



From Theory to Practice: Strategic Management Models and Their Organizational Impact

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Abstract. This systematic literature review (SLR) investigates the conceptual basis and practical applications of strategic management across different organizational contexts. The analysis included a total of 37 studies published between 2010 and 2024, focusing on the major theoretical frameworks, research methods, and research findings. The review presents the Resource-Based View (RBV) as the most widely used theory, emphasizing the idea of dynamic capabilities to achieve competitive advantage. Other highly regarded frameworks include Agency Theory, Game Theory, Institutional Theory, and Stakeholder Theory, which offer various perspectives to decision-making, resource allocation, and sustainability. Methodologically, the studies favored qualitative and mixed-method approaches because such phenomena are multi-dimensional in nature and require rich insights. Findings underscore competitive advantage, organizational performance, knowledge transfer, and strategic alignment. Manufacturing and public sectors received close attention, while underrepresented areas such as sustainability, innovation, and regions such as Asia and South America present opportunities for future research. While well-termed frameworks dominate much of the work, other under-used frameworks such as that of Social Capital and Complexity Theory would offer exciting new avenues. Regional and sectorial variations with regard to themes identified offer a further lens through which the diversity of the challenges and priorities of strategic management can be viewed in a contextual sense. This review finds that strategic management shapes adaptability, resilience, and sustainability; integrating theory with practice enables organizational success through effective operations, stakeholder alignment, and long-term advantages. Most importantly, the gaps in research involving innovation and sustainability suggest that research should combine interdisciplinary and regional approaches to make a meaningful contribution to the field. The results are practically relevant to both academic and managerial audiences in order to ensure that the themes of strategic management remain meaningful in this evolving world environment.

Index Terms- Competitive Advantage, Organizational Performance, Knowledge Transfer, Cooperation/Agency Relationship, Adaptation (Leadership, Technology, Strategic), Strategic Integrations, Employee Motivation, Efficiency and Effectiveness

I. Introduction

Strategic management process, inside-out perspective, outside-in perspective, and the intermediary role of organizational creativity positively impact the financial performance (Vuong, 2025). According study findings by (In et al., 2025) planning strategy in improving the quality of graduates are translation and adjustment of the madrasah's vision and mission; transmitting graduation designation goals; determining targets; quality improvement programs for teachers and graduates; and internal and external analysis. The same study also revealed that the concept of



implementation strategies in improving the quality of graduates are: policy setting; involvement of all elements of the madrasah; determination of academic and non-academic programs; branding the characteristics and excellence of the madrasah; and cooperation with external parties and also the concept of evaluation strategies in improving the quality of graduates is evaluation from external and internal parties; identification and SWOT analysis; and not follow-up.

Strategic management in improving the quality of graduates and finally are: consistency of student learning outcomes, collaboration of academic curriculum, student achievement results, and achievement development and improvement of teacher competence (In et al., 2025). Flexible system of increase innovations and uplift priority barriers to the development of modern technologies and business in such areas as intellectual property, civil transactions, financial technology, telecommunications, legal proceedings, notaries, and standardization (Ketova & Ovchinnikov, 2024). Strategic innovation enables companies to build strong relationships with customers, suppliers, and other stakeholders, creating a competitive advantage that is difficult for competitors to replicate and organizations that prioritize strategic innovation is better positioned to achieve long-term success and outperform them competitors in the marketplace (Mongerwa, 2023). Entrepreneurial skill (ES), entrepreneurial motivation (EM), and strategic leadership (SL) has the most significant path in the analysis of the performance (Negeri et al., 2023). Strategic intrapreneurship, which reveals the integration of entrepreneurship and strategy activities within an existing organization, leads individuals to believe that the individuals within an organization are important and necessary for the organization. Strategic intrapreneurship can be considered as guiding signs of success by contributing to the development of employees and hence organizational development by allowing institutions to survive. Strategic intrapreneurship organization has a positive influence on the productivity, effort and satisfaction of its employees (Güven, 2020). Specific strategic management accounting techniques have been used for strategizing by organizations in the public sector, providing a valuable counterpoint to the private sector adaptation that has dominated SMA research and organizational restructuring has also contributed to decentralization and delegation, which has led to the distribution of tasks and specialization in accounting departments (Alsharari, 2024). This study is aims to perform a systematic literature review, investigate the role of strategic management in shaping organizations. Academicians can use this study as a reference to organize current information on how strategic management theories and models are shaping and influencing organization.

II. Related Works

By implementing efficient strategies, businesses can enhance their overall performance in several domains. Strategic management techniques enable organizations to establish explicit goals and objectives that align with their purpose and vision. By integrating HR practices with strategic goals, SHRM aims to maximize the performance, engagement, and development of employees, ultimately contributing to the achievement of organizational objectives (Caylan, 2024). Leadership behavior and HRMP plays an important mediating role between strategic plan and performance and leadership behavior and HRMP partially mediates the relationship between



strategic plan and performance (Tadesse et al., 2023). The effective integration of strategic management accounting plays a crucial role in optimizing strategic decision-making, managing resources, and enhancing the quality of healthcare services (Anisman et al., 2024). Synergetic management places emphasis on ensuring the effective synergistic interaction of individual subsystems with the simultaneous formation of cooperative effects at different levels, which catalyzes their efficiency growth. During the study, it was proved that operational and informative analytics of synergistic effects is positioned as a priority direction for the development of the strategic management system (Shashyn et al., 2024). Companies with better sustainability performance are expected to exhibit higher profitability of assets, which is in line with the synergic effect hypothesis and stakeholder theory. Furthermore, these companies are also better perceived by investors in the financial markets, leading to higher market valuation (Błach, 2025). Statistically significant relationship between strategic management practices (strategy formulation, implementation, and evaluation) and organizational performance (profitability, productivity, and operational performance) (I. et al., 2024). strategy planning and strategy implementation had a positive effect on bank performance (Rashid Mwachuo & Kimaku, 2024). leveraging concepts such as the Resource-Based View (RBV), Dynamic Capabilities Framework, Strategic Alignment Model, Value Chain Analysis, IT Governance Frameworks, and Business Process Reengineering (BPR), organizations can effectively align their IT capabilities with strategic objectives and enhance their competitive position in the market place and the study recommends Achieving alignment requires collaboration and integration across business and IT functions (Henry Ejiga Adama et al., 2024).

