Strategic Management School of Thoughts: Synergistic Integration toward Strategy Implementation

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Abstract
Business strategy is a means of achieving a competitive edge, and strategic implementation is a driving force for a company's competitive and sustainable performance. The strategic management schools of thought presented ideal and philosophical perceptions about firms' strategies in prevailing circumstances. Unfortunately, managers' emphasis is more on crafted strategies than implementation; hence, the apparent difficulty for business firms to gain a gainfully competitive advantage and sustainable performance unless deliberate steps are taken by organizational leadership. The schools of thought posited worthless and insignificant value without synergistic integration and alignment into effective implementation. Strategy implementation remained the bane of businesses, despite the huge annual budget and expenditure on strategic development, as the performance of strategic business units (SBUs) and strategic management regrettably remained the same. Thus, synergistic integration of the strategic management of thoughts posited for strategic implementation is essential and a driving force for the survival of short- and long-term organizations. The study finding posit that the synergistic integration of schools of thought into effective strategy implementation has been neglected, and it recently became pertinent that strategic management must be considered toward enhancing effective firm performance. Therefore, this study aims at synergistic integration of the strategic management schools of thought into effective strategic implementation and organizational performance in the dynamic marketplace.
Keywords: Strategic Management Schools of Thought, Strategy Implementation Integration

Introduction
Strategic management schools of thought hold differing philosophical views on strategy formulation (Hattangadi, 2017; Monib et al., 2021). They suggest that strategic management

involves an executive management team enforcing strategy formulation, implementation, strategic decision-making, and actions that define a firm's competitive supremacy and sustainable performance. This approach supports scholars' logical beliefs on certain management precepts (Peleckis, 2015; Salamzadeh et al., 2016; Barbosa et al., 2020).

Strategic management involves a sequential process of strategy design, implementation, assessment, and control (Godfrey, 2015; Ferlie & Ongaro, 2015). A strategy serves as a blueprint, while implementation actualizes its goals (Chijioke, 2016). Strategy is crucial for an organization's competitive performance (Afonina, 2015; Baylis et al., 2018). However, achieving competitive performance depends on the parameters of strategy implementation, as sound strategies are useless if not effectively implemented, thereby affecting organizational performance.

Executive managers often view strategy implementation as a complex task that requires effective involvement, timely decision-making, and resource allocation. This process can lead to successful outcomes, creating business opportunities, competitive advantage, and sustainable performance, as per various studies (Mintzberg et al., 2009; Panchenko et al., 2019; Witcher, 2019; Bracken, 2019; Bryson & George, 2020; Barbosa et al., 2020; Amason, 2020).

Strategic implementation involves daily process breakdown, thoughtfulness, and action-oriented moves, involving initiation, plans, and enthusiasm towards actualization, whereas strategy is a tentative and ambitious statement (Dalcher, 2019; de Oliveira et al., 2019). Strategic implementation is the systematic process of transforming predetermined plans into a result-oriented program, aiming to achieve firm strategic objectives and goals, offering opportunities to overcome performance issues (Kaplan et al., 2010; Dalcher, 2019; Fuertes et al., 2020). Strategic management scholars have identified a critical oversight in their work: the lack of strategy implementation. This lack of strategy implementation leads to poor organizational performance, as the team designed strategies with little positive impact, hindering firm-predetermined outcomes. The challenge lies in converting strategies into result-oriented ones to promote effective firm success, which poses challenges to schools of thought due to neglected strategic implementation. Synergistic integration between strategic management schools of thought is crucial for effective strategy implementation and organizational performance. It is a neglected aspect, leading to poor firm performance. Therefore, scholars and professionals should consider this integration to build stronger bonds, achieve competitive superiority, and achieve sustainable performance.

The study reviews strategic management schools of thought and their synergy in implementing strategies and improving organizational performance. It evaluates the alignment of philosophical ideas with operational processes and implementation, providing insights for executive management. The study contributes to the existing knowledge on strategic management schools of thought and their synergistic integration, aiming to enhance efficacy and improve organizational performance.

