

## Business Strategy and Strategic Management to Create A Recognized Investigation Centre of Scientific Knowledge

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**Abstract:** The strategic management in companies are commonly based on efficient use of resources and in clarity of strategic lines. There is an external and an internal orientation that complies with the company structure. However, in higher education the human resources is critical since the «product» manufactured is increase knowledge in students and enhance their critical sprit. Thereby, traditional approaches are not easily transferred when running higher education entities. The present paper reflects on the transformation process, identifies anomalies and suggests paths. The recent Government decision to support PhD degree in Polytechnic Institutes, following the recommendation of OECD is the major motivation to produce this paper.

**Keywords:** recognized investigation centre, scientific knowledge, University and Polytechnic, business, management.

### INTRODUCTION

#### Traditional Organizational Procedure

Managers and shareholders take care of the process that encompasses the work of undertaking organizational growth and particularly with the development of the strategy that will guide the operations of the company. For that, a usual method is the Strategic Management Variables (according to McKinsey), Structure, Strategy, Capabilities and Shared values sequence. Then Leadership style and People are considered. The quality of management and effectiveness of organizations depends on the adjustment of dimensions, since it is a consequence of the different variables.

Planning includes financial nature of the project, strategy and operability. The key arrows are formulation (suitability or not adequacy) to implementation (good or bad strategy). Strategy is the standard of objectives, purposes, goals, policies and plans to achieve the established objectives in order to define the business in which the company acts. Characteristics of strategy are competitive reimbursement, decisive, durable and defensible.

The strategic managers are the people with direct responsibility for the strategic management process and have the functions of play key roles, global Leadership, planning, note speaker, leader, link, monitor, disseminator, entrepreneur, problem handler, resource distributor and negotiator.

The strategic decision processes can be rational, incremental, organizational or intuitive.

The rational strategic decision processes is divided in:

Diagnosis of opportunities;

Possible alternatives;

Evaluation of alternatives;

Choose the best.

The rational strategic decision processes:

Allows elaborate and quantified formalizations;

Adaptable to changing situations;

Regulatory and non-explanatory;

Has the assumptions that decision objectives are explicit, decisor is able to assess all the consequences and obliges to organizational preferences.

The Incremental strategic decision processes is divided in:

Small steps;

Search for new actions;

Choose between alternatives;

The Incremental strategic decision processes:

Has simplicity, since it is simpler and reduces the requirements of the rational;

Do not seek to examine cognitive processes;

Is rationality limited (decision maker is unable to list all alternatives);

Has partial approaches (disharmonies);

Is not capable for innovation.

The Organizational strategic decision processes is divided in:

Perspectives on organizations, formed by coalitions with different interests and objectives and composed of units with their own rules and procedures that guide behavior. Units apply standard rules;

The focus has emotional aspects, formation of coalitions and negotiations and bureaucratic aspects;

The global solution of the problem consists of all the solutions given by the units

Change comes from slow evolution and modification of procedures and crisis with the search for new solutions.

The Organizational strategic decision processes:

Evidence of the importance of the process

It assumes that the general direction does not have all the power

Admits that rules are assumed

Reproduces the same type of decisions / behaviours

The Intuitive strategic decision processes is divided in:

There is no explicitly defined process;

Only one person involve: the supervisor;

Alternative choices can be based on intuition or in reason.

The Intuitive strategic decision processes:

Has no logic and rationality of the process;

Do not use decision support tools;

Has high potential error.

### **Particularities of Knowledge Based Companies**

Running a knowledge based company has some particularities. First, the investment is not made in machines and processes but in people. The risk is that people take the knowledge with them when leave. Second, the investment is intrinsic and there is difficult to share knowledge in a full way between all employees. Third, human being is rational but also has mud. Fourth, people are tempered by the realities of the situation. Fifth, people incorporate analysis of political aspects and behaviours.

Using a very bureaucratic, with limitation of information (trend), rigidity of action and not timely, such as the traditional strategic planning, where strategy "emerges" per se is not sufficient. The strategic planning should also contain qualitative aspects, scenarios, flexibility, be a dynamic management tool and emerging training (ex - post). There is no separation of Strategic Management from Operational Management. Along with adaptation (adjustment of the company by modification actions to adapt to the environment) and integration (gaining benefits from strengths and improving weaknesses), the process is more suitable to fit.

By topics, there are some reflections on some questions, such as the overall scope on:

What needs are met?

Which group of clients?

How the needs are satisfied?

The strategic segmentation (product-to-product):

Type of clientele

Needs met

Distribution channel

Competitors

Geographical market

Technology

Cost structure

Management competence

Synergy

Organization.

The strategic segmentation (4 phases):

List the basic activities of the company according to 3 dimensions: technologies, functions and groups of buyers.

Identify critical success factors

Group elementary activities into domains constituting homogeneous groups in terms of critical success factors.