III. Methodology

This systematic literature review (SLR) methodology followed PRISMA 2020 guidelines for Preferred Reporting Items for Systematic Reviews and Meta-Analyses to ensure explicit standards of rigor and transparency and replication potential. Through the PRISMA 2020 framework researchers implement systematic methods for locating and assessing studies thereby meeting evidence synthesis standards. The systematic literature review examines how strategic management influences operational structures decision-making frameworks competitive positioning and organizational success through established theoretical perspectives.

Identification Phase

Investigators executed the literature search through two major platforms: Google Scholar and Research Gate. The research used multiple logical combinations of search terms to retrieve articles from “Practices of strategic management” to “The role of strategic management on organizational effectiveness.” The research team utilized various terms throughout titles abstracts and keyword fields to obtain extensive results from relevant studies. The research set no boundaries regarding publication times. After discarding duplicates the initial search retrieved 174 articles.

Screening Phase

The PRISMA 2020 guidelines were used to develop clear inclusion and exclusion criteria to refine the search results. Inclusion criteria required studies to:



- Address strategic management practices, theoretical foundations, competitive advantage, or organizational effectiveness.
- Be peer-reviewed full-text articles published in English.

Exclusion Criteria Removed

- Books, conference proceedings, and non-peer-reviewed articles.
- Non-English publications.
- Studies not explicitly addressing theoretical foundations for strategic management.

Researchers independently screened the titles, abstracts, and keywords of the 174 articles. This phase reduced the pool to 54 articles.

Eligibility Phase

The remaining articles underwent a full-text review. Researchers assessed each study's introduction, methodology, findings, and conclusions to ensure alignment with the review objectives. After thorough evaluation and discussions to resolve discrepancies, 37 articles were retained for the final analysis. The PRISMA 2020 flow diagram was used to document this systematic process, ensuring adherence to the checklist's requirements for identifying, screening, and including studies.

Figure 1: Flow Chart of the SLR search Process/PRISMA 2020 flow diagram

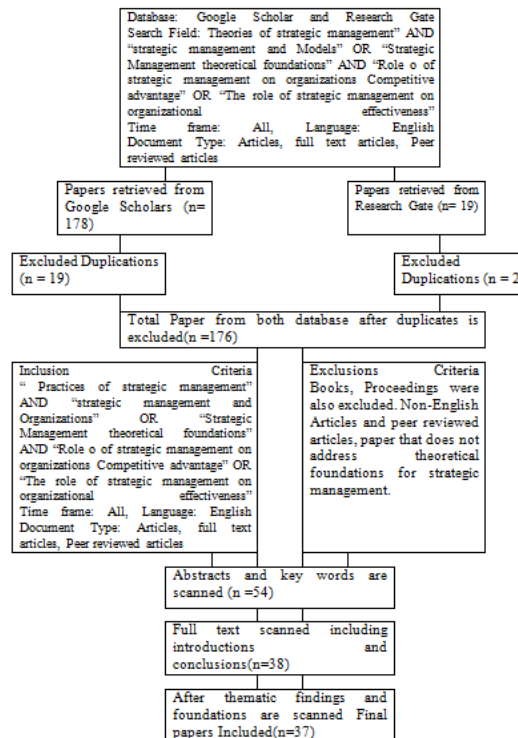


Figure 1: Structure of the systematic literature review approach.



Inclusion Phase

Forty-three contemporary studies centered their analysis around four main themes: strategic management helps organizations gain competitive advantages; improves organizational operational performance; enhances business adaptability; and promotes internal organizational alignment. PRISMA 2020's methodological framework strengthens research outcomes while pinpointing underexplored topics such as sustainability and innovation which will guide future studies across disciplines and locations.

This SLR uses PRISMA 2020 guidelines to create an open process that enables reliable findings about how strategic management transforms organizational outcomes in success strategies.

Data Analysis

Table 2: Publications Detail/Trends

Category	Subcategory /Value	Frequenc y
Year	2010	1
	2011	3
	2012	2
	2014	2
	2015	3
	2016	1
	2017	1
	2018	4
	2019	6
	2020	2
	2021	2
	2022	1
	2023	4
	2024	5
	Total	37
Continents	North America	7
	Europe	10
	South America	3
	Multinational	6
	Africa	9
	Asia	2
	Total	37
Sectors	General Firms	4
	Manufacturing	7
	Rural Development	1
	Financial services	4
	Enterprises (MSMLE)	4
	Maritime operations	1
	Public sector	5
	Multi-sector	3
	Corporate Strategy	2
	Total	37
Methods	Mixed Methods	14
	Qualitative	18
	Quantitative	5
	Total	37



1. Data Analysis by Year

The reviewed scholarly research appeared in publications dating from 2010 through 2024 amounting to a total of 37 documents. The year 2019 accounts for the highest proportion of publications, with 6 studies (16.2%), of the published studies making this year the most productive period examined. Educational interest continued in 2024 since the year produced 13.5% of all research. The number of publications distributed equally across 2018 and 2023 resulted in both years producing four articles totaling 10.8 percent. During 2010 and 2016 insufficient research occurred because only two studies were performed (2.7%). A general rise in research frequency occurs according to the distribution as forty percent of studies were completed within the most recent five years spanning from 2020 through 2024 owing to heightened field significance.

