



SWOT ANALYSIS AS AN EFFECTIVE TOOL IN THE ASSESSMENT OF SCHOOL MANAGEMENT ACTIONS

Júlio César Câmelo da Silva¹

José Jairo Santos Lima^{two}

Hermocrates Gomes Melo Júnior³

Adilson Lima Pereira⁴

Maridenes Noronha de Oliveira⁵

SUMMARY

This study investigated the effectiveness of SWOT Analysis in evaluating school management, identifying strengths, weaknesses, opportunities and threats of an educational institution. The analysis was carried out in a high school in Ceará, with the aim of improving the actions of the management group. For this, a Systematic Literature Review (RSL) was used, consulting Scielo Brasil and Google Scholar and following the principles of RSL in analyzing the results. School administration, recognized as an intricate process, required the coordination of several components to establish an efficient teaching environment. This encompassed managing the institution's resources, applying educational policies, supervising faculty and staff, interacting with parents and the community, and confirming that students were progressing and developing effectively. The SWOT Analysis proved to be a valuable tool for school management, contributing to improving the quality of education.

Key words: SWOT Analysis. School management. Democratic management. High school. Quality of Education.

ABSTRACT

This study investigated the effectiveness of SWOT Analysis in assessing school management, identifying strengths, weaknesses, opportunities, and threats of an educational institution. The analysis was carried out in a high school in Ceará, with the aim of improving the actions of the management core. For this, a Systematic Literature Review (SLR) was used, consulting Scielo Brasil and Google Scholar and following the principles of SLR in the analysis of the results. School administration, recognized as an intricate process, required the coordination of various components to establish an efficient teaching environment. This encompassed the management of the institution's resources, the application of educational policies, the supervision of the teaching staff and the team, interaction with parents and the community, and confirmation that students were progressing and developing effectively. The SWOT Analysis proved to be a valuable tool for school management, contributing to the improvement of the quality of education.

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1. INTRODUCTION

The school has been the subject of several discussions today. Among these themes are the forms of school management that achieve greater autonomy and legitimacy. However, observe - in relation to school management, research leaves a gap to be filled, regarding the daily management and subjects that make up the school community (Oliveira; Vasques - Menezes, 2018).

School management was identified as a complex process that involves the coordination of many all different elements to create an effective learning environment. This includes the administration of resources

1 Lattes: <https://lattes.cnpq.br/7361488992488414> ; Email: juliocesar20142@gmail.com

two Lattes: <https://lattes.cnpq.br/7108439911349456> ; Email: Limajairo307@gmail.com ORCID:

3 <https://orcid.org/0009-0003-5758-414X> ; Email: hjuniior@ufba.br Lattes: <https://lattes.cnpq.br/4406806438981298> ;

4 Email: adilson.abh@gmail.com Lattes: <https://lattes.cnpq.br/5438296061010452> ;

5 Email: maridenes.oliveira@gmail.com

school security, implementing educational policies, supervising faculty and staff, interacting with parents and the community, and ensuring that students are learning and developing effectively. According to Oliveira and Vasques-Menezes (2018), effective school management is essential to the success of any educational institution, as it creates an environment that facilitates learning and allows students to reach their maximum potential.

Krawczyk (1999) presents a critical and reflective view of school management, highlighting the importance of democratic and autonomous management that promotes the participation of the school community and the human development of students. Krawczyk (1999) also highlights the need for school management that takes into account the specificities of the school institution and that promotes the training of school professionals to enable more efficient and effective school management.

In this sense, According to Guimarães et al (2022), the SWOT Analysis offers a structure to evaluate the effectiveness of school management. By identifying the school's internal strengths and weaknesses, as well as external opportunities and threats, the SWOT Analysis can help school managers better understand the environment in which they operate. This can allow them to make more informed decisions about how to allocate resources, implement policies and strategies, and address any challenges that may arise.

