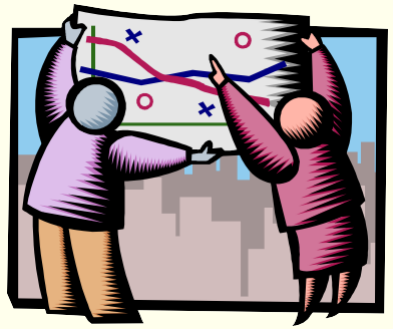
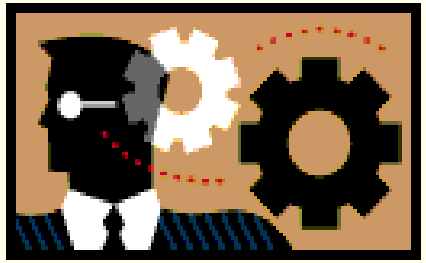
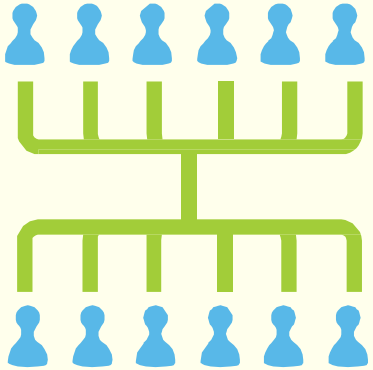




Lecture will start at 1pm



Management and Organisational Behaviour

Strategic Management

Join the Vevox session

Go to **vevox.app**

Enter the session ID: **116-849-020**

Or scan the QR code

What is organisational culture?

The financial performance of a company

0%

The shared values, beliefs, norms and symbols within an organisation

0%

The organisational structure and number of employees

0%

The marketing strategy used by a company

0%

What is organisational culture?

The financial performance of a company

0%

The shared values, beliefs, norms and symbols within an organisation

0%

The organisational structure and number of employees

0%

The marketing strategy used by a company

0%

According to Schein, which of the following is the *deepest* level of organisational culture?

Artefacts 0%

Espoused values 0%

Basic underlying assumptions 0%

Formal rules and procedures 0%

According to Schein, which of the following is the *deepest* level of organisational culture?

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Espoused values 0%

Basic underlying assumptions 0%

Formal rules and procedures 0%

Which type of organisational culture emphasises innovation, risk-taking and learning from mistakes?

Adhocracy culture 0%

Market culture 0%

Clan culture 0%

Hierarchy culture 0%

Which type of organisational culture emphasises innovation, risk-taking and learning from mistakes?

Adhocracy culture 0%

Market culture 0%

Clan culture 0%

Hierarchy culture 0%

A market culture is best described as:

Family-like, people-centred and collaborative

0%

Creative, entrepreneurial and risk-taking

0%

Competitive, results-driven and focused on staying ahead of rivals

0%

Formal, structured and stability-oriented

0%

A market culture is best described as:

Family-like, people-centred and collaborative

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Creative, entrepreneurial and risk-taking

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0%

Formal, structured and stability-oriented

0%

Which culture type aims for “one big family”?

Market 0%

Clan 0%

Power 0%

Role 0%

Which culture type aims for “one big family”?

Market 0%

Clan 0%

Power 0%

Role 0%

Which organisational culture type (Handy) is most common in the UK?

Power and Person 0%

Clan and Market 0%

Adhocracy and Market 0%

Role and Task 0%

Which organisational culture type (Handy) is most common in the UK?

Power and Person 0%

Clan and Market 0%

Adhocracy and Market 0%

Role and Task 0%

True or False: Organisational culture can influence behaviour, decision-making and employee motivation.

True

0%

False

0%

True or False: Organisational culture can influence behaviour, decision-making and employee motivation.

True

0%

False

0%

True or False: Culture can serve as a barrier to organisational change.

True

0%

False

0%

True or False: Culture can serve as a barrier to organisational change.

True

0%

False

0%

Group Discussion:

If you could design your ideal workplace culture, what would it be like? What values, behaviours and working environment would it include?

Today's Objectives

1. To define strategy and strategic management
2. To explain the key components of the strategic management framework
3. To apply key strategic analysis tools (Porter's Five Forces, Boston Matrix)
4. To recognise what makes a strategic decision

Group Discussion

What does the term 'strategy' mean?

What is strategy?