2. Regional Distribution of Studies

One hundred percent of studies included in this investigation were spread across six distinct geographical regions. Researchers conducted 10 studies which examined Europe at a rate of 27.0% while 24.3% of studies focused on Africa. The 7 published studies from North America comprised 18.9% of the research portfolio although this sector trailed behind both European and African research initiatives. The study footprint detects minimal engagement from South American (3 studies, 8.1%) and Asian (2 studies, 5.4%) researchers while exposing new possibilities for research. The number of multinational studies demonstrated a growing trend through their 6 contributions representing 16.2 percent of total research. The data indicates Europe and Africa collectively represent 51.3% of the total publications.

3. Sectorial Focus

The research covered nine different industrial sectors which demonstrated comprehensive thematic diversity. The Manufacturing sector received the highest attention in research activities resulting in 7 studies (18.9%) while Public Sector received the next highest number of studies at 5 (13.5%) with General Firms bringing their own 4 studies (10.8%) like Financial Services and Enterprises (MSMLE). Single research publications in Maritime Operations and Rural Development represent two of the least-studied sectors accounting for 2.7% of all case studies analyzed. Three studies investigated multiple sectors which made up 8.1% of the analyzed publications because they explored research across various fields holistically.

4. Research Methods

No.	Theory	Frequency
1	Resource-Based View (RBV)	12
2	Game Theory	6
3	Agency Theory	7
4	Institutional Theory	4
5	System Theory	3
6	Stakeholders Theory	3
7	Contingency Theory	4
8	Social Capital Theory	2
9	Strategic Leadership Theory	5



10	Management Control Theory	2
11	Incentive Theory	2
12	Complexity Theory	2
	Total	52

Studies demonstrate a marked preference for qualitative research because it enables deep analysis. The research approach consisted primarily of qualitative methods in which 18 studies (48.6%) used this approach. The analysis demonstrates powerfully how combination methods perform in research with mixed approaches comprising 37.8% of the evaluated literature. Only five studies out of 37 employed quantitative evaluation methods representing 13.5% of total research (5 studies). Reflecting their applicability in specific contexts.

4. Reviewed Theories Utilized in Studies

2. Theories Used by the Studies

Table 3: Theories used by the studies

Theoretical frameworks appeared within all 37 studied investigations which demonstrated their range of concepts. The Resource-Based View (RBV) theory provided the theoretical base for 12 studies (23.1%) creating an emphasis on its applicability in strategic and organizational research. Analysis of decision-making through Agency Theory coupled with Game Theory formed two major theoretical approaches 13.5% and 11.5% respectfully. Studies employing Social Capital Theory, Management Control Theory, and Incentive Theory accounted for only 3.8% of the total with each theory present across two studies. Based on theoretical applications the four primary theories of RBV, Agency, Game and Strategic Leadership collectively constitute 57.7% research of the field's entire theoretical database.

No.	Thematic Area	Frequency
1	Competition	3
2	competitive advantage	18
3	Cooperation's/Agency Relationship/	6
4	Knowledge Transfer	8
5	Organizational Performance	11
6	Organizational Success	1
7	Decision Making	1
8	Adaptation (Leadership, Technology, strategic)	5
9	Innovations and creativity	1
10	Sustainability	1
11	Resource allocations and management	3
12	Strategic Integrations	5
13	Job Satisfaction	2
14	Employee Motivation	5
15	Efficiency and effectiveness	5
16	Strategic/Goal Alignment	2
	Total	76



The systematic review highlights several critical trends and patterns, offering valuable insights into the state of organizational and strategic management research:

Growing Emphasis on Competitive Advantage and Organizational Performance The predominance of themes like competitive advantage (23.7%) and organizational performance (14.5%) underscores the centrality of these areas in current research. These themes are crucial for understanding how organizations achieve market superiority and sustain high performance levels. This trend reflects the increasing pressure on organizations to remain competitive in dynamic global markets, making these topics highly relevant. **Broad but Uneven Thematic Coverage**

While major themes like knowledge transfer, adaptation, and strategic integration received consistent attention, others, such as sustainability (1.3%) and innovation (1.3%), were significantly underrepresented. The limited focus on sustainability is particularly surprising given its growing importance in addressing global challenges like environmental impact and corporate responsibility. This presents a significant research gap with practical implications for future studies. **Diverse yet Dominant Methodologies and Theories.** Thematic findings were enriched by the use of diverse methodological approaches, predominantly qualitative and mixed methods. This allowed researchers to explore themes like knowledge transfer and adaptation in depth. The dominance of theories such as the Resource-Based View (23.1%) and Agency Theory (13.5%) in explaining competitive advantage and performance highlights the reliance on well-established theoretical foundations. However, underutilized theories like Social Capital and Complexity Theory could offer fresh perspectives on emerging themes. **Opportunities for Interdisciplinary and Emerging Research Areas** Underrepresented themes, including innovation and job satisfaction, offer opportunities for interdisciplinary research. For example, integrating insights from psychology and behavioral science into studies on motivation and satisfaction could yield practical strategies for improving workforce outcomes. The minimal focus on sustainability suggests an urgent need for research exploring how organizations integrate environmental, social, and governance (ESG) factors into strategic decisions. **Regional and Sectoral Variations in Thematic Focus.** Regional and sectoral variations in thematic emphasis suggest contextual differences in organizational challenges and priorities. For instance, African and European studies emphasized organizational performance, while manufacturing-focused studies explored competitive advantage more deeply. Expanding research to underrepresented regions, such as Asia and South America, could uncover unique insights and contribute to a more balanced global perspective. **Strategic Adaptation and Workforce Dynamics as Enablers.** Themes like adaptation (6.6%) and employee motivation (6.6%) highlight the importance of leadership, technology adoption, and workforce engagement as drivers of organizational success. These themes provide actionable insights for managers navigating dynamic business environments.

