Strategic management: a review of scientific literature using the conceptual bibliographic method

Gestão estratégica: revisão da literatura científica utilizando o método bibliográfico conceitual

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Abstract
This study aimed to review the scientific literature on strategic management published in the Google Scholar database between 2021 and 2023 and available for access. The conceptual bibliographic method was used in its four stages: 1) formulation of the problem and guiding questions, with their respective response patterns; 2) collection of data on scientific bases, with the help of the mass of data; 3) organization of data into figurative schematic format, so that the answers sought can be visible and 4) generation of answers, to communicate...
discoveries to scientific communities. The results showed a) seven approaches (process, art, knowledge, set, management, actions, and system), b) 45 attributes organized into seven semantic groupings (Environment, organization (social group), planning, organization, direction, implementation, and control) and c) that the logic of strategic management is focused on knowledge of the environment (internal and external) so that the management process (planning, organization, direction, and control) can be effective. The conclusion shows that the more the organization relates to the external environment and meeting needs, the greater the probability that its goals will be achieved.

**Keywords:** Strategic Management. Strategic Management Approaches. Attributes of Strategic Management. Logic of Strategic Management. Conceptual Bibliographic Method.

**Introduction**

Organizations are like vessels that must face and overcome the adversities of their external environments. Threats and opportunities, therefore, are the raw material that shapes
the possibilities of organizational successes and failures, without forgetting the internal dimensions over which organizations have control, unlike the external ones. These two large groupings of variables continually increase in size and complexity with the discovery of new dimensions and analytical categories arising from scientific studies, which also improve constantly. The more discoveries are made about organizational environments, the more possibilities for developing operational schemes capable of taking organizations to their calculated destinations. This is the challenge of strategic management: increasing the opportunities to build distant futures involving the entire organization.

From the point of view of management practice, the challenges are no less. Like scientists, top managers in organizations must deal with situations where little data and information is available. Furthermore, the temporal dimension is often a limiting factor because they need to decide now, even with limited rationality, to increase their chances of success in achieving immediate or distant results. Unlike science, executives do not have a logical scheme that guides them toward this goal. They need to combine knowledge, experience, and intuition, an equation that is often difficult and even impossible to reconcile. It is, therefore, necessary to increase the quality and effectiveness of knowledge so that managerial challenges become more manageable, which implies leveraging modern technologies to reduce the degree of improvisation and intuitions in the management process. To do this, it is necessary to have an x-ray of the current stage of scientific knowledge capable of guiding and serving as a reference for management practice.

In this sense, this study aimed to take stock of the scientific literature on strategic management, having as its object of analysis the conceptual definitions found in the scientific literature published and available in the Google Scholar database from 2021 to 2023. The conceptual bibliographic method was used to formulate research questions and their respective response patterns, collect data on a scientific basis, organize data so that the answers sought can appear, and generate answers to communicate discoveries to scientific communities.

**Research Methodology**

This study aimed to take stock of the conceptual definitions of strategic management from 2021 to 2023 using the conceptual bibliographic method. To this end, the following guiding questions were formulated: a) what are the most common approaches in the literature on strategic management? b) what are the main characteristics of management? Moreover, c)
what is the logical-comprehensive scheme of strategic management that its characteristics allow outline. The methodological path of the research followed the guidelines contained in the studies by Nascimento-e-Silva (2012; 2020a; 2020b; 2021a; 2021b; 2021c; 2023), which guide the conceptual bibliographic method.

2.1 Study Design

The design of this study consisted of eight stages, like studies carried out by Craveiro et al. (2023) and Simões and Nascimento-e-Silva (2020). The first stage consisted of preparing the research plan, specifying the problem, general goals, and aspects related to the time horizon that the study should cover. The second stage identified the guiding questions of the investigation, the specific objectives, the response pattern that would be used to collect the data, and the restrictions regarding data sources. The third stage was the data collection itself, with the implementation of response standards and restrictions. In the fourth stage, the data organization was analyzed: The analysis was carried out by dividing each answer in terms of equivalence and attributes. In contrast, the data organization generated tables and figures that summarized the answers sought.

![Figure 1. Study design](source: Data collected by the authors.)