For Guimarães et al. (2022) SWOT Analysis helps identify areas for improvement and opportunities for growth, which can be extremely valuable in an ever-changing educational environment. The SWOT tool is a strategic planning methodology that aims to identify the Strengths, Weaknesses, Opportunities and Threats of an organization or project. In the context of school management, the application of the SWOT tool allows a comprehensive analysis of the school environment, considering both internal and external factors that can impact the efficiency of student learning (Guimarães, et al., 2022)

This study uses SWOT analysis, a tool widely used by many schools to size decisions and evaluate the context in which they operate. Through this analysis, it is possible to understand the current situation of the institution and obtain crucial data that helps in defining objectives and goals. This management tool is fundamental for strategic planning and the implementation of new projects in educational institutions.

This article addresses the relevance of SWOT Analysis, its distinctive characteristics and how it can benefit an educational institution. The focus of this study is to investigate the effectiveness of SWOT Analysis as an instrument for evaluating school management actions. Specifically, we seek to understand how SWOT Analysis can be used to identify the internal strengths and weaknesses of an educational institution, as well as external opportunities and threats. This information is essential to inform strategic decision-making in school management.

This study employed a Systematic Literature Review (SLR) to examine the existing literature on the use of SWOT Analysis in school management. The RSL was carried out by consulting the Scielo Brasil and Google Scholar databases. Inclusion and exclusion criteria for studies to be reviewed were defined based on relevance to the objective of the study. Analysis of results was carried out in accordance with RSL principles, ensuring a comprehensive and impartial assessment of the selected studies.

The study also presents the results of an analysis of the scenario of a high school in the State of Ceará, seeking to improve the actions carried out by the management group of that school. Thus, the SWOT Analysis has proven to be an invaluable tool for school management, helping to ensure that educational institutions can provide the highest quality of education for their students.

2. METHODOLOGICAL APPROACH

For this study, of a theoretical-reflective nature, the method adopted was a mixed method, a literature review or bibliographical research and a case study applied in a public school from Tianguá-CE. A Bibliographic research, according to Fontana (2018) and Gil (2002), is intrinsically linked to the reading, analysis and interpretation of a variety of academic sources, such as books, periodicals, manuscripts, reports, theses and monographs. These sources are often the products of scientific work. Conducting this type of research requires careful planning. After a careful analysis of the existing literature on the topic in question, the researcher must select and organize the collected material, establishing a reading plan. Reading is expected to be meticulous and systematic, accompanied by reviews, notes and

6 The aforementioned study observed at the Tancredo Nunes de Menezes State School, located in the city of Tianguá, Region of Ibiapaba, Northwest Cearense, 320km away from the state capital, Fortaleza. The school offers the three grades of high school in morning, afternoon and night shifts.

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records. These elements will serve as the basis and theoretical foundation for carrying out the research.

The research was carried out using Microsoft's Artificial Intelligence chatbot, Bing Copilot. The chatbot was asked to search for 10 studies in the database of scientific indexers such as Scielo and Google Scholar using as a reference the expression "SWOT Analysis and School Management" published between the years 2018 and 2023 in journals classified by Capes. Subsequently, the articles suggested by the chatbot were screened. The year of publication (2018 to 2023), the journal's Qualis, relevance and correlation with the objective of this study were checked. The results are found in table 01.

Table 01. List of studies provided through the Bing Copilot chatbot.

Author	Title	Magazine	Qualis	Year
DE ARAUJO; OF BIRTH	The importance of Swot analysis in school management at EEMTI Huet Arruda.	Teaching in Perspectives	W	2023
GUIMARÃES, et al.	The SWOT tool in school management	Recima21	B4	2022
GUIMARÃES, et al.	SCHOOL MANAGEMENT: MAIN CONCEPTS OF HOW TO DEVELOP AN EDUCATION MODEL USING TECHNOLOGIES.	Recima21		2023
GUIMARÃES, et al.	SCHOOL MANAGEMENT: CONTRIBUTIONS OF SWOT ANALYSIS IN TEACHING.	Recima21		
LAET, et al.	THE STRATEGIC APPLICATION OF SWOT ANALYSIS IN EDUCATIONAL MANAGEMENT: ENHANCED OPPORTUNITIES AND OVERCOMING CHALLENGES.	Magazine Love World	W	2023
SANTOS, et al.	SWOT ANALYSIS FOR DEVELOPING A STRATEGIC PLAN FOR A HIGHER EDUCATION INSTITUTION.	Magazine Love World		
FERNANDES, et al.	SWOT MATRIX AS A STRATEGIC TOOL FOR THE MANAGEMENT OF CHILDHOOD EDUCATION.	Magazine Love World		
ARRUDA, et al.	SWOT ANALYSIS AS AN ASSISTANCE TO SCHOOL STRATEGIC PLANNING.	Magazine Love World		
VASCONCELOS; FREIRE FILHA; GODOI	SWOT ANALYSIS IN EDUCATIONAL MANAGEMENT IN GOIÁS WITH THE GOIÁS 360 SYSTEM.	DRPEES	W	2023
ALMEIDA	STRATEGIC PLANNING AND SCHOOL MANAGEMENT.	Dissertation to the	Do not apply	2021