No.	Authors (Year)	Title of the Study	Thematic Findings / Research Dimensions	Results/Findings	Conclusions
1	Mihail Busu (2018)	Game Theory	Competitive	Sequential	Game theory



		in Strategic Management - Dynamic Games	behavior modeled via game theory principles, sequential games, and Nash equilibrium	games aid strategic decision-making under uncertainty	improves strategy modeling in competitive markets
2	Hitt et al. (2021)	Strategic Management in a Post-Pandemic World	Adaptation strategies for resilience in uncertain environments	Firms need dynamic capabilities to thrive in non-ergodic environments	Resilience and agility critical for post-pandemic survival
3	Seyoum G.F. (2017)	Management Control System in Manufacturing Companies	Evaluates management control systems and incentive structures	Strong financial metrics, underuse of non-financial measures	Balance needed between financial and non-financial performance measures
4	Herasymenko (2024)	State Strategic Management for Rural Development	Frameworks for rural sustainability and competitiveness	State-driven frameworks improve rural competitiveness and resilience	State intervention essential for balanced regional development
5	Szymczyk (2019)	Sustainable Strategic Management	Integration of ecological and social factors into strategies	Sustainability-focused strategies enhance firm reputation and competitiveness	Balancing economic growth with environmental protection is vital
6	Hitt et al. (2020)	Strategic Management Theory in a Post-Pandemic and Non-Ergodic World	Adaptive strategies for managing uncertain business environments	Firms with strong relational capital engage in shaping strategies	Resource flexibility key for navigating the New Normal
7	Temitayo Oluwaseun Jejenwa et al. (2024)	Theoretical Perspectives on Digital Transformation in Financial Services	Comparative analysis of digital technology adoption in emerging and developed markets.	Mobile penetration drives financial inclusion; AI enhances U.S. fintech adoption.	Digital transformation significantly improves global financial service delivery.
8	Anwar Ahmed et al.	Strategic	Role of	Strategic agility	Balancing



	(2014)	Decision Making: Process, Models, and Theories	resource allocation, rational/non-rational approaches in decision-making.	enhances MSME adaptability; resource flexibility critical.	rationality with bounded decisions optimizes performance.
9	Valentyna Lukianova et al. (2023)	Theoretical Principles of the Formation of Economic Strategy	Dynamic capabilities linking resources and strategy in volatile conditions.	Resilience emerges through context-optimized resource utilization.	Strategic focus enhances adaptability in uncertain markets.
10	Tavana, M. et al. (2019)	Strategic Decision Support in Maritime Operations	METOC integration enhances decision accuracy and operational reliability.	DSS improves maritime situational planning and risk optimization.	Effective DSS use drives operational success in complex environments.
11	Rosenberg et al. (2022)	A Review of Open Strategy	Inclusiveness and transparency improve strategic legitimacy and success.	Open strategy enables stakeholder trust but complicates control processes.	Openness reduces conflict but requires balanced managerial adjustments.
12	Small Business Strategies (2023)	Refining Strategic Management Theory	Differentiation strategies dominate in resource-constrained SME settings.	Small businesses succeed through customer-centric differentiation tactics.	Survival, not growth, is the primary strategy among SMEs.
13	Rakhmonkulova Nafisa (2024)	Theoretical Foundations of Modern Management Training	Effective leadership styles in evolving modern organizational settings.	Flexibility, emotional intelligence, and cooperative strategies enhance modern leadership success.	Innovative leaders improve team productivity and adaptability.
14	Mihail Busu (2018)	Game Theory in Strategic Management – Dynamic Games	Competition, Cooperation, Sequential Games	Game theory provides predictive tools for competitive decision-making in sequential	Strategic games emphasize backward reasoning, cooperation



				scenarios. Examines strategies where cooperative outcomes are beneficial in repeated settings.	possibilities, and the critical role of reputation.
15	Beatriz Ortiz García Navas et al. (2019)	Social Capital as a Theoretical Approach in Strategic Management	Social capital dimensions (structural, relational, cognitive), competitive advantage, knowledge transfer	Social capital's dimensions influence knowledge-sharing capabilities and lead to better innovation and organizational outcomes.	Integrating internal and external social capital optimizes performance through innovation-driven partnerships.
16	Richard Scroggins (2015)	Strategic Management Theories	Job satisfaction, employee motivation, organizational performance	Motivation strategies significantly impact workplace satisfaction by aligning organizational goals with employee psychological needs.	Applying motivation theories tailored to specific sectors, such as IT, enhances employee retention and job satisfaction.
17	Michael A. Hitt (2011)	Relevance of Strategic Management Theory for Supply Chain Management	Integration of SCM with strategic management theories to address competitive advantage and efficiency	Strategic theories like RBV help firms align supply chain resources to achieve and sustain competitive advantage.	Integration of SCM and strategic management can benefit both fields significantly.
18	João Ferreira et al. (2020)	Strategic Knowledge Management: Theory, Practice, and Future Challenges	Integration of knowledge resources and absorptive capacity to sustain competitive advantage	Absorptive capacity enhances innovation by integrating internal and external knowledge effectively.	Strategic knowledge is key to innovation but requires robust absorptive frameworks.



19	Omari Albert Otungu et al. (2011)	Strategic Management: The Link Between Agency Theory and Competitive Advantage	Role of agency relationships in achieving organizational success and competitive advantage	Agency theory offers superior insight into managing principal-agent relationships to achieve synergy in strategic planning and execution.	Agency theory proves critical in aligning stakeholder interests to gain competitive advantage.
20	Ogundipe et al. (2024)	Agile methodologies in digital banking: Theoretical underpinnings and implications for customer satisfaction	Agile's impact on customer collaboration, iterative development, transparency, and adaptability in the digital banking context	Agile fosters real-time customer feedback integration, rapid feature delivery, and greater innovation in digital banking systems	Agile offers a competitive advantage in customer-centric banking practices
21	Jofre (2011)	Strategic Management: The theory and practice of strategy in (business) organizations	Dynamics of organizational environments, strategy formation, and competitive positioning	Organizations thrive when aligning strategies with dynamic market environments and inter-organizational relationships	Strategy is both a planned and emergent process that adapts to market dynamics
22	Farhat & Versoza (2018)	Theory of games and the strategic management of companies	Game theory application in strategic decision-making and management for competitive advantage	Game theory supports rational strategic planning, especially in uncertain environments	Game theory provides tools to address interdependent decision-making in competitive markets
23	Bodislav (2012)	The development of management strategy by theory-focused planning	Application of theory-focused planning for adaptable strategy formulation	Incorporating trends and causality diagrams enhances strategic adaptability in uncertain contexts	Theory-focused planning bridges gaps in strategic experiment models
24	Proskurnina & Chala	The	Resource-based	Firms	Strategy must