In the fifth stage, the results were generated by the guidelines derived from the conceptual bibliographic method (2020a; 2021a), grouping the data on equivalence terms and attributes. In the sixth stage, the results were interpreted by comparing the empirical findings with the literature review and similar studies in the database. The seventh stage was carried out with the preparation of global study reports. In the eighth and final stage, the study was written by the editorial scope of the journal to communicate the findings to the scientific community (Nascimento-e-Silva, 2020b).
2.2 Population and Sample

The population of this study comprised all conceptual definitions contained in scientific studies published between 2021 and 2023 in the Google Scholar database. The sample included 28 studies that fit the previously defined response patterns and restrictions. No data were collected from undergraduate and specialization course completion studies, nor technical documents because the purpose was to base the results on scientific studies approved by the scientific community. The data collected began with the response pattern “Strategic management can be defined as” so that the terms of equivalence and the attributes of raw materials with which the investigation results were generated were identified.

2.3 Instruments and Techniques for Collecting, Analyzing, and Organizing Data

The data were collected with the help of the data mass, which is a type of data collection instrument in which the collected data and their respective sources are recorded (Nascimento-e-Silva, 2023), which was also used in studies of Craveiro et al. (2023) and Simões and Nascimento-e-Silva (2020), among others. Before recording, each response found was assessed to see whether it was within the response standard and whether it did not constitute a restriction, so only valid data was collected. The analysis was carried out by separating the equivalence terms of the attributes of each response collected (Nascimento-e-Silva, 2023). Equivalence terms are the first words that come after the answer pattern. For example, in the answer “Strategic management can be defined as the process of planning, organizing, directing and controlling resources to achieve long-term goals of the organization,” “Strategic management can be defined as” is the answer pattern, “process” is the equivalence term and “planning,” “organizing,” “directing,” “controlling,” “resources,” “goals” and “long term” are the attributes. The equivalence term is a known word that makes the term you want to know (strategic management) equivalent to it; attributes specify the equivalence term so that it can be practically equal to the concept you want to know. This means to say, in practice, that the equivalence term is the same as the concept, but it is covered by those attributes that the definition presents.

The data was organized considering that the equivalence terms and attributes are the variables standard to all definitions (Nascimento-e-Silva, 2021b; 2023). This makes every conceptual definition a distinct type of equation. For example, in the definition, “Strategic management can be defined as the process of planning, organizing, directing and controlling
resources to achieve the organization's long-term goals,” the equation could be \( f(GE) = P(p + o + d + c + r + g + lt) \), where “\( P = \) process,” “\( p = \) planning,” “\( o = \) organization,” “\( d = \) direction,” “\( c = \) control,” “\( r = \) resources,” “\( o = \) goals” and “\( lt = \) long term.” The organization stage consisted of collecting all equivalence terms and their quantification to organize them in figure form, as shown in Table 1. The same procedure was used to manage the attributes, with the difference that these, as they were much more numerous, suffered the application of the semantic grouping technique. This procedure was because it was impossible to work with the 45 attributes found. The use of the semantic grouping strategy resulted in Table 2. The groups' names were created to provide the most accurate possible sense of the attributes' reality.

2.4 Generation and Interpretation of Results

The generation of results relating to equivalence terms and attributes followed the same procedure, unlike the discovery of the strategic management logic. The equivalence terms point to the approaches used by science to explain the phenomenon of strategic management so that each semantic group generated represents a similar grouping of approaches as if they were determined regions of a puzzle. The sum of all these conceptual regions represents the explanatory totality of science on the phenomenon. This resource made it possible to identify the areas where knowledge is more advanced, such as process, art, learning, and set, and those where it is less frequent, such as management, actions, and systems. The attributes represent the main characteristics of strategic management and look like the pieces that fill the conceptual regions, in analogy with puzzles. The semantic groupings here are smaller pieces, such as decisions, goals, formulation, long-term choices, strategies, knowledge, and advantage, that comprise the planning piece. These pieces are part of many approaches and give them meaning. For example, the term equivalence process has one of its stages in planning and art, which shows that decisions are often made without knowing much of the reality.