Source: prepared by the authors.

3. THE SWOT TOOL IN SCHOOL MANAGEMENT: Analysis of Results

The results obtained indicate the need for prudence when using Artificial Intelligence (AI) as a search tool for scientific research. Of the ten works analyzed, nine are scientific articles published in journals with Stratus Qualis B4 (three articles) and Stratus Qualis C (six articles), in addition to a master's thesis. Although the studies provided by the chatbot for the theoretical foundation of this article are aligned with the purpose and objective of the research, caution is essential when using AI-based tools to select studies for theoretical review. Among the ten studies, six were published in low-impact journals (Qualis Capes C), three in medium-impact journals (Qualis Capes B4) and one study was published in an academic repository at a university.

According to Araújo (2023), Moraes, Lourenço and Tenório (2019), chatbots are programs that simulate conversations with humans using natural language. They can be used in bibliographic research to help researchers find, filter and analyze relevant information on a given topic: answer simple questions, suggest reliable sources, summarize texts, compare results, generate citations and

references.

However, for Araújo (2023), Moraes, Lourenço and Tenório (2019), chatbots also present some challenges, advantages and disadvantages. The challenges include: ensuring the quality, updating and diversity of information provided by chatbots; avoid plagiarism, misinformation and copyright infringement; preserve academic integrity and research ethics. Among the advantages are: speeding up the bibliographic research process, reducing time and costs, facilitating access and understanding of information, stimulating creativity and innovation. Among the disadvantages are: reducing human contact, depth and criticism in research; increase the dependence, passivity and superficiality of researchers; generate biases, errors and inconsistencies in chatbots.

4. SCHOOL MANAGEMENT POWERED BY THE SWOT ANALYSIS TOOL

Public schools in Brazil take little advantage of the use of management tools as strategic instruments in search of improvements in the educational efficiency of their units. Many believe that such tools should only be used by the business world, leaving aside their use in the educational environment, especially due to the fact that the difficulty involved in their application is the understanding that many school directors, in most cases, do not present management training in their CV (Guimarães et al., 2022).

According to Guimarães et al. (2022; 2023b), SWOT analysis, also known as “SWOT Analysis”, is a strategic planning methodology used to assist individuals and organizations in identifying strengths, weaknesses, opportunities and threats that may negatively impact the institution.

As an instrument for preparing a school diagnosis, the SWOT matrix examines the environment and offers support for planning and reorganization of the organization's objectives and goals. Furthermore, it is a tool that promotes the practice of democratic management. The letters SWOT represent: (S) strengths, that is, what the strengths are; (W) weaknesses, which are weaknesses in the organization's internal environment and external environment; (O) opportunities, which are the opportunities; and (T) threats, which are the threats. It is through the application of this matrix that the school manager obtains valuable information that will be used to replan actions, aiming to improve the quality of teaching (Guimarães, et al. 2022; 2023b).

According to Araújo and do Nascimento (2023) and Guimarães et al. (2023a; 2023b) SWOT Analysis, when applied to school management, can be implemented in an efficient and practical way. This is accomplished through a structured process that identifies the strengths, weaknesses, opportunities and threats of the educational institution. This process involves collecting data and information about the school, addressing internal and external aspects, such as: a) identifying the institution's strengths and weaknesses. This may involve evaluating the quality of teaching staff, infrastructure, available resources, students' academic performance, among other internal aspects; b) assessment of external opportunities and threats. This may include consideration of changes in educational legislation, emerging educational trends, possible community partnerships, among other factors that may impact school management.