	(2023)	Theoretical Foundations of the Enterprise Strategic Management System	strategies for competitive advantage, external market analysis, and strategic adaptation to volatile conditions	leveraging internal strengths and external opportunities are better positioned for sustainable growth	integrate both internal resources and external challenges
25	Diez & Pico (2018)	Game Theory and the Strategic Management of Companies	Applications of game theory in finance, accounting, and organizational strategy	Game theory enhances understanding of competitive and cooperative interactions in strategy	Effective tool for understanding rational and altruistic behaviors in organizational strategy
26	Oganda&Terizla (2024)	Strategic Management Practices in Dynamic Business Environments	Adaptability, proactive planning, and innovation as critical factors for organizational resilience and competitive positioning	Adaptive strategies and proactive planning ensure success in dynamic business contexts	Highlights the importance of innovative practices for startups in volatile environments
27	Professor D.Lalitha Rani & Tamiru FeyissaMerga (2016)	Adoption of Strategic Management in Medium and Large Manufacturing Companies in Ethiopia	Adoption rates, motivations, barriers to adoption	76.1% adoption rate among surveyed companies; highlights barriers like resource gaps	Strategic management improves performance but faces adoption challenges
28	Tilaye Kassahun (2010)	Rethinking Institutional Excellence in Ethiopia: Adapting and Adopting the Balanced Scorecard (BSC) Model	Strategic objectives and metrics for institutional performance using BSC	BSC framework enhances measurement and strategic focus in HEIs	Promotes structured evaluation aligned with institutional goals
29	Valentyna Lukianova, Tetiana Holovach, Iryna Zakryzhevskia (2023)	Theoretical Principles of the Formation of the	Classification of strategies, enterprise focus on development	Emphasizes adaptability of strategies to internal and	Highlights need for flexible strategies in



		Economic Strategy of the Enterprise in the Context of Strategic Management		external factors and methodology for economic strategy	dynamic environments
30	Nobuiuki Costa Ito, Fernando Antonio Prado Gimenez, Paulo Hayashi Junior (2019)	Theory Development Process and the Fundamental Explananda of Strategy	Fundamental explananda: competitive advantage, strategy levels, and implementation	Highlights the integration of theories into strategic management	Suggests enhanced theory-building through explananda clarification
31	Olena Burunova, Sergii Gushko, Volodymyr Kulishov (2021)	The Paradigm of Strategic Management of Multinational Corporations on the Basis of the Balanced Scorecard	Integration of financial and non-financial indices in strategy formation	Proposes integration of BSC with ERP systems to enhance strategy execution	Balanced Scorecard improves multinational corporate governance and decision-making
32	Meresa (2019)	The Effect of Strategic Management Practices on the Institutional Performance; The Case of Dedit Credit and Saving Institution in Eastern Tigray	Strategic management practices and performance impact	Strategic management has a positive effect on organizational performance	Strategic alignment of goals improves institutional outcomes
33	Bassa (2015)	The Practice of Strategic Planning and Strategy Implementation in Public Universities of Ethiopia	Gaps in implementation and alignment of strategies in universities	Poor communication, lack of alignment, insufficient stakeholder involvement	Effective leadership is critical for successful strategy implementation
34	Samantha & Garrie (2015)	Evaluational Study of the Models and Theories of Strategic Management	Analysis of growth strategies using theoretical models	Diversification strategy carries higher risk but can yield high returns	Practical application of models can enhance decision-making
35	Kim & Tan(2019)	Implication of Paradigm	Explores interdisciplinary	Paradigm conflicts hinder	A clear understanding



		Conflicts on Theory Development in Strategic Management	issues in strategic management, focusing on conflicts between epistemological paradigms and their impact on theory development	the ability to align methodologies and theories from different disciplines, limiting theoretical coherence. Offers strategies to reduce these conflicts for progress in theory-building.	of philosophical paradigms can reduce empirical and theoretical divergence, enabling more cohesive strategic management research.
36	Tuan and Hai(2012)	Building an Integrated Framework of Strategic Management Theories to Explain Firm Performance	Proposes a comprehensive framework integrating IO, OE, and RBV theories to explain firm performance through complementary perspectives.	The combined use of IO, OE, and RBV explains firm performance more effectively by leveraging external factors (IO), boundary issues (OE), and internal resources (RBV).	Strategic management benefits from integrating theoretical perspectives for a holistic understanding of firm performance. Empirical validation remains a key challenge.
37	NarentherenKaliappen, Haim Hilman(2014)	Building Strategic Business Model Through Underpinning Theories	Examines the interplay between competitive strategy, market orientation, and innovation strategy, exploring their alignment for improving performance.	Aligning business-level strategies (competitive strategy) with functional strategies (market orientation and innovation) improves organizational responsiveness and competitiveness.	Functional and business-level strategies need alignment to optimize organizational performance, particularly in dynamic service industries.