Strategic Management Schools of Thought

Strategic management schools of thought emphasize philosophical perspectives on strategic design and implementation, as illustrated in Figure 1.
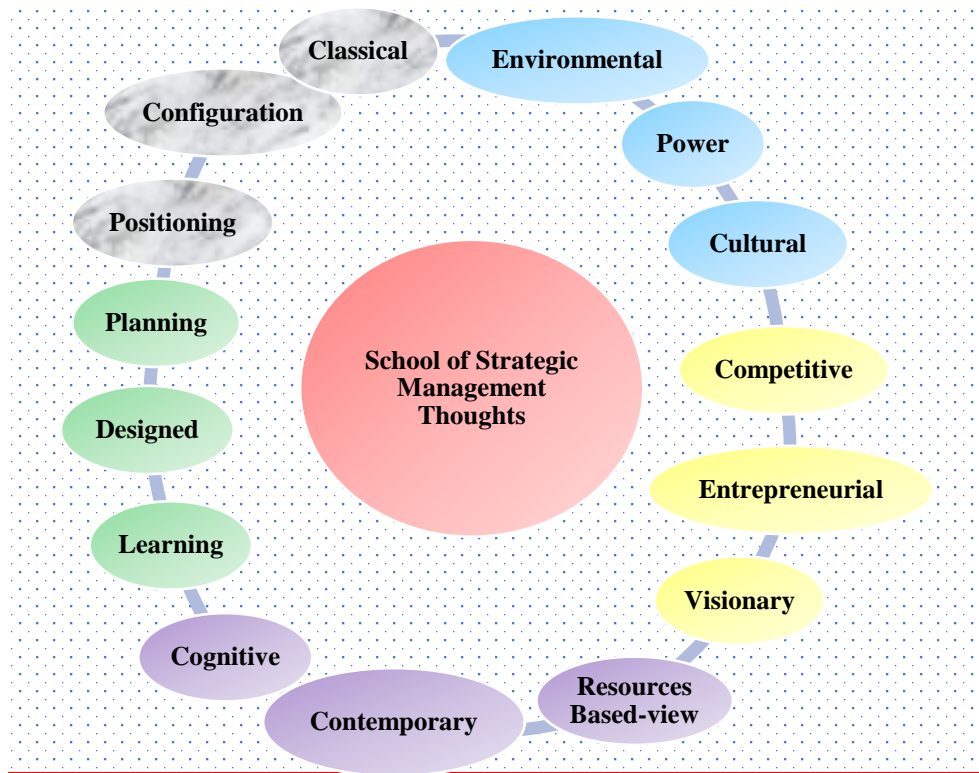
Figure 1: School of Strategic Management Thought

Classical School of Strategic Management Thought

The classical school of thought, a philosophical perspective prevalent in management theory, emphasizes the alignment of organizational operations with the business environment. Early studies influenced current strategic management issues (Witcher, 2019; Leiblein & Reuer, 2020; Rabetino et al., 2021). The school's principles focus on capturing success by meeting the world's needs and wants, while strategic implementation is seen as a series of sub-activities and a prime administrative routine (Learned et al., 1965; Rocha & Osorio, 2019; Witcher, 2019; Leiblein & Reuer, 2020; Drnevich et al., 2020).

The Classical School of thought in Strategic Management suggests that organizations assess their external environment to identify threats and opportunities, and internally assess their strengths, weaknesses, and distinctive capabilities to identify opportunities and overcome threats (Makadok et al., 2018; Mendes, 2018; Leiblein & Reuer, 2020; Rabetino et al., 2021). Strategy development is the process of aligning potential outcomes with a firm's unique competencies and capabilities, focusing on business social responsibility and managerial core values to positively craft and implement a firm's strategy and implementation (Barney, 1986; Makadok et al., 2018; Mendes, 2018; Bindra et al., 2019; Rabetino et al., 2021). The strategic management team manages strategy design, balancing strengths and weaknesses to maximize opportunities and build a robust defense against threats.

The classical school of thought suggests that strategy design is influenced by deep, mindful belief and expectation, rather than unthinkingly held beliefs (Andrews, 1981; Leiblein & Reuer, 2020). They advocate for formal procedures, training, and analysis using numbers, as per various studies (Mintzberg et al., 1998; Coffie & Blankson, 2018; Mendes, 2018; Bindra et al., 2019; Rabetino et al., 2021). Strategic management teams must work closely with department heads to design strategies, including training programs, awareness, and directing actions to improve organizational performance (Coffie & Blankson, 2018; Mendes, 2018). The

inability to anticipate threats highlights the powerlessness of planning during unprecedented circumstances and the urgent need to counter unexpected competitor attacks in a heterogeneous business environment (Mintzberg et al., 1998; Jelenc, 2009; Bindra et al., 2019; Rabetino et al., 2021).