The result generation relating to the strategic management logic was based on the results of the attribute groupings. Those groupings were rearranged so that they coincided in terms of sequencing with what the literature presents. The discovery is that an organization practices strategic management as a social group that aims to achieve goals by executing the stages of planning, organization, direction, implementation, and control to face and overcome threats and opportunities from the external environment. The organization would be,
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Results and Discussion

The results of this investigation are presented here following the guiding questions. Therefore, first, the findings relating to current approaches to strategic management will be presented, extracted from the terms of equivalence of conceptual definitions found in the literature. Then, the same procedure is used to show the results relative to the attributes, representing empirical characteristics that are most salient and, therefore, most common. In discussing the results, the logic of strategic management is presented by what the attributes found could generate.

3.1 Main Approaches to Strategic Management

The result of the literature survey pointed to the equivalence term process as the most frequent (Braga et al., 2020; Krishna et al., 2022; Mohr et al., 2020; Siregar & Putra, 2023; Sousa, 2021; Vieira, 2021; Zervina & Stukalina, 2022). The idea of process is equivalent to a sequence of steps or stages that must be carried out so that a specific previously intended result can materialize when the last one is completed. For example, a series of steps need to be carried out to make a fruit salad, ranging from acquiring the fruit to placing the finished salad in a bowl so that people can taste it. Likewise, strategic management is a logical sequencing of steps, which begins with planning and ends with the control of actions that will materialize the objectives and goals previously established and contained in a document called a plan.

A term of equivalence in strategic management is art, according to the studies of Henrianto et al. (2022), Kurniadi (2022), Marizar et al. (2022), Ngasa and Wardoyo (2022),
Simanjuntak (2022) and Widodo et al. (2022). Art involves creativity and innovation, essential aspects of strategic management. The manager must act in formulating, implementing, and evaluating planning. This requires creativity and innovation in all planning stages to improve the organization's performance and participation in a competitive market. An example to be highlighted is that of a restaurant, as it involves good planning related to the organization of all production factors - human resources, capital, and technology. The matter must be purchased must meet demand, and there is no possibility of waste. Furthermore, the company must provide good service and a quality product with adequate value to the customer, among other aspects. These are fundamental aspects of efficient restaurant management. It is clear, therefore, that in strategic management, there needs to be a more transparent environment in which art is involved, as one must act with creativity, innovation, and vision.

Another term equivalent to strategic management is knowledge. According to studies by Henrianto et al. (2022), Kurniadi (2022), and Widodo et al. (2022), knowledge plays a crucial role in strategic management, as it is present at all stages and is fundamental to facing competitors. Initially, the organization seeks to form a team of employees prepared to face challenges related to external and internal environments. In the external setting, the organization is faced with likely competitors, possible suppliers, new technologies, and issues related to legislation, among others. Internally, it is necessary to observe existing weaknesses and correct them to structure the production process, focusing on increasing productivity, among other aspects. All of this requires knowledge in the context of strategic management. Therefore, knowledge is a term equivalent to strategic leadership.

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<td>Santos (2019)</td>
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<td>Caymaz (2022)</td>
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<td>Haapakoski (2022)</td>
<td>Treatment</td>
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<td>Baptista (2021); Pinto (2021)</td>
<td>System</td>
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Table 1. Strategic management: equivalence terms
Source: data collected by the authors.
Set was a semantic grouping formed to mean meeting, group, or organization of things, people, and objects with at least one characteristic in common. This is precisely the meaning presented by the literature when using the term to mean strategic management (Ayumi & Sumarni, 2022; Bagader & Sultan, 2022; Pramestidewi, 2022). This means that strategic management presents a series of interconnected and interconnected elements that give the idea of completeness, integrality, totality, and a whole. The study by Thesari (2022) uses the term integration with the same meaning of bringing together different things or managerial aspects that present a logic resulting from the formation of a whole. This conception is also found in the study by Santos (2019) but under the name aggregation. Thus, integration, aggregation, and set are different ways of referring to the same phenomenon: strategic management.

Management was another semantic group formed to bring together the terms management, mentioned in the study by Hasan and Baskaran (2022), and decisions included in the survey by Caymaz (2022). Management is understood as the process of planning, organizing, directing, and controlling resources to achieve organizational goals. Each stage of the management process is prepared and executed based on a series of decisions, which are choices of alternatives to implement some course of action. In this way, management is a set of activities to achieve specific goals, also chosen through decision-making.