- Strategy entails futuristic thinking and developing a course of action to meet goals and objectives
- A strategy should be able to define and address the following:
  - Our current position (where are we now?)
  - Our intended future position (where do we want to go?)
  - Our growth from the current position to the future position (how do we get there?)

Group Discussion

So…

What is strategic management?

THE STRATEGIC MANAGEMENT FRAMEWORK

Elements of Strategy

Strategy is concerned with:

- Determining long term goals and objectives;
- Adopting courses of action to achieve the goals and objectives;
- Allocating resources to the courses of action so that the actions can be successful.

Definitions

"Strategic management involves the management of an organisation's resources to achieve its goals and objectives"
(Kenton, 2023)

"Strategic management is the ongoing planning, monitoring, analysis and assessment of all necessities within an organisation to meets its goals"
(Tucci, 2022)

Strategy in Practice

Mintzberg's 5 Ps

Mintzberg suggested the word '**strategy**' can be used in several ways:

In practice, a strategy can be:

- a **P**lan;
- a **P**loy;
- a **P**attern of behaviour;
- a **P**osition in respect to others;
- a **P**erspective.

Group Discussion

How does a business decide upon its ‘strategic decisions’?

Strategic Decisions

Key organisational decisions about:

- Long-term **direction**;
- The **scope** of an organisation's activities;
- Gaining **advantage** over competitors;
- Addressing changes in the **business environment**;
- Building on resources and competences **(capability)**;
- Analysing each product's current business performance
- **Values and expectations** of stakeholders;
- Impact on operational decisions.

Strategic Direction

- A clear direction can allow for greater consistency with strategy over time
- It helps the business achieves is visions and reach its organisational goals
- Therefore, strategy should be aligned with objectives to ensure they can be accomplished
- A clear direction can also outline the required resources and benefit organisational costs (*e.g. not putting money into an area of the business that is failing)*

What is strategic management?

Access:
https://youtu.be/KnAAvWfJscg?si=36BN-TYgGi7UUBWE

Types of Strategic Direction

Mission – Establish the company's purpose and use the mission as a guide to meet the goals.

Culture – the perceived culture within an organisation can shape the direction.
A company with strong service culture can easily look to improve its customer service and use this as their USP.

Vision – Clearly setting out what the organisation hopes to achieve in the future. This can allow the business to modify the business plan and other goals to align with the vision

Values – What are the company's fundamental beliefs and principles. This can help all involved within the organisations to work better towards a common purpose

Mission Statements vs Objectives

Task:
Conduct your own research to be able to answer the following:

1. What is the difference between a mission statement and objectives?

2. Why is it important to have a mission statement?

3. What are the main criticisms of mission statement?

4. Provide some examples of mission statements from hospitality organisations.

- The **Mission** tells you **why** the company exists.
- The **Vision** tells you **where** the company wants to go.
- The **Values** are **how** the company behaves while getting there.
- The **Objectives** are **specific goals** that help in achieving the mission and vision.

Strategic Analysis

Strategic Analysis

This is a process used to help a business understand their goals, what obstacles they might have and how to overcome them.

Strategic analysis will often involve:

