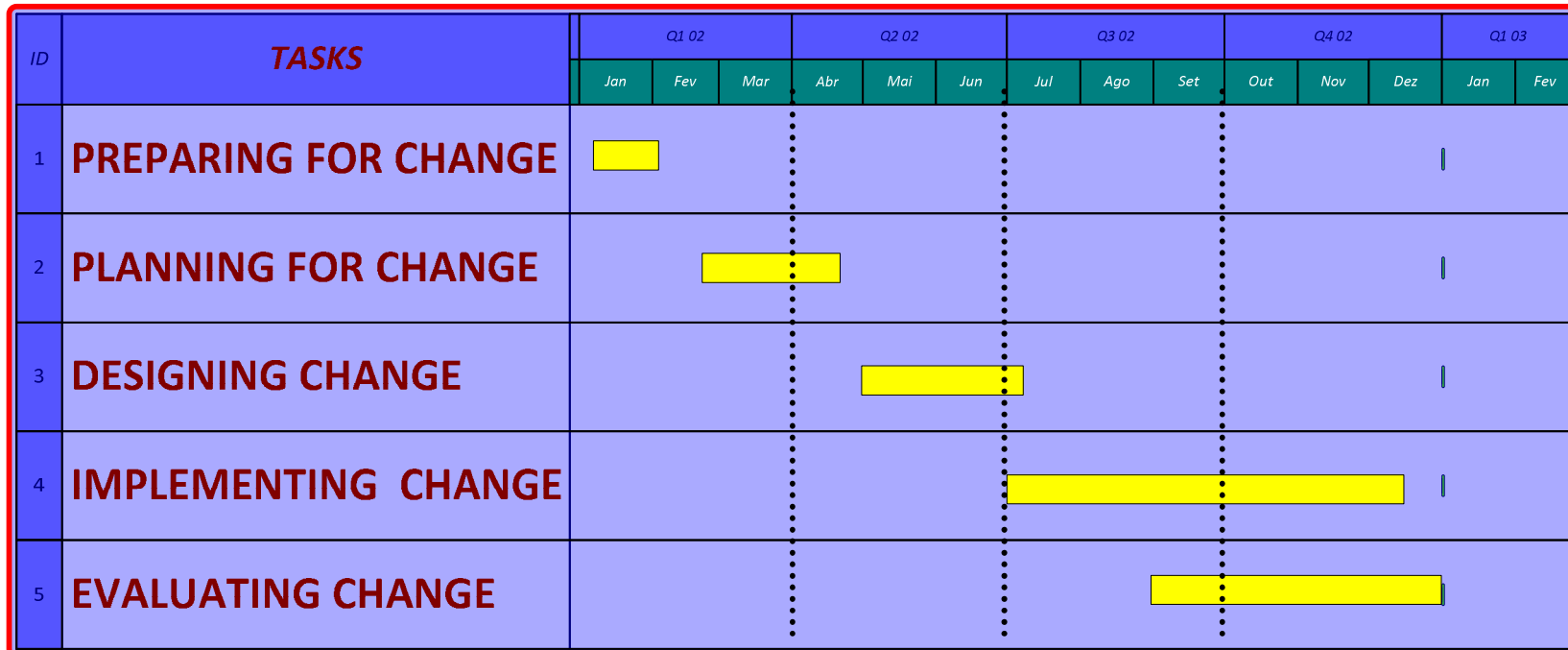
It forces companies to have strong links of trust;

FRONTIERS

It is difficult to determine where one company ends and another begins, there must be great cooperation among competitors, suppliers and customers.



Business Process Reengineering





❖ MANAGEMENT BY OBJECTIVES (MBO)

GESTÃO POR OBJECTIVOS

❖ Peter Drucker

- ❖ Born in Austria, teaches economics at several American universities, is one of the authors of the most widely read and well known and management and with 90 years age still publishes "Management Challenges for 21st Century" which quickly becomes a bestseller;
- ❖ There are two dimensions in the task of management: **temporal** and **economical**
 - O gestor tem de pensar no impacto da decisão a **curto, médio e longo prazo** The Manager has to think about the impact of the decision in the **short, medium and long term**

LINKING THE TEMPORAL DIMENSION TO THE ECONOMIC

- The Manager is assessed in terms of economic achievement, short, medium and long term.



❖ **The management acts in a way to organize resources in order to achieve objectives with the aim to create companies based on people, ways and materials. It is assigned to this Economist the paternity of Management By Objectives and MBO is based on the following principles:**

- 1. Objectives enable the Organization to explain the whole of organizational phenomenon, through a small number of broad statements;**
- 2. Allow the test of these statements with the current experience;**
- 3. Make it possible to forecast behaviors;**
- 4. The impact of the decision may be evaluated prior to their implementation;**
- 5. The future outputs can be increased by the analysis of past experience.**

“MBO” MANAGEMENT BY OBJECTIVES



❖ **ADVANTAGES**

MBO programs continually emphasize what should be done in an organization to achieve organizational goals;

MBO process secures employee commitment to attaining organizational goals.

❖ **DISADVANTAGES**

The development of objectives can be time consuming, leaving both managers and employees less time in which to do their actual work;

The elaborate written goals, careful communication of goals, and detailed performance evaluation required in an MBO program increase the volume of paperwork in an organization.





Quality is a Journey, not a Destination



Elaboratede from Emily Rhinehart. Managed Healthcare



SHIPYARD MANAGEMENT THEORIES AND SCHOOLS OF MANAGEMENT

	TQM	TOC	LEAN	SIX SIGMA
First mentioned	1980s	1984	1988	Late 1980
Origin	Gurus: Demming; Juran; Crosby.	Goldratt	Toyota : (Ohno; Shingo)	Motorola (Smith)
Focus	Reduction of variation, quality of processes and product	Exploitation of constraints and subordination of non-constraints to the constraint in order to increase throughput	Material and information flow (finding efficiencies and removing wasteful steps that don't add value to the end product) -	Reduction of variation (measures of delay, defects and deviation.)
Distinguishing and value adding contribution	Involvement of other departments, process orientation, the reduction of variation in order to increases quality	Focus mechanism on constraints	Pull, talk time, one- piece-flow, value stream mapping, respect for people	Organisational structure with improvement experts (black belts and green belts), project oriented, quantification of cost savings



FIM