Strategic Management's Classical School of Thought outlines hierarchical management levels, with the goal of achieving firm performance through effective planning and resource utilization. This hierarchy is guided by an operational manual, such as a strategic master plan, which outlines technical approaches to strategy implementation (Whittington, 2001; Jelenc, 2007; Analoui et al., 2015).

Organizations prioritize profit maximization and economic gain, focusing on long-term planning and survival through resource optimization and decision-making for rapid and sustainable profits (Bonekeh, 2018). Strategy-design processes differ from implementation processes, with strategy design emphasizing the need for actionable tasks and strategic purposes to be broken down and assigned to specific teams or specialized units for effective implementation.

Environmental School of Strategic Management Thought

The environmental school of thought emphasizes the significant influence of environmental factors on an organization's strategy development, stating that these factors must be considered before, during, and after strategy design and implementation (Stacey, 1993). This school is based on the contingency theory principle, highlighting the importance of considering environmental determinants in strategy design and implementation.

Population ecologists, organizational theorists, believe that firm closure is due to failure to adapt to the business environment (Mintzberg, 1990; Peleckis, 2015; Vidya, 2017; Bindra et al., 2019; Rabetino et al., 2021). They argue that a business environment that minimizes opportunities but not strategic decisions can lead to deprived organizations, obscuring available opportunities and preventing proactive learning and adjustment to business environmental determinants.

Strategy is a procedural experiment that focuses on overcoming environmental factors that can accelerate business firm closure. A firm's survival relies on its resources, and a weak resource base can lead to early closure. Strategically, responsive firms can survive in competitive environments, demonstrating that strategic competition is a crucial experience for organizations to overcome environmental factors (Henderson, 1989; Jelenc, 2009; Rabetino et al., 2021).

The school emphasizes business strategies as strategic, logical, and proactive steps to influence competition and outcomes. They require commitment from executive, management, stakeholders, and shareholders for effective performance (Porter, 2009, 2011; Johnsen, 2015; Bindra et al., 2019; Rabetino et al., 2021). However, they face challenges like overdependence on environmental change for strategy design and implementation.

Power School of Strategic Management Thought

The school emphasizes business strategies as strategic, logical, and proactive steps to influence competition and outcomes. They require commitment from executive, management, stakeholders, and shareholders for effective performance. However, they face challenges like overdependence on environmental change for strategy design and implementation (Mintzberg, 1990; Peleckis, 2015; Vidya, 2017; Bindra et al., 2019).

The power school of strategic management emphasizes negotiation, synergy, and self-esteem among willpower in strategy development. It believes that those with majority shares of an organization exert influence on others, dictating the pace of implementation. This rigid structure creates little resistance towards strategy implementation, promoting a more efficient and effective approach to organizational success (Mintzberg, 1990; Johnsen, 2015; Muhammad et al., 2019; Rabetino et al., 2021). The school of thought in macro power emphasizes strategy design as an interaction among stakeholders through appealing, persuasion, negotiation, and bargaining, avoiding political games and embracing collaboration and coalitions of divergent interest groups within an organization's business environment (Mintzberg, 1990; Peleckis, 2015; Vidya, 2017; Bindra et al., 2019).

Macro power influences an organization's communication and interaction with the business environment, influencing strategy design and influencing organizational procedures, which are also manifested in the external business environment (Mintzberg et al., 1998; Johnsen, 2015; Rabetino et al., 2021). The school significantly influences an organization's strategic design, operational philosophy, and politics, influencing it according to stakeholder desires. Strategy is developed through negotiation and concession of components to achieve firm goals and objectives. Micro-power refers to the internal influence of politics on strategy design within an organization. It often undermines feedback mechanisms, leading to a discontinuation of strategy implementation and poor strategic management performance (Mintzberg, 1990; Peleckis, 2015; Vidya, 2017; Bindra et al., 2019; Rabetino et al., 2021). This underscores the urgent need for a transition of administration for organizational continuity and survival.