- Finding strength

- Making a note of any weaknesses

- Understand competition and changes to the market

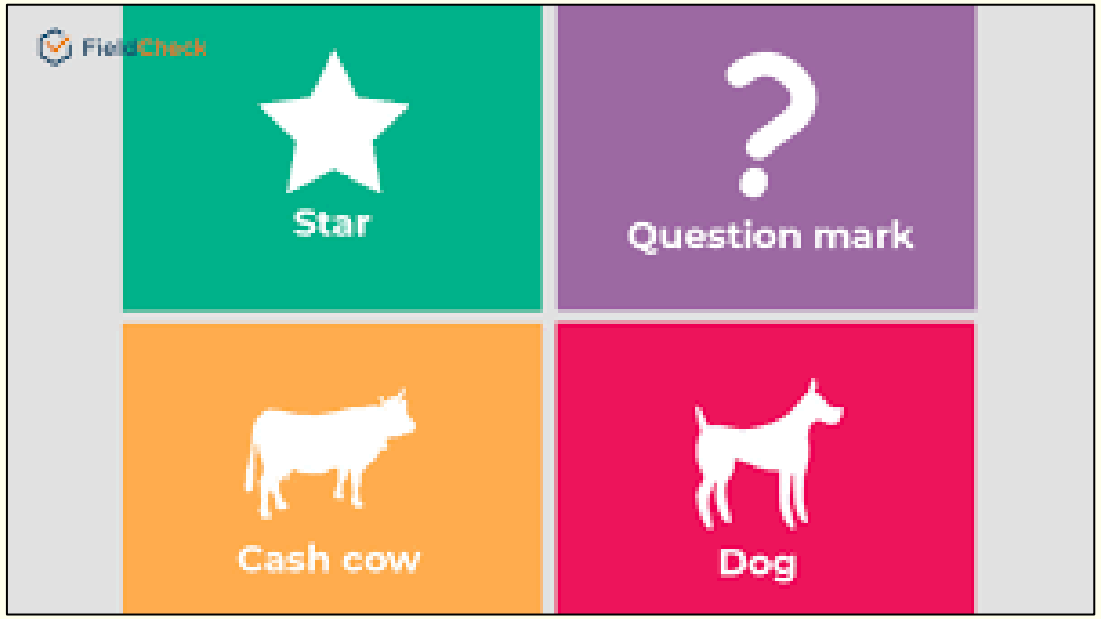
- Noticing changes in consumer trends

- Trying to predict future events or trends to align goals

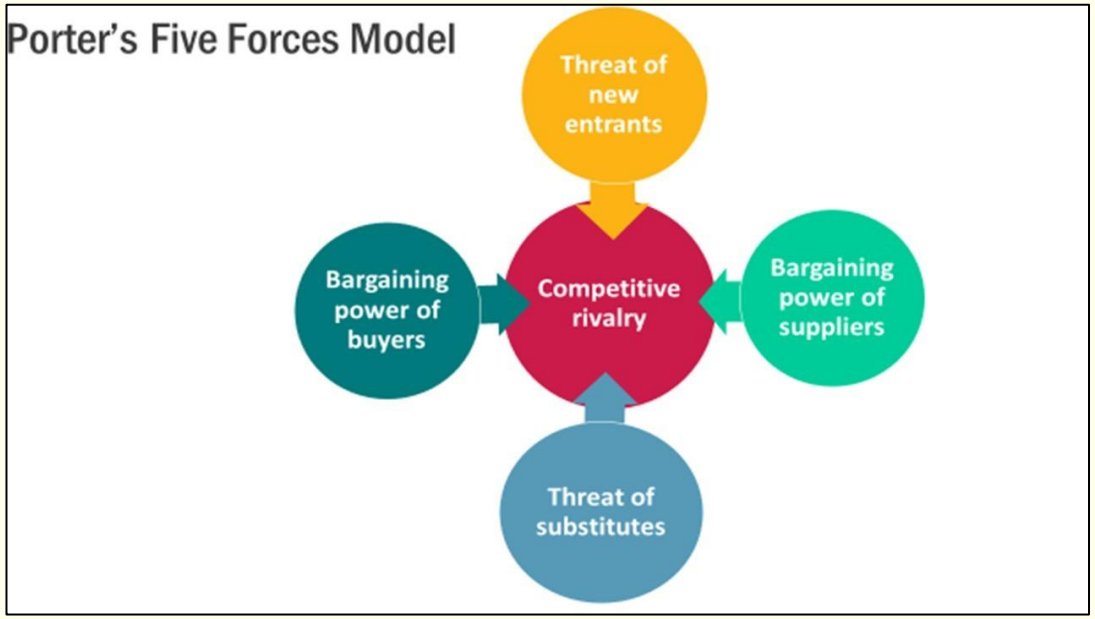
SWOT

PESTLE

Tools of Strategic Analysis

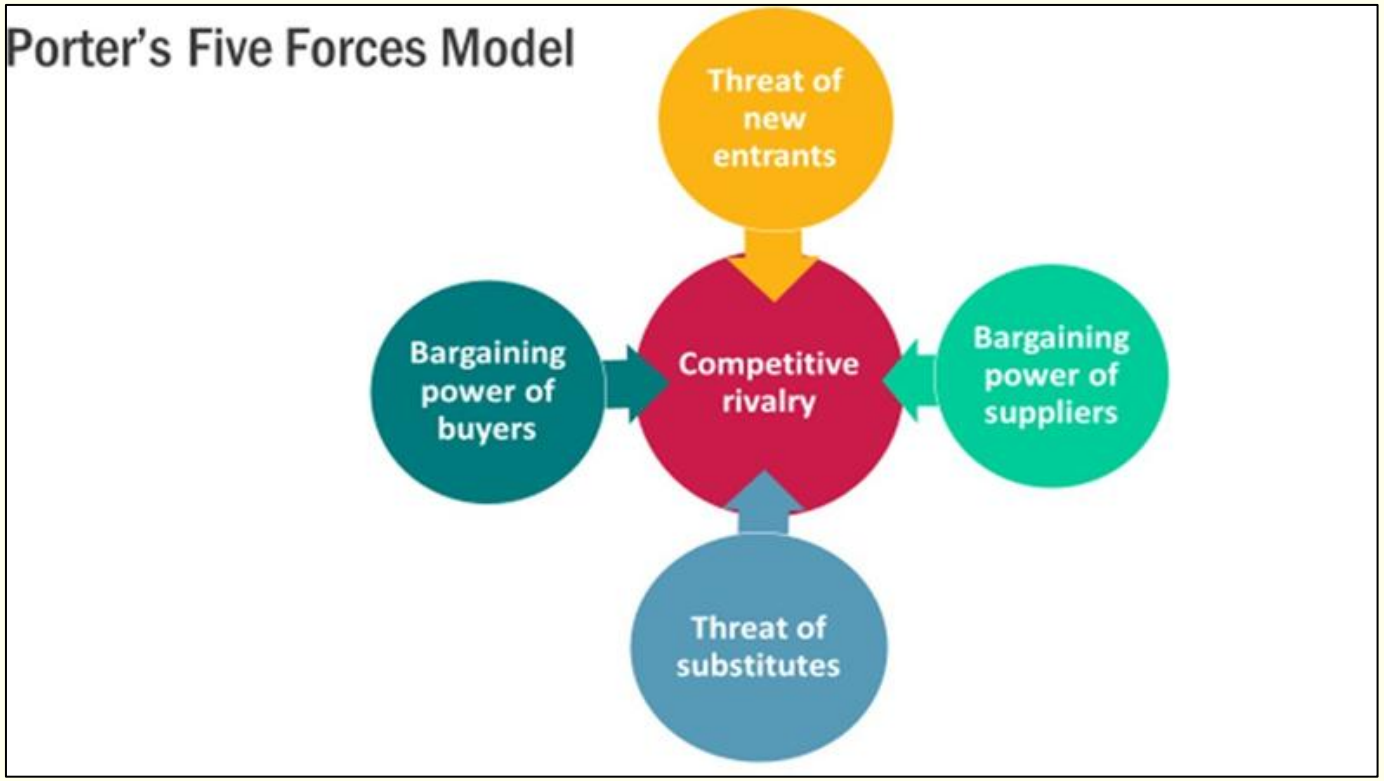