For Guimarães et al. (2023b), by identifying these elements, school management can formulate strategies to maximize strengths, overcome weaknesses, take advantage of opportunities and mitigate threats. This contributes to the continuous improvement of the educational institution, guides the definition of goals, actions and educational policies that are aligned with the reality of the institution and the external environment. Thus, the SWOT Analysis becomes a practical and efficient tool for school management, providing a comprehensive and strategic view of the school's functioning (de Araújo; do Nascimento, 2023).

For Guimarães et al. (2023a; 2023b), the main challenges faced by school management currently include the need to promote the conscious and informed participation of all those involved in the process.

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educational process, the search for democratic and participatory management, the promotion of the advancement of the social process socioeducational and ensuring effective student learning. Furthermore, school management faces challenges related to the need to adapt to technological and social changes, as well as the search for solutions for transformations in the current education system.

Brazilian schools use management tools little or very little as strategic instruments in search of improving the educational efficiency of their units. Many managers say that these tools should only be used and taken advantage of by the business world, leaving aside their use in the school environment, especially due to the difficulty

ity that entangles managers in understanding such tools, as their application affects the understanding that many school directors, who do not have in their training curriculum in the area of management (Guimarães et al., 2023a).

These challenges require a comprehensive approach and the participation of all segments of the school and community, aiming to involve society as a whole. Democratic school management is fundamentally characterized by the value given to the conscious and informed participation of people in decisions about the guidance and planning of school work, seeking excellence in education and education for citizenship.

According to Guimarães et al. (2022), SWOT Analysis is a strategic tool that allows school management to evaluate the environment and offer better support in planning, organizing the institution's objectives and goals. The SWOT methodology helps in detecting strengths, weaknesses, opportunities and threats relevant to competitiveness in business or project planning. Its application can contribute to the rapid identification of factors that interfere with the efficiency of student learning, allowing for the necessary corrections and enhancements.

Laet et al. (2023) state that school management is essential to promote better planning and improvement of teaching. Educational managers need to adopt effective strategies to achieve the success and sustainability of the institution. In this context, Para Santos et al. (2023) SWOT Analysis emerges as a powerful diagnostic tool, allowing the identification and evaluation of internal and external factors that can affect the performance of public schools. Based on this diagnosis, managers can develop effective strategies to improve the quality of teaching and face the challenges of contemporary society. By aligning management with the principles of democratization and the use of digital technologies, managers can boost learning and engagement within the school community.

According to Laet et al. (2023) and Guimarães et al. (2022, 2023a), in the internal context, strengths are all positive aspects of the organization, such as the analysis of a school's teaching staff. In certain cases, when the diagnosis points to the teaching staff as a weak point, the manager will need to create conditions to strengthen it through the training of its teachers, thus proceeding with all the resources that make up the school organization.

According to Laet et al. (2023), external analysis allows the identification of recurring threats to public education, such as frequent cuts in funds that impact annual planning and the uncertainty generated by the lack of prioritization of public policies for teacher training. The discontinuity of public policies with the change of management, the lack of long-term educational planning and the potential government deregulation that provides greater flexibility to management are relevant aspects to be considered. The SWOT tool, in this context, reveals the current reality of the institution, enabling the definition of intervention strategies. Its matrix representation facilitates visualization, analysis and understanding of data.

According to Arruda et al. (2023) the use of the SWOT matrix is quite common in private organizations, and its external threats are associated with economic instability and the recurrent lack of demand, linked to intense competition. Opportunities, in turn, depend on managers' creativity and may include: gains from economies of scale; adaptation of the standard curriculum; number of students in the classroom above what is permitted; offering subjects considered "less important" in distance learning, among others. Such strategies lead to good financial results, but cause a disaster in relation to the quality of education.

In the school context, the results of the SWOT Analysis are fundamental to improving school management and the quality of teaching, allowing the identification of the institution's strengths and weaknesses, as well as external opportunities and threats that can impact the institution (Arruda, et al. , 2023). Based on these results, school management can develop effective strategies, implement new educational programs and institutions, invest in infrastructure, train teachers and establish partnerships with the community. Furthermore, SWOT Analysis promotes the engagement of the school community in the process of searching for solutions and improvements, contributing to more effective strategic planning aligned with the institution's reality.