The equivalence terms actions pointed out in the study by Caymaz (2022), and treatment, which appears in the survey by Haapakoski (2022), formed the group called actions. This nomenclature is because strategic management is an extensive set of actions carried out at each stage of its elaboration and implementation processes. Each phase comprises activities that must be treated rationally and technically but also require much intuition and art. For this reason, strategic management includes science, technique, and art, combining the rational and intuitive factors used to resolve and overcome the challenges that reality constantly presents to organizational leaders.

The term system was cited in studies by Baptista (2021) and Pinto (2021) to designate strategic management. A system comprises a series of inputs transformed into products or results. Both inputs, transformation processes, and products are meticulously planned to comply with what is desired by customers or consumers of what is produced. When the outputs do not meet previously determined standards, a feedback or correction mechanism is activated, acting on the inputs and transformation processes, primarily returning the products to the desired quality. Strategic management would function as a system because it obtains resources from the external environment to be transformed into products selected by the external environment in return for the resources allocated to the organization.
These seven groupings summarize the state of the art of scientific literature regarding the main approaches to strategic management. This means that strategic management can be seen as a sequence of steps (process), a unique and beautiful way of acting (art), the application of rigorous and systematized knowledge (scientific knowledge), a gathering of resources, decisions, goals, people, and other aspects (set), sequence of planning, organization, direction, and control of resources to achieve goals (management), a series of human actions (actions) and scheme for transforming inputs into outputs (process). What all these approaches have in common is the fact that strategic management is aimed at achieving long-term goals and involves the effort of the entire organization.

3.2 Attributes of Strategic Management

The first semantic grouping of strategic management was called environment because it refers to the entire physical and extra-physical space that permeates the organization. Most notably, it concerns the external environment. A market economy is a component of the environment (Haapakoski, 2022), which designates the meeting of forces whose goals are to meet (supply) the needs of people and organizations (demand). As people and organizations constantly change their needs, this causes environmental uncertainty (Haapakoski, 2022), which characterizes the need for more data and information for decision-making. In turn, policies (Vieira, 2021) represent major guidelines that organizations formulate to discipline their actions concerning environmental uncertainties. Finally, the value attribute (Braga et al., 2020) characterizes the external environment in representing what people and organizations value so that demands are materialized based on a set of values that organizations need to know and meet.

The organization was another semantic group formed to designate all human groupings with at least one goal in common. It comprised attributes (organization, institution, company, corporation, and competitiveness). The organization appears as an attribute of this group, as it is an entity composed of people, structures, resources, planning, implementation of actions, and monitoring aimed at achieving one or more goals (Braga et al., 2020; Haapakoski, 2022; Kurniadi, 2022; Marizar et al., 2022; Thesari, 2022; Widodo et al., 2022; Siregar & Putra, 2023). Institution is the constitution of legal aspects, materialized as public or private, aiming to meet social demands at a local or global level (Mohr et al., 2020; Siregar & Putra, 2023). Public institutions, for example, formulate laws that, in turn, guide the behavior of organizations. The company attribute designates the organization that plays its role within the
private context by bringing together production factors to meet the demand for goods and services (Ayumi & Sumarni, 2022; Caymaz, 2022). In the business context, for example, the corporation attribute, highlighted in the study by Bagader and Sultan (2022), manifests itself as a synonym for organization, generally made up of a group of companies organized hierarchically, focused on meeting a common goal. A corporation, therefore, is a type of significant organization in which decisions are made at the highest hierarchical level. The last attribute was competitiveness, relating organizational performance or effort to achieving a specific goal (Zervina & Stukalina, 2022). Competitiveness involves the search for efficiency and effectiveness to offer customers differentiated products and services that surpass those of the competition. Given this, for an organization to be competitive, it must have a good infrastructure, production resources, administrative organization, and adequate strategy to offer differentiated goods or services in a competitive environment. Table 2 summarizes these findings.