Cultural School of Strategic Management Thought
The Cultural School suggests that a positive organizational culture fosters creative innovation and outperforms performance in a dynamic business environment, with strategy development being the primary focus of a firm's values and decision-making model (Mintzberg, 1990; Peleckis, 2015; Johnsen, 2015; Vidya, 2017; Bindra et al., 2019).

Strategy design involves social connectivity, communal belief, and understanding among organizational citizens, as employees learn beliefs through socialization (Peleckis, 2015; Johnsen, 2015; Rabetino et al., 2021). It is derived from perception and team objectives, which translate into policy statements, resource allocation, and firm capabilities. The cultural school of thought emphasizes the importance of merging organizations and acquisitions, while social values, beliefs, and strategic management decisional choice also play roles (Mintzberg, 1990; Foss et al., 2021). The cultural school of strategic management emphasizes the interconnectedness of the workforce in designing and implementing firms' strategies, with culture serving as the primary development direction, involving objective and subjective viewpoints on singularities or phenomena (Mintzberg, 1990; Bindra et al., 2019; Rabetino et al., 2021).

The firm philosophy, rooted in communal familiarity, understanding, values, and belief, influences the company's culture and operational practices. Cultural beliefs represent the personality and operational practices of the firm. Poor implementation of strategies in a contemporary market may be due to organizational operational guidelines and principles, as well as unique workforce philosophies (Mintzberg, 1990; Peleckis, 2015; Vidya, 2017).

The school's philosophical perspective is based on individual workforce behavior, which explains the interrelationship and association within the firm. This socialization is influenced by factors such as families, experts, education, experience, beliefs, ethnicity, and communal

structure. It encourages sound competition among workforces, aligning with firm sociological characteristics, and emphasizes communal compression and complementary interaction with the host community (Jelenc, 2009; Rabetino et al., 2021). Societies are complex, and employees are individualists. Firms expect homogeneous conduct, so strategic management teams analyze social workforce features, associates, and competitors' characteristics for satisfactory performance (Whittington, 1993; Jelenc, 2009; Rabetino et al., 2021).

The school faces resistance to policy changes, making it difficult to adapt. Building organizational bonds is crucial due to cultural backgrounds, diversities, perceptions, and beliefs. Uniting workforces requires superman strengths, which are uncertain due to cultural diversities and perceptions that don't align with strategic change, direction, perceptional change, and advancement Mintzberg, 1990; Peleckis, 2015; Vidya, 2017; Bindra et al., 2019).

Competitive School of Strategic Management Thought

The competitive school of thought emphasizes the importance of strategy formulation in establishing, organizing, developing, maintaining, and sustaining performance for companies A and B to achieve success, arguing that iterative differentiation is the driving force for competitive advantage (Porter, 1980, 2008; 2011; Rabetino et al., 2021; Foss et al., 2021; Barney, 2021). The study suggests that a competitive edge is built on the connection between an organization and its business environment, which influences its business conditions. Therefore, organizations should develop strategies to achieve competitive superiority and sustainable performance, leveraging opportunities and addressing threats in the external business environment, as per Porter's theories (Deszczynski, 2021; Kahupi et al., 2021).

Competitive strategy is based on understanding the industrial structure and its dynamic nature, with Porter's five competitive drives shaping business enterprises and their environment. The school of thought focuses on profitability and industry attractiveness. Porter's three distinctive models, including the Diamond Model for nationwide competitiveness, Five Forces for enterprise competitiveness, and generic strategies for a company's or strategic business unit's product, are essential for strategic management (Porter, 1980, 2008, 2011; Foss et al., 2021; Barney, 2021).

Entrepreneurial School of Strategic Management Thought

The entrepreneurial school of thought suggests that strategic design is a mental visionary process influenced by the CEO's strategic direction. Executive management teams are responsible for visualizing long-term strategic goals for a sustainable future. Organizational strategy development is influenced by the experience of the strategic management team. Executives stimulate and encourage strategic direction, team assessment, and implementation control. Middle and lower management responsiveness to strategic directives motivates growth and development in businesses (Mintzberg, 1990; Peleckis, 2015; Vidya, 2017; Bindra et al., 2019). Examples include Aliko Dangote, Mike Adenuga, Bill Gates, Steve Jobs, and Mark Zuckerberg.