However, for an efficient result, it is necessary to distinguish school management from educational management. For Vasconcelos, Freire Filha and Godoi (2021), school management involves the administration of the various aspects of the school, such as infrastructure, human, material and pedagogical resources, aiming to train students in the community. On the other hand, educational management encompasses a broader vision, involving not only the school, but also educational policies, federal, state and municipal education systems,

and the interrelationships between the bodies that operate in the educational field. Therefore, educational management is more comprehensive and involves the coordination of different actors and bodies to promote quality education, while school management is more focused on the school's internal administration.

An educational manager is responsible for deciding how to direct, in the best possible way, the economic, human, material and didactic resources, as well as the physical structures available, with the aim of offering the best possible quality education to students. To do this, you must use such resources associated with collaborative and effective strategies. [...] Technology can be an important mechanism for providing educational professionals with numerous benefits, in terms of optimizing administrative routines, registration processes, organization of various documents (Vasconcelos; Freire Filha; Godoi, 2021).

According to Guimarães et al. (2023b), school management has a crucial role in promoting the efficient use of technologies in teaching. This involves constantly updating managers on the new educational technologies available and promoting teacher training in the use of these technologies, providing necessary training and resources. Furthermore, creating a school environment that encourages innovation and experimentation is essential, including the creation of collaborative learning spaces and the promotion of study and research groups. Finally, school management can establish partnerships with companies and institutions that develop educational technologies, seeking resources and solutions that can be implemented at school. In this way, school management contributes to improving the quality of teaching and training students who are more prepared for the digital world. That said, SWOT Analysis is fundamental for efficient school and educational management (Guimarães et al., 2023a).

In this sense, Almeida (2021), corroborating the thesis defended by Guimarães et al. (2022, 2023a, 2023b), Laet et al. (2023) and Arruda et al. (2023), SWOT Analysis, as described in their study, is a fundamental tool for strategic planning and school management. By considering the institution's internal strengths and weaknesses, along with external opportunities and threats, managers can develop effective strategies to achieve short, medium and long-term objectives.

For this author, understanding internal strengths and weaknesses, which encompass human, organizational and physical resources, allows the institution to identify areas for improvement and capitalize on its strengths. On the other hand, the analysis of external opportunities and threats allows the institution to adapt to changes in the environment, anticipate challenges and explore new possibilities.

Furthermore, when citing Pereira (2015), Almeida (2021) and Santos et al. (2023) highlight the importance of recognizing that the threats faced by the institution can represent opportunities, and vice versa. This highlights the need for a proactive approach to managing threats, transforming them into competitive opportunities.

According to Fernandes et al. (2023), SWOT analysis is a tool that helps educational managers understand the complexity of school management in a more comprehensive way. It allows for in-depth knowledge of the scenario, enabling the anticipation of external risks and opportunities. This forecast contributes to the identification of the best action strategies, positively impacting decision-making. This enables educational institutions to prepare for possible crises. The SWOT analysis is valued for its simplicity, versatility and efficiency, allowing a complete understanding of the institution's reality, including its negative points.

When the school manager becomes aware of weaknesses, he is able to better organize his teams. In addition, he starts to find ways that improve communication with his team, customers or, in the case of the school, with the students' parents. Analysis is an indispensable tool for maintaining the integrity of an educational institution, regardless of external factors and improving internal factors (Fernandes et al., 2023).

6 It allows a complete and faithful view of the school's reality, so that the best decisions are made, this brings the possibility of improving the services offered to students. Reaching this level of quality is much easier through a complete and thorough analysis that only a SWOT analysis can offer. According to Haydt (2000):

The SWOT tool then shows a snapshot of the organization's current moment, providing alternative conclusions to define practical action strategies. Its presentation, in the form of a matrix, helps presentation, analysis and understanding (HAYDT, 2000,

5. PRACTICAL APPLICATION OF THE SWOT MATRIX

The institution selected for this study is EEM Tancredo Nunes de Menezes, located in Tianguá/Ceará. Its mission is to improve the educational conditions of the community, ensuring student learning in a creative, innovative, inclusive and mutually respectful environment. Currently, the institution operates in three school shifts, offering complete high school, with 1st, 2nd and 3rd year classes. The application of the SWOT matrix aimed to analyze the effectiveness of this tool as a School Management diagnosis, in relation to the services offered. The school has 947 enrolled students, 52 teachers, and school management is made up of a Director, three pedagogical coordinators, a school secretary and a financial coordinator.