<table>
<thead>
<tr>
<th>References</th>
<th>Attributes</th>
<th>Semantic Groups</th>
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<tr>
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Planning was another semantic group of strategic management found. A strategy is formulated through planning to achieve an organization's objectives and goals. Another attribute of planning is knowledge (Simanjuntak, 2022) about the behavior of the environment and the organization, which is manifested through the experiences of specialists, managers, and a team of collaborators. Knowledge is the basis for strategic planning, from which other attributes emerge. One of them is the decision (Ayumi & Sumarni, 2022; Bagader & Sultan, 2022; Hasan & Baskaran, 2022; Pramestidewi, 2022; Siregar & Putra, 2023). Deciding is making choices to establish the path to be taken. Planning, throughout its various phases, requires frequent decision-making, especially those relating to the long term (Caymaz, 2022; Hasan & Baskaran, 2022; Krishna et al., 2022), considering a vision of the organization's future, which requires structural changes in an organization. Deciding options and alternatives are necessary (Hasan & Baskaran, 2022). Given the options, choices are possible (Krishna et al., 2022) among the various paths leading to achieving objectives and goals. The goal was one of the most cited attributes (Zervina & Stukalina, 2022; Ayumi & Sumarni, 2022; Hasan & Baskaran, 2022; Kurniadi, 2022; Marizar et al., 2022; Vieira, 2021; Widodo et al., 2022) because it comprises
the desire to achieve something by a specific time in the future. Therefore, goals are part of planning. Moreover, they need to be formulated rationally so that they increase their chances of success (Ayumi & Sumarni, 2022; Marizar et al., 2022; Pramestidewi, 2022; Sousa, 2021; Henrianto et al., 2022; Kurniadi, 2022; Ngasa & Wardoyo, 2022; Simanjuntak, 2022; Widodo et al., 2022). Depending on the goals, strategies are developed (Thesari, 2022; Zervina & Stukalina, 2022) as paths that lead to them. If written, goals and strategy constitute the plans (Ayumi & Sumarni, 2022; Pramestidewi, 2022; Vieira, 2021), fundamental for the knowledge of leaders aiming to achieve competitive advantage (Zervina & Stukalina, 2022). In short, planning requires checking an organization's internal and external aspects, realizing its strengths and weaknesses, establishing a strategy to maintain continuous competitive advantage, and systematizing all of this in a plan document.

Implementing was another semantic group of strategic management consisting of the attributes development, implementation, execution, dynamic, and driving. It is understood that implementation involves making it happen and putting planning into practice through strategic management. The first attribute of this semantic group is to develop (Vieira, 2021), which is related to implementation due to the importance of being an action that precedes implementation, as it means carrying out studies on the external and internal environments, verifying the weaknesses and strengths of an organization to develop the strategy to be followed. In summary, development directly relates to implementation within a strategic management context. The most cited attribute of this grouping was implementation (Ayumi & Sumarni, 2022; Marizar et al., 2022; Pramestidewi, 2022; Sousa, 2021; Thesari, 2022; Henrianto et al., 2022; Kurniadi, 2022; Simanjuntak, 2022; Widodo et al., 2022; Mohr et al., 2020) to designate the first steps in executing the actions established in the planning and written in the strategic plan. In other words, it is the act of running the selected strategy, giving dynamics to the organization's relationship with the external environment, advancing the implementation of the strategy (Braga et al., 2020; Haapakoski, 2022), driving the organization toward its goals intended (Ngasa & Wardoyo, 2022). Through this dynamic, organizations develop (Vieira, 2021), sometimes changing their goals and strategies to keep up with environmental changes, which are always beyond the organization's control.

Another semantic group of strategic management formed was organizing. The structure was one of the attributes found (Santos, 2019), with the meaning of several departments organized in a hierarchical manner aimed at using production resources efficiently and effectively. Therefore, the structure is the backbone of the production process and needs to be planned (Baptista, 2021), as do all types of resources (Hasan & Baskaran,
The plan allows programming to allocate these resources (Krishna et al., 2022) in line with the internal processes responsible for generating value (Krishna et al., 2022). Production planning and control techniques, for example, structure productive activities in search of increasing standards of improvements and sustainability (Zervina & Stukalina, 2022) through an equation that considers socioeconomic and environmental goals as priorities. In this specific sense, the organization is the management of the resources necessary to achieve organizational objectives and goals (Mohr et al., 2020; Caymaz, 2022).