The entrepreneurial school of strategic management suggests that organizational citizens rely on the CEO's directives for proactive performance, adopting a leadership pipeline model and a situational leadership style, with a persistent pursuit of robust leadership among the strategic management team (Mintzberg, 1990; Peleckis, 2015; Vidya, 2017; Bindra et al., 2019).

This school proposes that organizational citizens depend strictly on the CEO's instructions for proactive performance. In addition, the entrepreneurial school of strategic management

adopted or adapted a leadership pipeline model and preferred a situational leadership style with a persistent quest for robust leadership among the strategic management team (Mintzberg, 1990; Peleckis, 2015; Vidya, 2017; Bindra et al., 2019). Philosophy is the foundation of desire, while strategy design emphasizes mental states, procedures, perception, decisional choice, understanding, involvement, and commitment. Strategy is thoughtful, dynamic, broad-view, and sagacity, while developing specific action plans for effective implementation (Mintzberg, 1990; Rabetino et al., 2021).

The current school views strategy developments as strategic thinking, based on Schumpeter's entrepreneurship model. Entrepreneurship involves innovative methods, dynamic change, and invention, which disrupt the marketplace, supply-springs, and restructuring enterprise formation, as per various studies (Binder & Belz, 2015; Belinda, 2016; Karantza, 2017; McMullen et al., 2021). Kirzner (1973) defined entrepreneurship as the ability to create and pursue new opportunities for self-improvement, emphasizing the importance of leadership structures, governance, attractiveness, and charisma in efficient strategic management performance, as emphasized by various studies (Tang et al., 2012; Binder & Belz, 2015; Öner & Kunday, 2016; Venkataraman, 2019).

The entrepreneurial school of thought emphasizes the importance of actively seeking novel opportunities and addressing business threats. It suggests that the chief executive should prioritize problem-solving and novel opportunities to achieve the firm's goals and objectives, as per various studies (Mintzberg et al., 1998; Arndt, 2011; Jasper & Crossan, 2012; Ongaro & Ferlie, 2020; Rabetino et al., 2021). The search for a mature, experienced, dynamic, talented, honest, proactive, and strategic focus leader is crucial for a firm's fundamental strategic development. The CEO-led strategic management team must have strategic direction-centeredness, accepting tasks and responsibilities of significance and the insignificance of the success of strategies implemented by the organization (Mintzberg, 1990; Peleckis, 2015; Vidya, 2017; Bindra et al., 2019).

Visionary School of Strategic Management Thought
The visionary school believes vision is a mental picture and strategy design expressed by a leader, serving as motivation, inspiration, and a master plan for development and growth. It emphasizes the unique skills of a leader in organizing, synchronizing, and implementing policy design and implementation. This school believes it's risky to entrust a firm obligation to someone who is not farsighted (Mintzberg, 1990; Peleckis, 2015; Vidya, 2017; Rabetino et al., 2021).

Strategic Management's Resource-Based School of Thought
The resource-based view school suggests that an organization's competitive advantage is achieved through its strategic use of resources and capabilities, including physical, human, financial, and technological resources (Penrose & Penrose, 2009; Acharya & Jena, 2016; Jensen et al., 2016; Solesvik, 2018). These resources contribute to growth and performance improvement, enhancing the organization's overall performance (Alexy et al., 2018; Joseph & Wilson, 2018; McGahan, 2021; Furr & Eisenhardt, 2021).

Strategic thought emphasizes the importance of organizational resources like human, technology, physical, and financial resources for effective strategy design and competitive superiority (Kull, 2016; Barney, 2014, 2021). These resources must be rare, valuable, non-duplicable, and non-substitute. Human resources are considered the ultimate resource for strategy design and organizational competitive supremacy (Grant 2016; Tehseen & Sajilan,

2016; Barney, 2021; Helfat, 2021). Organizational citizenship and high-tech competence are also considered imperceptible properties (Tehseen & Sajilan, 2016; Alexy et al., 2018; Nyberg et al., 2018; Gerhart & Feng, 2021).