Boston Matrix



Porter's Five Forces

Porter's Five Forces

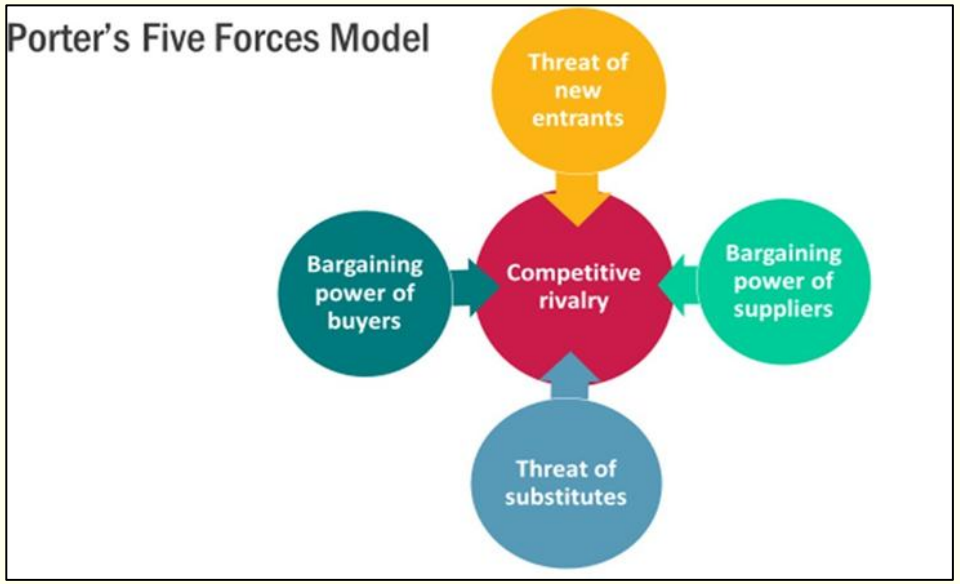


A tool used to analyse the environment/ level of competition for a business

It helps determine a business's attractiveness and profitability

Threat of new entrants

- This looks at the threat of new competitors entering the market