Directing was another semantic group of strategic management formed by attributes focused on the human dimension and their efforts to follow the same path (strategy) to achieve organizational goals. The leadership attribute, highlighted in studies by Caymaz (2022), Hasan and Baskaran (2022), and Krishna et al. (2022), concerns the establishment of the organization's future vision and the direction to be followed to achieve it through the encouragement and guidance of its leaders. Their actions are decisive (Vieira, 2021) in executing the steps established in the strategic plan. Leaders act by the situation (Hasan & Baskaran, 2022) of the organization in the face of external environments and internal conditions, which means that they must make frequent decisions (Zervina & Stukalina, 2022), personifying what science calls direction (Krishna et al., 2022; Siregar & Putra, 2023). The leader builds the path with his employees to act according to the plan. This is why the action attribute was the most cited in the literature review, as can be seen in the studies by Ayumi and Sumarni (2022), Bagader and Sultan (2022), Hasan and Baskaran (2022), Baptista (2021), Pramestidewi (2022) and Siregar and Putra (2023). The action is the initiatives (Baptista, 2021) configured in the execution, monitoring, and solution of problems typically found in operationalizing the strategic plan.

Controlling was the last semantic group of strategic management constructed, with the meaning of establishing mechanisms for verification, monitoring, and problem-solving during the execution of the strategic plan (Siregar & Putra, 2023; Braga et al., 2020). The literature sees strategic control as a system (Braga et al., 2020; Mohr et al., 2020) composed of performance monitoring mechanisms (Bagader & Sultan, 2022; Baptista, 2021; Caymaz, 2022; Pinto, 2021; Mohr et al., 2020), which is a consequence of an assessment scheme (Hasan & Baskaran, 2022; Sousa, 2021; Henrianto et al., 2022; Kurniadi, 2022; Ngasa & Wardoyo, 2022; Simanjuntak, 2022; Widodo et al., 2022), understood as the comparison of what was foreseen in the plan and what is being executed. This comparison uses techniques (Santos, 2019) and tools (Santos, 2019) to collect and analyze data (Hasan & Baskaran, 2022) in real-
time or later in a way that allows preventive, predictive, or corrective decision-making, resulting in the plan adapts to the reality that is constantly being changed.

3.3 Discussion of Results

The literature review showed that strategic management is a phenomenon seen from different perspectives. The procedural and artistic views are predominant. What characterizes strategic management as a process is the need to highlight the steps that lead to achieving the intended goals, all of them long-term and involving the entire organization, as can be seen in the studies by Trushkina (2023), Wu and Wang (2023), Lisnik and Majerník (2023) and Bolang et al. (2023), among others. The artistic perspective brings to light the aesthetic, often non-rational, intuitive aspects that strategic managers and their teams practice to achieve their organizations' goals. This is what can be called the aesthetics of management, by the studies by Agustina and Safaria (2023), Mutiara et al. (2023), Udeh (2023), and Rochimat et al. (2023), among several others.

In addition to these two dominant perspectives, four approaches were found: strategic management as knowledge, set, management, and actions. The first group of approaches has a markedly scientific and technological nature, placing at the forefront the fact that the ability to build the future, which every strategic manager places himself on, is increasingly based on valid, reliable knowledge, such as that coming from science, as can be seen in the studies by Agustina and Safaria (2023), Olimovich et al. (2023) and Rochimat et al. (2023). Strategic management is a set of many things, such as structures (Bolang et al., 2023) and decisions (Walismann et al., 2023; Jumaidi & Nurhayati, 2023). As management, it represents the cyclothymic practice of planning, organizing, directing, and controlling, as practiced in private companies (Khadzhimuratov & Mamadaliev, 2023; Kaiyue & Karim, 2023; Abdumatalovich & Kahorovich, 2023). The fourth group sees strategic management as implementing plans to achieve organizational goals (Sinaga et al., 2023; Siahaan, 2023). The last approach found was strategic management as a system, in which a set of inputs are adequately planned to be transformed into outputs that, in turn, will be delivered to the demanders in a cyclothymic way so that organizational goals are achieved, such as can be seen in studies by Bahri (2023) and Al-Khatiri et al., (2023), among others. These different approaches and groupings are represented on the left side of Figure 2.
Figure 2 summarizes the findings of this study. The different approaches are valid and reliable ways of understanding the dynamics of the external environment determining and being influenced by the organization's actions. While the external environment presents threats and opportunities, it also demands the products and services organizations produce to fulfill their organizational missions. In addition to demand, the external environment also provides organizations with everything they need to carry out their production in the most appropriate way possible. In return, the organization delivers its products and services to the environment, meeting specific needs. This logical scheme of the dynamics of strategic management was built from the discovery of its most prominent, most preponderant attributes, which are the external environment, the organizational universe, and the stages of the management process: planning, organization, direction, control, and implementation, which are found in the center of figure 2.