Group domains that share the same resources and skills on a strategic basis

The evaluation of the strategic environment (SWOT analysis):

Internal factors: financial Revenues, marketing, production and human Resources;

The market share relative to the leading competitor in the sector;

Keep quota

To monetize

Rigorous management to achieve invest increases.

The analysis of industry and competitiveness is a process used to define the relevant an industry and characterize the behavior of competitors in a given market. The Industry and competitive analysis:

financial analysis: Liquidity, leverage / capital structure, yieldrotation / efficiency ratios and shares (share ratios translate relevant financial information , in particular for the holders of the share capital, per share), general liquidity indicator (Current liabilities) / (Short-term liabilities), reduced liquidity indicator (Current Capital - Inventories) / (Short-term liabilities), immediate liquidity indicator (Available) / (Short-term liabilities), turnover of stocks of finished products (Cost of goods sold) / (Average stocks of finished products), asset turnover (Net Annual Sales) / (Net Assets), rotation of equity (Net annual sales) / (Shareholders' equity) and return on equity (Net income) / (Equity );

Competitive analysis (elementary methods, such as BCG Matrix, GE matrix and ADL Matrix)

Industrial approach suggested by Porter (1980). The approach suggested by Michael Porter for conducting the competitive analysis assumes that profitability in an industry is determined by structural characteristics and competitive analysis can be carried out by understanding and describing these characteristics and their interactions. The main forces that explain profitability in the industry are the rivalry between current competitors (barriers to entry), bargaining power of suppliers, bargaining power of customers, threat of new competitors and the threat of substitutes. Michael Porter suggests a methodology for assessing the environment at the business level. The methodology identifies the following elements as determining forces of competition in an industry:

Threat of new competitors (barriers to entry)  
 Competition between competitors  
 Bargaining power of buyers (customers)  
 Bargaining power of suppliers  
 Threat of substitutes

### **Hands on the Job**

Also, involve the affected owners of adjacent projects in the decision-making process to develop and maintain support for the project.

Attempt to understand them and the demands on their time.

Be patient with them as they learn our child's method of learning.

Be prepared and secure helpful test results on our child's development, articles or other related materials, and then share them.

Be as educated or more educated about the objective realities of the child's disability so that you can talk to other team members as peers.

Careful evaluation of the potential impacts of proposed improvements is needed to avoid or minimize such problems.

the need to carry out a critical reflection of actions, both at the level of environmental agencies and the movement, to insert themselves with maturity in the task of elaborating a national development agenda, building a strategic thinking that goes beyond the reductivist view of economic growth, proposing a project guided by the notion of sustainability. Confronting interests to draw up an agenda of this profile means having a country view.

Synergy among all participants

Focus and concern the issue of planning

At all levels there can be no lack of integration of participants and interested parties

No isolation between the actions of different bodies

the issue of communication is important

Make sure that this strategy is justified on the basis.

Have realistic expectations

Maintain a positive attitude

Expose what to do in easy terms

Try to create a win-win environment

Talk honestly

In our ever-changing highly pressured lifestyles, perhaps the only constant is lack of time.

The way you close a speech is remembered the longest.

The gathering should be rounded off smoothly.

Be concluded by saying something humorous or paying the audience a sincere compliment

Summarize your speech by briefly mentioning the main points in the end

Close by making an appeal calling for action

Arousing curiosity

Beginning with an example

Relating a human interest story

Asking questions

Convincing the audience on the vitality of the topic for them

Starting with a shocking fact

Not sounding formal

There are natural laws to keep in mind:

- Impression
- Repetition
- Association

To achieve this one must:

- Concentrate
- Observe closely
- Read aloud
- Get an eye impression
- Act on the power of repetition
- Associate it with facts
- To remember names, connect the name with the face.
- To remember dates, associate them with prominent dates already in mind.

To Communicate with clarity one should:

Avoid out of normal technical terms and words, which are difficult for the layman to comprehend.

Be very clear in your mind about what you are saying

Don't repeat your ideas and phrases.

Appeal to the sense of sight.

Not speak too much on a topic: the effect gets diluted.

Most of your attitudes are shaped during formative years by determining factors:

The environment you are groomed in  
Your experiences  
Your education

The expected result is that the project:  
Increases productivity and fosters teamwork  
Solves problems and improves quality of work  
Leads to a congenial atmosphere  
Breeds loyalty and increases profits  
Leads to better relationships with your employer, employees and customers

## CONCLUSIONS

Whether or not we personally like our partners and/or sponsors, we are stuck with them in order to achieve our goals. If we change to other partners and/or sponsors, we will be stuck with new ones with whom we probably have conflict. In any event, we have to learn to work with people we do not understand, agree with or get along with. They are there, and will be there all year, year after year. Getting personally angry with them, even if they deserve it, leads to hostility down the line. **There**

**is a reason to try our best to sustain relationships:** Because it is in the best interests for all to have a cohesive team working toward a common goal.

Recognise that no matter you want that your partners fulfill your needs your ability to control that is limited.

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