- New competitors will enviably gain some market share
- Rivalry will intensify
- This is less likely to occur if an industry has 'high barriers of entry' (*e.g. it is hard to set up a business in that market)*

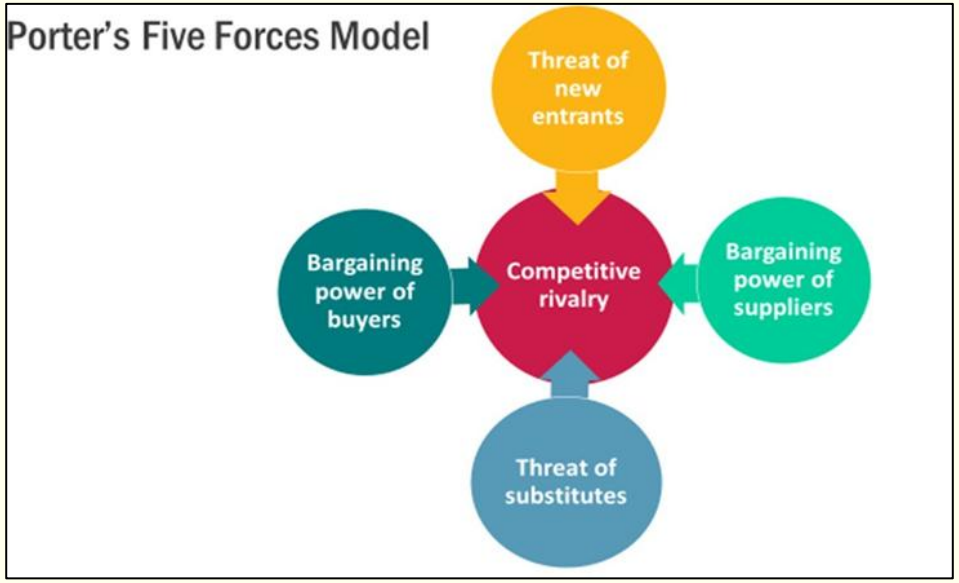


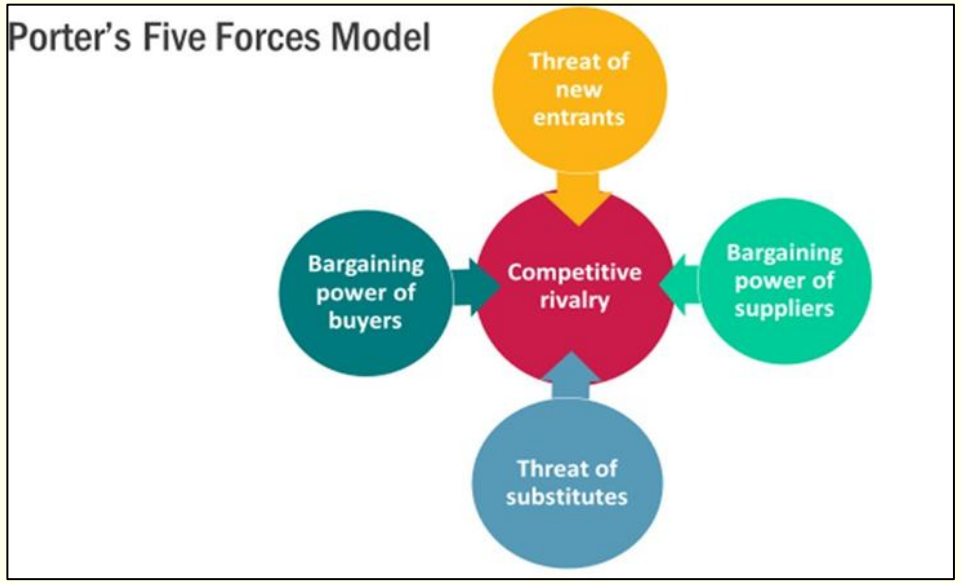
Barriers to Entry

How easy or difficult is it to set up a new business in that industry.