This school emphasizes resources as the foundation for competency and capability levels in assessing firm strengths, distinguishing between resources and capabilities, which are independent and independent (McGahan, 2021; Zahra, 2021; Furr & Eisenhardt, 2021). The resource-based view posits that effective competitive superiority requires valuable, rare, non-imitated, and non-substituted organizational resources to exploit opportunities and counterbalanced threats in a diverse market (Miller, 2019; Barney, 2021; Agyapong et al., 2021).

Contemporary Schools of Strategic Management Thought
The contemporary school of thought, rooted in psychology, anthropology, and biology, emphasizes the importance of contemporary issues in strategic management strategy design, utilizing their concepts for effective management, strategy design, and implementation (Chaharbaghi & Willis, 1998; Jelenc, 2007, 2009; Johnsen, 2015). The contemporary school of thought advocates for synergistic collaboration, valuing mutual respect and understanding in business operations, rather than competitive rivalry or marketing war. It emphasizes the importance of learning, esteem, collaboration, and striking a balance in a win-win situation, reducing the impact of rivalry on a company's performance (Porter, 2009; Jelenc & Raguž, 2010; Johnsen, 2015).

Cognitive School of Strategic Management Thought
The cognitive school of thought emphasizes the importance of understanding organizational citizen behavior and attitude for effective performance. It emphasizes strategic corporate communication as a crucial element for managing a successful business organization, including stakeholders' viewpoints and information processing (Mintzberg, 1990; Sarbah & Otu-Nyarko, 2014; Johnsen, 2015; Calori, 2018). The cognitive school of thought suggests that satisfying customers' needs and demands helps a company gain a competitive edge in a diverse market. The Howard Sheth consumer buyer behavior model is crucial for enhancing customer service (Mintzberg, 1990; Sarbah & Otu-Nyarko, 2014; Johnsen, 2015; Foss et al., 2021).

The cognitive school of thought suggests that strategic management is a mental process where the strategist's head makes decisions for organizational success. It raises questions about strategists' thinking, factors to consider, organization, and conclusion. The school uses cognitive knowledge from psychology to explore and dissect strategic management issues, arguing that what is seen is believed Jelenc, 2009; Wrona et al., 2013; Eden & Ackermann, 2013). The cognitive school of thought suggests that the workforce's mental process of decoding strategic decision information is diverse, complex, and dynamic, with limited human brain information dispensation capabilities (Mintzberg et al., 1998; Johnson, 2015; Abatecola et al., 2018; Ocasio et al., 2018).

The cognitive school of thought suggests that decision-making is influenced by limited rationality, with flaws and misapprehensions. It uses methods like equivalences and representations to understand strategy-designed processes. The representation standpoint views the problematic dimension as interconnection, but representations can be useful for research (Gavetti & Rivkin, 2007; Jelenc, 2009; Thomas's, 2013; Wrona et al., 2013; Eden & Ackermann, 2013; Berente, 2020).

The developmental methodology suggests that individuals aim for unachievable, unbalanced, or unsolidified accomplishments, while rational economics postulates a new individual (Gavetti & Rivkin, 2007; Ocasio et al., 2018; Rabetino et al., 2021; Ehrig & Foss, 2021). However, these individuals remain "bounded rational" and unenthusiastic about exploring reliable scientific evidence, leading to bias and satisfaction with available options instead of assessing alternatives (Whittington, 1993; Jia et al., 2021). The cognitive school of strategic management thought suggests that strategists use horizontal and vertical thinking in various areas Kao, 1996; Bakoğlu, 2014; Paauwe & Boon, 2018). However, this approach is impracticable due to the dynamic and unpredictable nature of the market (Mintzberg, 1990; Johnsen, 2015; Calori, 2018; Bindra et al., 2019; Rabetino et al., 2021; Foss et al., 2021). Outstanding firms cannot rely solely on market research for decision-making or stakeholder networking. The dynamic, heterogeneous marketplace presents a critical challenge to this approach.