The external environment is a phenomenon that appears in practically all studies related to strategic management, representing spaces and everything that is contained beyond organizational boundaries, as can be seen from the studies by Sitepu et al. (2023), Kovbatiuk et al., 2023; Yin, 2023). Every organization is not only surrounded by the external environment but permeated by it, as shown in the study by Nascimento-e-Silva (2019), since the people who make up organizations are also part of the external environment and its various forms of manifestation. Organizations would then be a mixture of external and internal environments, differentiated based on their missions. These are forms of partnerships with other organizations that make up what is beyond their borders. Moreover, this partnership is carried out and organized around what has been called a management process (Silva et al., 2013; Almeida et al., 2022; Brito et al., 2016; Nascimento-e-Silva, 2016). This management process is cyclothymic and aims to build a distant future, generally longer than five years.
What gives meaning to the management process and allows different approaches and perspectives to be developed regarding the phenomenon of strategic management are the goals that every organization pursues. A goal is a form of return (Lee et al., 2023), a goal (Ogundiran et al., 2023), Bernardino & Skogestad (2023), and a focused future (Alt, 2023), in short, a desired future. There is a dynamic and constant relationship between the management process and goals. The strategic goals are all long-term, generally broken down into medium and short-term goals. Each time short-term goals are achieved, usually measured in years, months, or even weeks, medium-term goals are updated and, by extension, strategic goals. This means that the planning horizon is constant, which is the period covered by the plan to be executed. For example, a ten-year planning horizon always contains goals ten years ahead because when the current month's goal is completed, a month in the future is added.

This, therefore, is the dynamic of strategic management: building the distant future by executing short-term actions. This is done based on the analysis of external environmental conditions, compared to internal capabilities, with the use of planning (definition of what to do and how to do it), organization (specification of the resources necessary to do what is intended to be done), direction (schematization of fundamental human relationships to converge efforts towards the materialization of what is designed to be done) and control (execution and monitoring of what is being done in comparison with what was planned, with immediate action to correct anything that is in disagreement or nonconformity). This is how organizations build their futures, and this is, most likely, how societies materialize their happiness.

**Conclusion**

This study presented an overview of the scientific literature on strategic management. It was discovered that strategic management is seen as a process, art, knowledge, set, management, actions, and system and that its main groupings of attributes are the external environment, the organization that is strategically managed, and the five components of the management process: planning, organization, direction, implementation, and control. There is a logic between the attributes, which can be summarized as follows: the organization relates to the external environment, meeting needs demanded by the environment through the management process to achieve organizational goals. The relationship between the organization and the external environment is one of partnership, which breaks down when the
commitment is broken due to non-conformity with what the organization delivers to the environment or changes in the environment’s needs that the organization can no longer meet.

These findings have profound and important implications for strategic management in private organizations and public institutions. They uncover several new realities cataloged by science that can be summarized into three relational groupings. The first is among the elements of the external environment, which translate into threats and opportunities for constantly changing organizations. The second is internally within organizations, which need to continually formulate and reformulate their relationships in response to and anticipating external behavioral changes. The third is the partnership relationship that the two relational groupings (external and organizational) must establish to continue to exist quickly since unpredictability and uncertainty prevail in this third grouping.

The theoretical field of strategic management now enters the intricacies of other scientific frontiers, such as economics and politics, both restructuring them and being transformed by them. The theoretical field of strategic management is only comprehensible by considering the multiplicity of other areas, from mathematics and statistics to behavioral psychology, from decision theories to spirituality, from the economy centered on the accumulation of material goods to the economy focused on achieving happiness. Strategic management, therefore, is no longer limited to the selfish interests of people and organizations, as in the remote past; on the contrary, it has increasingly become an important tool of humanity, essential for realizing an old dream of building organizations as associations of efforts with substantive interests, such as happiness, which configures an era of otherness.

References


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