This can be determined by:

- Investment costs or capital required
- Regulation or legal restrictions
- Buying power of current firms in that market
- Access to suppliers or distribution channels
- How well you can differentiate your product





Bargaining power of suppliers

This looks at the level of 'power' the supplier has over the business

- A high level of power would lead to suppliers increasing their prices as they know the business will make it

- Higher power often come from there being very little alternatives for the business to choose from so they are reliant on that supplier

Bargaining power of Buyers

If the buyer has more power over the suppliers, it will often result in the supplier lowering the price

e.g. large supermarkets will have big buying power of their suppliers

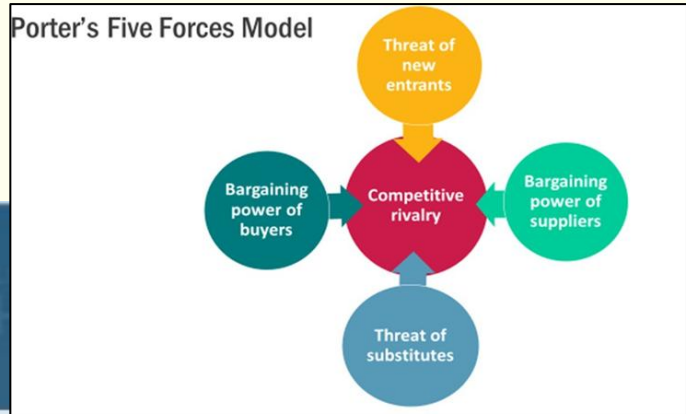
Threat of substitute products

This refers to how many other products are there in the market that meet the same need.

Substitute products can be produced in different industries, but still satisfy customer needs
e.g. If an airline is too expensive, a customer might get the train, which will still get them to the destination and cause the airline to lose a customer.

The threat of substitutes can limit the prices charged by a firm because they need to remain as competitive as possible.

Businesses can rely on customer loyalty here to ensure customers 'do not switch'.

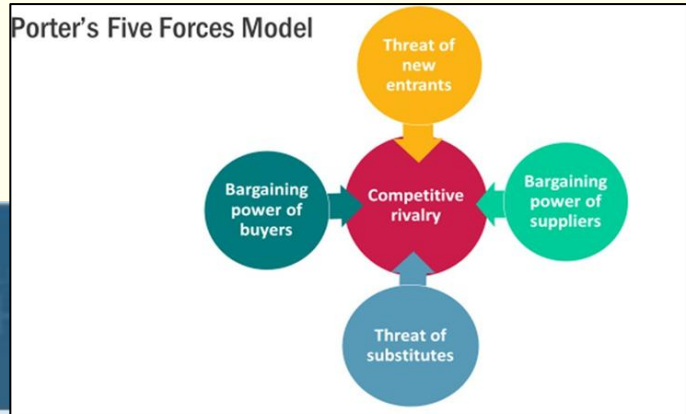


Competitive Rivalry

How intense is the competition?
Are many companies fighting for the same customers?

In a city centre like London, many hotels compete – big chains (Hilton, Marriott), budget hotels (Travelodge, Premier Inn) and boutique places.

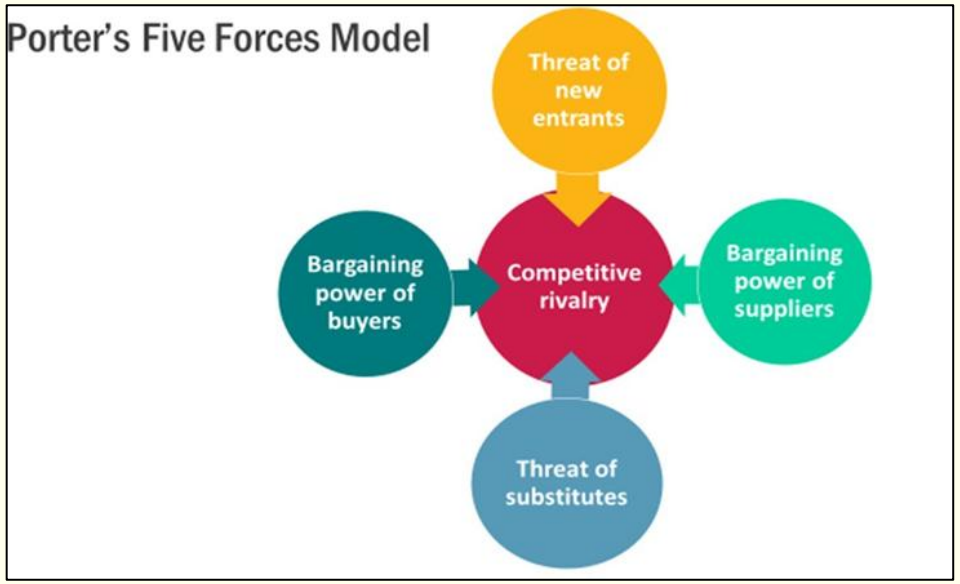
Because customers have lots of options, hotels must price competitively and offer good service to stand out.



