


# Chapter 1

# Strategic Management

# Concepts:


## Evolution of Strategic Management

**Gül Selin Türkyılmaz**

 <https://orcid.org/0000-0003-0976-3445>

*Doğuş University, Turkey*

**Murat Can Atalay**

 <https://orcid.org/0000-0001-9396-421X>

*Doğuş University, Turkey*

### ABSTRACT

*Strategy has been an ancient military word which helps armies to win battles. Not moving far away from the original meaning, today companies need strategies in order to survive in a highly competitive, dynamic, ambiguous environment. Starting from 1960's the concept of strategy has been an issue for both academicians and practitioners. Classical management approach has evolved all through the journey of capitalism. In a globalized world the static and predictable structure of the market has given its place to a dynamic and ambiguous environment. These changes were followed by the age of Internet which had a tremendous impact on the way business organizations do business and hence managers and leaders' management style. In this study, the concepts related with strategic management and the evolution of the approaches will be discussed.*

### INTRODUCTION

In today's highly competitive and globalized world, business organizations should have a strategic map not only to survive but also to obtain sustainable success. At this point, strategic management plays a critical role for the companies to determine their long-term objectives and to use their resources in the most efficient way while developing a proactive attitude against the external opportunities and threats. Strategic management is not only a planning process but also involves analyzing, decision making, execution and evaluation steps. Therefore, examining the historical development, core concepts, and newly emerging approaches in strategic management is critically important for understanding modern strategy, both from an academic and a practical

DOI: 10.4018/979-8-3373-6466-7.ch001

standpoint. Starting from the mid of 20<sup>th</sup> Century, this field has gained depth with the contributions of Micheal Porter, Henry Mintzberg and Igor Ansoff. These early contributions, while establishing the core concepts of the strategy discipline, also paved the intellectual groundwork for modern approaches that would emerge in later years, such as agility, dynamic capabilities, and behavioral strategy. Porter's 5 Forces Model, Swot analysis, Balanced scorecard and BCG matrix are the practical tools used in the business world.

With the beginning of the 21st century, strategic management approaches have evolved beyond these fundamental models to adapt to changing competitive conditions. Today, organizations must treat strategic management as a dynamic process to analyze environmental uncertainties more accurately and make more effective decisions.

In recent years, many scholars have emphasized that strategy should no longer be viewed as a fixed plan created at a single moment, but as a process that develops and adapts over time. Mintzberg (1994), for example, notes that organizations often shape their strategies in response to unexpected events rather than through fully predetermined plans. Ansoff's work on environmental turbulence also highlights that firms must regularly review and adjust their strategic choices as external conditions shift. In a similar way, the dynamic capabilities perspective argues that companies need the ability to reconfigure their resources and even rethink their strategic direction to remain competitive (Teece, 1997). Taken together, these views show that modern strategic management includes the ongoing capacity to modify or rebuild strategies in line with changing circumstances.

Technological developments, Internet and digitalization of the world, crises that business companies face and Artificial Intelligence are factors that redesign management practices. This rapid transformation has repositioned strategy, moving it from assuming of a stable future to a dynamic decision-making domain shaped by conditions of uncertainty, complexity, and continuous change. In this rapidly changing dynamic environment managers who have strategic thinking skills should make decisions foreseeing future trends.

In this chapter, the basic concepts and principles, models and theories of strategic management will be discussed. Additional to these fundamental concepts and theories the contemporary approach that are developed will be analyzed.

This chapter's methodology to conduct literature reviews is paradigmatic and chronological. The selection criteria focus on important, historically significant, and paradigm-shifting publications that characterize the evolution of strategic management as a subject. This comprises fundamental works that established essential principles (e.g., Ansoff, Porter), key theoretical responses (e.g., Resource-Based View), and current developments that need a new strategic approach (e.g., VUCA and AI). This structure is intended to connect established theoretical foundations with new corporate tactics, closely connecting with the book's fundamental purpose. In the current strategic management literature, comprehensive reviews addressing the historical development of the field and studies discussing contemporary strategic approaches are largely treated in a fragmented manner. Specifically, an integrative framework linking the classical schools of strategy (planning, positioning, and resource-based views) with 21st-century strategic management practices—which are centered on uncertainty, agility, and technology—is noticeably limited.

This chapter aims to address this conceptual gap by examining the theoretical evolution of strategic management from an analytical perspective. It connects this evolution with the VUCA environment, dynamic capabilities, strategy execution, and AI-based decision support systems. By doing so, the chapter aims to move beyond the existing literature to build a conceptual bridge

24 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: [www.igi-global.com/chapter/strategic-management-concepts/401431](http://www.igi-global.com/chapter/strategic-management-concepts/401431)

## Related Content

---

### The Roles of Customer Databases and Database Marketing in Marketing Intelligence: A Business Ecosystem Perspective

Pratap Chandra Mandal (2022). *Journal of Business Ecosystems* (pp. 1-18). [www.irma-international.org/article/the-roles-of-customer-databases-and-database-marketing-in-marketing-intelligence/313044](http://www.irma-international.org/article/the-roles-of-customer-databases-and-database-marketing-in-marketing-intelligence/313044)

### From Emotional Intelligence to Emotional Competences in Management

Jesus Barrena-Martinez (2019). *Managerial Competencies for Multinational Businesses* (pp. 21-43). [www.irma-international.org/chapter/from-emotional-intelligence-to-emotional-competences-in-management/209229](http://www.irma-international.org/chapter/from-emotional-intelligence-to-emotional-competences-in-management/209229)

### A Post-Bureaucratic Age?: Caricatures, Claims, and Counter-Evidence

Brendan McSweeney (2017). *Evolution of the Post-Bureaucratic Organization* (pp. 19-40). [www.irma-international.org/chapter/a-post-bureaucratic-age/174837](http://www.irma-international.org/chapter/a-post-bureaucratic-age/174837)

### Workplace Deviance: A Conceptual Framework

Yuvika Singh (2020). *Analyzing Workplace Deviance in Modern Organizations* (pp. 1-22). [www.irma-international.org/chapter/workplace-deviance/236379](http://www.irma-international.org/chapter/workplace-deviance/236379)

### Managing IT Employee Attitudes that Lead to Turnover: Integrating a Person-Job Fit Perspective

Stephen C. Wingreen, Cynthia M. LeRouge and Anthony C. Nelson (2018). *Social Issues in the Workplace: Breakthroughs in Research and Practice* (pp. 393-411). [www.irma-international.org/chapter/managing-it-employee-attitudes-that-lead-to-turnover/192327](http://www.irma-international.org/chapter/managing-it-employee-attitudes-that-lead-to-turnover/192327)