The choice of this dimension guides the entire pedagogical practice through a democratic conception, allowing the identification of strengths and weaknesses, threats and opportunities in the educational context, more specifically in relation to learning. Furthermore, it seeks to ensure everyone's participation in the teaching-learning process and intervene to improve its quality according to its own criteria and priorities.

To structure the SWOT analysis of that institution, a survey was carried out with teachers by area of knowledge during pedagogical planning, with questions directed to the main axes of the matrix. The subjective questions were answered by 32 teachers and, according to the SWOT analysis factors, they were condensed as follows:

1. Force Analysis: The school stands out for its privileged location, a cohesive management nucleus, excellent interaction with the school community, good dialogue with teachers, quality teaching staff and excellent technological resources, such as data shows, digital whiteboards, TVs and tablets. Furthermore, many students were accepted into universities through ENEM.

two. Weakness Analysis: The school has an inadequate physical structure, without a sports court and space for events. There is a lack of family support, lack of student interest and high infrequency, especially during the night shift.

3. Threat Analysis: Among the threats identified are teenage pregnancy and the need to supplement family income, which lead to school dropout or infrequent attendance. Furthermore, students with a disturbed socio-emotional situation (such as anxiety and depression) sometimes withdraw for treatment.

4. Opportunity Analysis: The school has frequent monitoring and support from SEDUC⁷, BELIEVE⁸ and school superintendence. There is also participation in scientific events promoted by the Department of Education of the State of Ceará and a partnership with the City Hall to offer school transport. In the case of EEM Tancredo Nunes de Menezes, the SWOT analysis revealed several strengths, such as the location of the school, the cohesion of the management nucleus, the quality of the teaching staff and the approval of many students at universities through ENEM. However, several weaknesses and threats were also identified, such as the school's inadequate physical structure, lack of support from the family, students' lack of interest and lack of attendance at classes.

This information is valuable to the school as it allows it to focus on its strengths, work to improve its weaknesses, take advantage of available opportunities, and develop strategies to mitigate threats. Furthermore, the SWOT analysis also helps the school align its pedagogical practices with its mission of improving the educational conditions of the community.

Therefore, SWOT analysis is an essential tool for effective school management. It not only helps the school to better understand its internal and external environment, but also to make strategic decisions that can improve the quality of teaching and learning. It is important that schools continue to use this tool and consider it as an integral part of your planning and management process.

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6. FINAL CONSIDERATIONS

This study sought to evaluate how a management tool such as the SWOT matrix can help, showing the effectiveness in learning results through school management that seeks to be democratic and also how this can influence the daily life of a school unit. It was understood that the chosen management

7 SEDUC – Secretariat of Basic Education of Ceará

8 CREDE – Regional Education Development Coordination

home needs a tool like SWOT, noticing possible negative points that hinder the quality of teaching in the school unit, therefore, seeking to resize actions so that change for the better occurs.

When aiming for good results from a School Institution, the manager needs to look for ways, such as the SWOT matrix, to facilitate the work of school management, ensuring that tasks are carried out in a simple way, achieving quality in teaching. Given the analysis, the survey concludes that the management team's ability to size up the pedagogical and management challenges that are currently present is evident, and is courageous enough to find the best ways to overcome them.

The SWOT analysis is established as an effective tool for evaluating school management actions, providing a comprehensive view of the institution's internal and external environment. It allows managers to identify strengths that can be enhanced, weaknesses that need to be overcome, opportunities that can be explored and threats that must be mitigated. In this way, the SWOT analysis contributes to strategic decision-making, action planning and the implementation of improvements in the quality of teaching.

Furthermore, the SWOT analysis favors democratic management, as it involves the participation of all members of the school community in identifying the elements that make up the matrix. This promotes everyone's engagement and co-responsibility in the teaching-learning process, strengthening school management and contributing to the achievement of the institution's mission. Therefore, SWOT analysis is an indispensable tool for effective school management.

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