Why is this important for strategy?

It can help a firm:

- Identify the attractiveness of a certain industry
- Evaluate investment options
- Assess the level of competitiveness within the market
- Decide on 'where to next'
- Lead to changes to be made on certain products or services



Boston Matrix

Boston Matrix

A tool used to analyse a portfolio of products and are categories in terms of market share and market growth

Boston Matrix

- ✓ High growth products
- ✓ Require heavy investments to sustain growth

- ✓ Low market share but operating in a high growth market
- ✓ Products with high potential so should be doing better

- ✓ Products with high market share but slow growth
- ✓ These are 'mature' and found a strong place in the market
- ✓ Generating strong cash flow

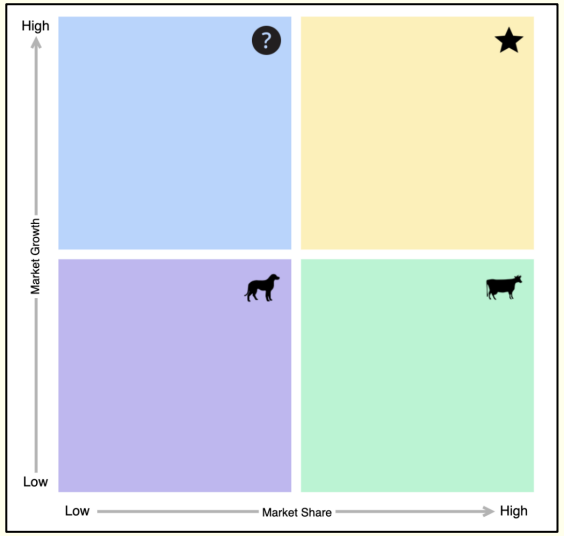
- ✓ Low market share in an unattractive market
- ✓ Rarely worth investing and often eventually 'sold off'

Boston Matrix – Example: Apple

Access:
[The Boston Matrix | A Quick Guide to Apple's Product Portfolio]