IV. Results and Discussions

1. How Strategic Management Shapes Organizations Competition and Competitive Advantage

Competition as a thematic finding is explicitly addressed in the context of strategic decision-making through game theory. Busu (2018) demonstrates that the use of dynamic games and Nash equilibrium in organizational strategies enables firms to forecast their competitors' movements. Strategic tools create structured environments allowing organizations to study competitive dynamics which leads to superior decisions about resource deployment and market stability. The combination of dynamic games and Nash equilibrium helps organizations develop their strategies through the prediction of competitor behavior. Through systematic analysis of competitive interactions these organizational shaping tools help businesses allocate resources effectively while sustaining market leadership positions. Hitt et al. (2021) emphasize that Competitive advantage gained by firms operating during COVID-19 emerged from well-arranged dynamic resources. The capability to adapt helped organizations achieve survival and prosperity which proves strategic flexibility combined with resource alignment is the foundation for competitive advantage. The Resource-Based View (RBV) together with Competitive advantage shapes a strategic approach that builds market leadership through exclusive resources (Lukianova et al., 2023). Otungu et al. (2011) highlight the importance of aligning strategic initiatives with organizational goals to maintain a competitive edge. Organizations use the resource-based view (RBV) together with agency theory to distribute resources effectively as a means of staying ahead of competitors. According to Ferreira et al. (2020) the capability to transform and use learned knowledge leads to maintaining market advantage. Proskurnina and Chala (2023) This paper investigates organizational resource-based approaches for market differentiation in unpredictable markets while exploring the critical role of inner company strengths for maintaining leadership positions. Diez and Pico (2018) establish that game theory serves as a vital tool for mapping competitive market behavior which helps organizations design strategic decisions in complex marketplace environments. Experts in strategic theory development name competitive advantage as their key explanandum (Ito et al., 2019). An organizational assets align with external factors while involved processes of strategic planning ensure competitive advantage (Rani & Merga, 2016). The Balanced Scorecard tool receives emphasis from Burunova et al. (2021) for its ability to improve competitive positioning through performance metric integration. Strategic practices improve institutional performance by serving to maximize internal capabilities according to Meresa (2019). The research shows organizations gain market advantages over industry competitors when they effectively harmonize business resources with strategic objectives. The fundamental principle of strategic management is competitive advantage and Tuan and Hai (2012) presented a combined concept of IO RBV and OE theories to explain its fundamental principles. The framework demonstrates how organizations generate superior results through proper utilization of organizational resources alongside strategic industry placement combined with border effectiveness management. Competitive advantage develops when businesses match their particular capabilities to outside market requirements and this strategic combination creates superior results compared to competitors. Kaliappen and Hilman (2014) demonstrate how businesses achieve competitive



advantage by properly connecting their functional strategies with their business-level strategies including market orientation and innovation. Such strategic alignment creates greater marketplace competitiveness especially in fast-moving hospitality businesses.

Cooperation's/Agency Relationship/

Strategic management evolves through agency relationships which enable principal-agent interests to converge. During critical periods Hitt et al. (2020) show that firms employed motivational systems to ensure managers performed tasks which supported company objectives. The approaches create stakeholder cooperation that strengthens both organizational stability and more efficient decision-making systems. According to Afisa (2024) such collaborative decision-making stands as the key to modern leadership success. When agency relationships get aligned using shared goals both organizational outcomes and performance improve accordingly. Studies led by Otungu et al. (2011) show that agency theory generates organizational efficiency by creating a harmonious relationship between principles and agents. Successful governance requires transparent frameworks which help minimize conflicts while creating goal alignment according to the research. The strategic management field needs agency relationships to resolve conflicts between principals and agents according to Kim and Tan (2019). Organizations improve stakeholder cooperation between shareholders and their companies through appropriate governance mechanisms that establish board oversight and reward alignment systems to lower agency costs. Managers directed toward serving shareholder needs safeguard both organizational success and strategic alignment.

Knowledge Transfer

The successful transfer of knowledge remains essential to both operational effectualness and innovation generation. The management control systems analyzed by Seyoum (2017) utilize organizational knowledge-sharing mechanisms to establish alignment between employee actions and strategic targets although knowledge-sharing remains incidental to the main focus. The findings demonstrate that when knowledge transfer works well organizations achieve stronger performance monitoring and better adjust to changing environments. Lukianova et al. (2023) establish that organizations need to develop dynamic capabilities which allow quick knowledge distribution during uncertain times. García Navas et al. (2019) establish social capital dimensions as core elements for achieving successful knowledge exchange between and between organizational entities. Absorptive capacity functions as a key mechanism for both knowledge assimilation and application according to Ferreira et al. (2020). The research by Oganda and Terizla in 2024 demonstrates how businesses operating in dynamic environments utilize strategic practices to share knowledge between teams which produces better adaptability and innovative outcomes. Through its Balanced Scorecard framework important organizational knowledge flows between different units to achieve strategic alignment and enhance decision processes (Burunova et al., 2021). According to Kaliappen and Hilman (2014) organizations require dynamic capabilities to integrate and spread knowledge for proper environmental adaptation. The process of knowledge transfer creates better organizational learning and increased innovation capabilities which result in superior organizational performance.



Organizational Performance and Success

Multiple studies analyze organizational performance together with success outcomes. The establishment of Decision Support Systems (DSS) by Tavana et al. (2019) improves operational performance while enhancing maritime operations accuracy according to the authors. Strategic adaptability leads to enduring business success through its ability to match management resources with changing market requirements (Jejenywa et al., 2024). Strategic objectives together with control systems create the basis for organizational performance outcomes. According to Seyoum (2017) operational effectiveness and efficiency improve when performance metrics maintain organizational goal alignment. This strategic alignment enables frameworks to transition from theoretical models into executed operational strategies. The level of organizational success directly corresponds to the capability of strategic frameworks to merge resources with goals. During times of uncertainty Hitt et al. (2021) stress that dynamic capabilities drive organizational success through resource transformations needed to satisfy changing market requirements. Organizations with this capability maintain sustainable operations and strong resilience across time. Strategic integration as described by Hitt (2011) delivers operational efficiency and cost savings and employee motivation and job satisfaction generate performance improvements according to Scroggins (2015). Strategic management leads to essential organizational outcomes in both performance and achievement. Agile methodologies in digital banking demonstrate to Ogundipe et al. (2024) that their implementation enhances both operational efficiency and customer satisfaction which ultimately drives performance improvements. Strategic moves connect corporate goals with customer needs to produce organizational achievement. The institutional performance of higher education institutions improves significantly as the Balanced Scorecard framework establishes strategic goal alignment with measurable outcomes according to Kassahun (2010). Burunova et al. (2021) indicate how ERP systems integrated with Balanced Scorecard technology creates better decisions and improved performance results in multinational businesses. The Dedebit Credit and Saving Institution demonstrate positive changes to organizational results based on strategic planning and implementation according to Meresa (2019). The implementation of monitoring methods alongside strategic goal alignment through strategic management practices delivered improved efficiency alongside enhanced performance results for institutions. Tuan and Hai (2012) show that organizational performance improves when companies utilize multiple strategic theories through integrated approaches leading to better performance explanation outcomes. According to Kaliappen and Hilman (2014) performance emerges from properly aligned resources and functional capabilities.