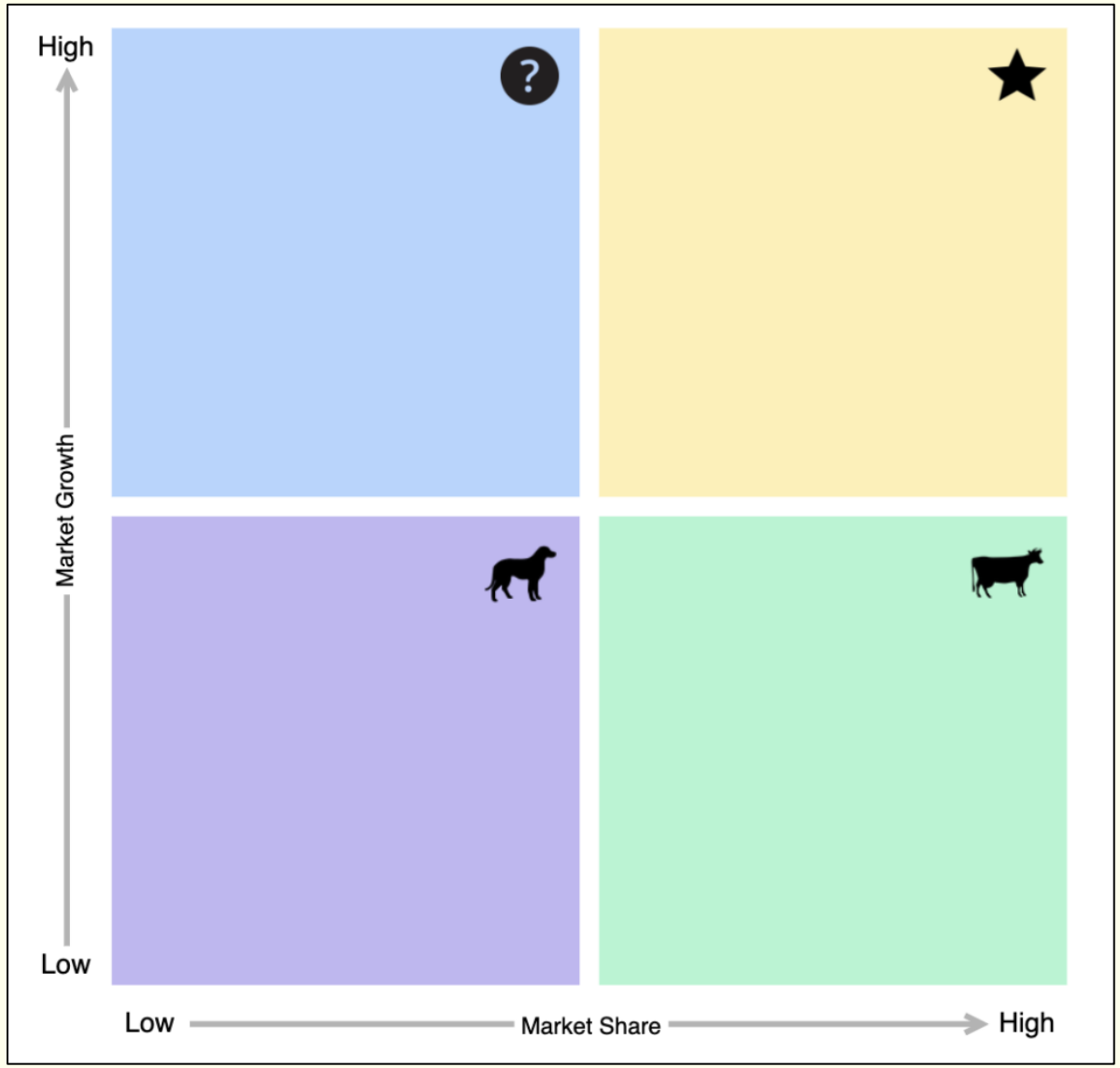
Activity

Complete a Boston Matrix for Marriott International.



Which section of the matrix would you personally position their different brands?

Activity



MARRIOTT

The Ritz-Carlton
BVLGARI HOTELS & RESORTS
DELTA HOTELS
COURTYARD
MARRIOTT
EDITION
JW MARRIOTT
AUTOGRAPH COLLECTION HOTELS
RENAISSANCE HOTELS
Marriott EXECUTIVE APARTMENTS
Marriott VACATION CLUB
GAYLORD HOTELS
AC HOTELS MARRIOTT
moxy HOTELS
Residence Inn Marriott
SPRINGHILL SUITES MARRIOTT
FAIRFIELD INN & SUITES Marriott
TownePlace SUITES Marriott
PROTEA HOTELS

starwood Hotels and Resorts

Le MERIDIEN
W HOTELS
WESTIN HOTELS & RESORTS
TRIBUTE PORTFOLIO
FOUR POINTS
Sheraton
element
aloft HOTELS
THE LUXURY COLLECTION
ST. REGIS
DESIGN HOTELS

Category	Characteristics	Marriott Brands	Explanation
Stars	High market growth High market share	Marriott Hotels Sheraton Hotels and Resorts	Strong global brands in growing premium/lifestyle segments; require continued investment
Cash Cows	Low market growth High market share	Courtyard by Marriott Residence Inn by Marriott Ritz-Carlton	Established brands in mature markets; generate stable and consistent revenue
Question Marks	High market growth Low market share	Moxy Hotels	Emerging brand in fast-growing segments; potential to become Stars but need investment
Dogs	Low market growth Low market share	Delta Hotels by Marriott	Limited growth or regional focus; weaker competitive position

Today's Recap…

- To understand the concept of strategic management
- Influences on an organisation's strategic direction
- Types of strategic analysis
- Boston Matrix vs Porter's 5 Forces

Any Questions

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Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

I look forward to seeing you next time.

If you have any questions in the meantime, please send an email from your *student account*

l.bassler@uwtsd.ac.uk

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