Decision Making

Firms leverage game theory frameworks to make decisions because these frameworks help them understand competitor actions better and develop optimal strategies. The strategic decision-making processes under uncertainty improve when organizations employ sequential games as Busu (2018) demonstrates. These games lead to better organizational positioning by facilitating well-informed choices. According to Ahmed et al. (2014) decision-making represents the backbone of both resilience and agility for MSME organizations. Resource allocation together with rational and non-rational approaches determines strategic decision processes.



Decision Support Systems help organizations integrate METOC forecasts to optimize their planning efforts according to Tavana et al. (2019). Organizations benefit from game theory tools that help forecast and enhance decision performance in changing circumstances. Through sequential games Busu (2018) explains how organizations can develop strategic foresight to both predict competitor actions and create cooperation strategies between businesses. Through the Strategic Management Process Model organizations can systemize their pursuit of objectives by assessing alternate paths and delivering final strategies (Rani & Merga, 2016). The inclusion of stakeholders during strategic planning enhances both institutional objective alignment along with decision quality because stakeholder involvement brings informed perspectives to the process according to Bassa (2015). Organizational goals remain in alignment due to this approach whose implementation lowers the risk of unwanted decision mismatches. Long-term sustainability together with competitive advantage depends on adaptation through leadership combined with technological resources and flexible strategy making.

Adaptation (Leadership, Technology, Strategic)

Transformation stands at the core of strategic management because it forms a primary element in both leadership structures and technological frameworks. According to Hitt et al. (2020) existing dynamic managerial capabilities help organizations dynamically change their responses to environmental transformations under leader-driven technological and strategic frame shifts. Organizations develop adaptability through this process which creates both innovation and resilience. Adaptability stands as a fundamental unifying theme which connects leadership practices to technological implementation and strategic planning. Leadership Adaptation: Leadership frameworks depend on emotional intelligence and adaptability features to ensure organizational resilience (Nafisa, 2024). Technology Adaptation: The regulatory aspects of TAM-based frameworks illustrate how financial institutions select upcoming technology solutions to achieve market supremacy (Jejenywa et al., 2024). Organizations need strategic administration and technical fusion so they can navigate uncertain business landscapes successfully. According to Oganda and Terizla (2024) organizational resilience requires both innovative thinking and proactive strategic planning. Organizations achieve flexibility through strategic leadership which enables alignment of technological discoveries with their purposeful objectives. Lukianova et al. (2023) demonstrate how organizations require strategic approaches which fit specific organizational situations. Leaders direct strategic changes while they lead organizations to implement technology tools especially ERP systems that improve operational efficiency (Burunova et al., 2021). Bassa (2015) determined that leadership acts as a key component to bridge strategic planning gaps and implementation challenges in universities across Ethiopian higher education. Through strategic leadership organizations achieve adaptive capability which results in both resilience and flexibility to environmental changes.

Innovations and Creativity

The practice of innovation adapts from strategic management frameworks based on dynamic capability development. розрахунок ресурсів майнових кадрів наявних ресурсів має свою роботу в перетворенні кризових ситуацій у динаміку



для інновацій пунктуючи це доповідь Hitt et al. (2021) Leaders possessing creative traits become effective in volatile business environments as Nafisa (2024) explains. These practices help organizations achieve competitive edge and performance. Resources-based innovations help organizations excel in their market competition while driving long-term expansion. Organizations use absorptive capacity to integrate knowledge from within their systems with external knowledge for innovation according to Ferreira et al. (2020). Through agile frameworks Ogundipe et al. (2024) point to iterative methods which integrate real-time customer observations to boost creativity during product creation. Organizations use market orientation along with innovation strategies to better respond and become creative according to Kaliappen and Hilman (2014).

Sustainability

The strategic framework of sustainability integrates environmental, economic along with social factors. Szymczyk (2019) presents research that proves organizations can maintain competitive advantages through their deployment of sustainable strategic management practices. The organizational policies get directed because of these practices to ensure sustainability functions as a fundamental element in strategic decision-making. Dynamic capabilities frameworks develop strategies which connect organizational resources to long-term sustainable objectives (Lukianova et al., 2023).

Resource Allocations and Management

RBV frameworks use resource allocation as their essential foundation. Hitt et al. (2021) explain firms can smoothly adjust to emergencies through agile resource management strategies. And this capability steers resources toward strategic priorities thus preserving organizational competitiveness. Small Business Strategies (2023) along with Lukianova et al. (2023) and other articles highlight that resource distribution requires efficient management for maintaining adaptability and competitive edge. According to Proskurnina and Chala (2023) strategic resource management enables sustainable operations and competitive edge specifically for manufacturers in worldwide marketplaces. Samantha along with Garrie (2015) explained that organizational units benefit from resource prioritization through application of the BCG Matrix together with Ansoff's Matrix. According to Meresa (2019) achieving organizational performance requires strategic goal alignment with resource distribution.

Strategic Integrations

Strategic integration enables organizations to synchronize functional activity with their primary objectives. Seyoum (2017) demonstrates that management control systems connect performance measurement to strategic targets to create effective organizational operations. Sustained achievement of organizational objectives requires strong strategic integration along with clear goals alignment. Evidence from Kaliappen and Hilman (2014) shows that businesses experience both efficiency and effectiveness gains through corporate business and functional strategy alignment. When strategic content exists between all organizational levels it creates cohesive goal accomplishment which leads to better organizational performance as well as sustainability.



Job Satisfaction and Employee Motivation

The assessment of employees' motivation benefits from leadership systems which support inclusive and participatory choice-making (Nafisa, 2024). Motivation creates user engagement leading to improved job satisfaction and performance levels. According to Seyoum (2017) monetary incentives stimulate short-term performance effectiveness but the absence of non-financial incentives inhibits long-term employee drive. Strategic frameworks that combine motivational incentives serve as a mechanism to maintain constant employee engagement.

Efficiency and Effectiveness

Performance management systems create efficiency and effectiveness through goal-oriented action alignment capabilities. According to Seyoum (2017) operational efficiency results from well-built control systems although Hitt et al. (2021) demonstrate that resource orchestration enables organizations to reach strategic goals. Hazard-assessed naval operational plans and dependable systems emerge directly from maritime DSS implementations (Tavana et al., 2019). Organizations improve their operational performance through strategic management by connecting their systems to their existing objectives. Bodislav (2012) shows that strategic planning which combines causal diagrams and trend analysis drives efficient decision-making in unstable environments. The Balanced Scorecard framework delivers high efficiency because it involves complete organizational performance evaluation whereas the Strategic Management Process Model enables optimal resource distribution (Rani & Merga, 2016, Burunova et al., 2021).

Strategic/Goal Alignment

The strategic management frameworks support goal alignment by integrating systems with adaptive capabilities. The present authors illustrate performance metrics as drivers of goal alignment but Hitt et al. (2020) highlight how stakeholder engagement enables organizations to align their objectives with external needs. Organizations using effective strategic management improve their outcomes by connecting goals between different stakeholder participants (Rosenberg et al., 2022; Nafisa, 2024). According to Otungu et al. (2011) effective goal alignment results from principal-agent matches and Scroggins (2015) demonstrates how motivated employees require custom incentives to unite organizational and individual aims. The Balanced Scorecard framework depends on strategic alignment for its core foundation. Kassahun (2010) establishes that institutional achievement improves through aligning organizational objectives with performance measurement systems. Strategic objectives align with operational functions through Balanced Scorecard framework execution resulting in extended organizational benefits (Burunova et al., 2021). Strategic implementation problems between organizational priorities and institutional objectives created substandard outcomes at Ethiopian universities as explained by Bassa (2015). The research demonstrates how strategic management practices succeed best when organizational goals provide alignment with overall strategic direction.



V. Conclusion

In conclusion, strategic management emerges as a transformative force that significantly shapes organizations by fostering competitive advantage, enhancing performance, and promoting adaptability. This systematic literature review reveals that foundational theories such as the Resource-Based View (RBV), Game Theory, and Agency Theory dominate the strategic management landscape, providing critical insights into decision-making, resource optimization, and incentive alignment. Additionally, frameworks like the Balanced Scorecard and management control systems play vital roles in aligning organizational goals with performance metrics, ensuring operational efficiency. Themes such as competitive advantage, knowledge transfer, sustainability, and innovation underscore the interconnected nature of strategic practices with organizational objectives, highlighting the importance of integrating theoretical foundations with practical strategies to navigate complex business environments effectively.

Despite these strengths, this review identifies significant gaps in areas like sustainability and innovation, which remain underexplored despite their growing relevance in addressing global challenges. Future research should address these gaps by adopting interdisciplinary approaches and expanding the geographical and sectoral focus to include underrepresented regions and industries. By aligning strategic frameworks with dynamic business needs, organizations can not only enhance resilience and competitiveness but also achieve long-term sustainability in an increasingly complex global environment. These insights underscore the critical role of strategic management in shaping organizational success and provide a robust foundation for future academic and practical advancements in the field.

Limitations

This systematic literature review (SLR) has several limitations that warrant acknowledgment. First, the inclusion criteria were restricted to English-language, peer-reviewed articles, which may have excluded relevant non-English studies or unpublished research. Additionally, the reliance on specific databases, such as Google Scholar and ResearchGate, might have limited the scope of the review, potentially omitting significant contributions from other academic repositories. The exclusion of books and conference proceedings further narrows the comprehensiveness of the findings. Methodologically, the predominance of qualitative and mixed-method studies in the reviewed literature could introduce bias, as quantitative approaches were underrepresented, limiting the generalizability of certain conclusions. The uneven regional and sectorial distribution of studies, with an emphasis on Europe and Africa and sectors like manufacturing, indicates potential gaps in understanding strategic management practices in underrepresented areas such as Asia, South America, and niche industries. Finally, the review's focus on frequently cited theoretical frameworks, such as the Resource-Based View (RBV), may have inadvertently sidelined emerging or less-explored theories that could offer novel insights.



Implications for Future Research

The findings from this review highlight several avenues for future research. First, there is a pressing need to explore underrepresented themes such as sustainability, innovation, and environmental, social, and governance (ESG) factors. These areas are increasingly critical in addressing global challenges and aligning organizational strategies with societal expectations. Expanding the geographic scope of studies to include Asia, South America, and other less-researched regions could provide unique insights into the contextual variations of strategic management practices. Sectorally, further exploration of industries like rural development, maritime operations, and small and medium enterprises (SMEs) could uncover tailored strategies for addressing specific organizational challenges.

Moreover, integrating interdisciplinary approaches, such as combining strategic management with behavioral sciences or technology studies, could yield innovative frameworks and models. Researchers should also consider employing quantitative methodologies more extensively to validate findings and enhance their applicability across diverse contexts. Finally, future studies should investigate the applicability of underutilized theories, such as Social Capital and Complexity Theory, to provide fresh perspectives on organizational dynamics and decision-making processes. By addressing these gaps, future research can contribute to a more comprehensive and nuanced understanding of strategic management's evolving role in fostering organizational success.

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