Learning School of Strategic Management Thought
The learning school of thought views learning as a systematic process of experiencing and discovering new ideas in the business environment, emphasizing the importance of decentralization and knowledge distribution within firms (Mintzberg, 1990; Peleckis, 2015; McKiernan, 2017). This school suggests that learning from competitors' experiences can significantly impact firm performance, as products and strategies are influenced by the business environment (Bindra et al., 2019; Rabetino et al., 2021). The learning school of thought asserts that business complexity can be overcome through learning within a specified timeframe. Strategists design strategies based on experience, involving discovery, novelty, and rectification, allowing organizations to implement strategies to achieve their goals and objectives (Mintzberg, 1990; Peleckis, 2015; McKiernan, 2017; Bindra et al., 2019).

Single-loop learning involves rectifying mistakes in strategic management, while double-loop learning involves identifying and rectifying errors to adjust values, norms, policies, programs, goals, and objectives (Dodgson, 1993; Rabetino et al., 2021). Learning stimulates changes and development in strategic management, based on an organization's knowledge, skills, capabilities, and routines " (Mason, 1993; Jelenc, 2009; Rabetino et al., 2021). The strategist is the central player in organizing organizational programs and events towards common goals, improving performance, and maintaining strategic management decision-making and mental mindset among subsystems and departments (Quinn, 1980; Mintzberg et al., 1998; Abatecola et al., 2018; Ocasio et al., 2018; Foss et al., 2021).

Strategic management learning involves a company's ability to advance, accumulate, and exploit knowledge in a heterogeneous market through self-awareness, involvement, symbols, and mental mind, branded through changes in attitude, behavior, and skill improvement (Mintzberg, 1990; Peleckis, 2015; McKiernan, 2017; Bindra et al., 2019; Rabetino et al., 2021). Organization learning involves continuous improvement in competency, learning new skills, achieving team goals, and adapting to others. It includes five rudiments: peculiar mastery, conceptual representations, squad-erudition, communal hallucination, and sophisticated structural thought (Jelenc, 2009; Oliver, 2008; Quaye, 2015; Cousins, 2018). The school of thought suggests that strategy is crucial for an organization's competitive edge, and that effective decisions can be made based on past experiences, even in a steady business environment (Mintzberg, 1990; Peleckis, 2015; Vidya, 2017; Bindra et al., 2019; Rabetino et al., 2021).

Designed School of Strategic Management Thought

The designed school thought suggests that strategy design involves a sequential procedure that aligns with both internal and external potential capabilities (Mintzberg, 1990; Sarbah & Otu-Nyarko, 2014; Tennent, 2020). Strategy design is an intentional, thoughtful, and open-minded process where the CEO designs and controls the implementation of organizational strategies, aiming to summarize the overall policy statement or strategic decision (Mintzberg, 1990; McKiernan, 2017; Rabetino et al., 2021).

The designed school of thought suggests that successful strategy development requires a systematic and open process, including elements like specificity, measurable, attainable, reliable, and timed-bound (Bindra et al., 2019; Tennent, 2020; Rabetino et al., 2021). This process can be tested to surpass competitors' strategies and is considered an intentional, mindful, and sensible procedure that requires internal and external evaluation at any given timeframe (Mintzberg, 1990; Sarbah & Otu-Nyarko, 2014; McKiernan, 2017). This school of thought has been instrumental in the development of strategic planning, which businesses now employ, deploy, adapt, and adopt (Mintzberg, 1990; Narikae & Lewa, 2017; Aldabbagh & Allawzi, 2019). The school emphasizes the importance of analyzing organizational strengths, weaknesses, opportunities, and threats to improve learning. It supports the Chandler standpoint, which emphasizes strategic thinking and obstinacy in management, and the design school of thought, which differentiates strategy development from implementation.

Planning School of Strategic Management Thought

The planning school of thought emphasizes strategy design as a crucial procedure in strategic management, utilizing creative knowledge to enhance an organization's performance through systematic planning and evaluation, promoting uniqueness, diligence, and attention to efficacy (Mintzberg, 1990; Peleckis, 2015; McKiernan, 2017; Bindra et al., 2019; Tennent, 2020; Rabetino et al., 2021). The planning school of thought emphasizes strategic management decision-making, choice, and competitive superiority. It provides clear direction, motivation, and focus for forging ahead in a volatile business environment, promoting mental direction and enthusiasm. The strategic management school's weakness is highlighted by the impact of unprecedented events like COVID-19, economic turmoil, political instability, and natural disasters on organizational planning (Mintzberg, 1990; Jasper & Crossan, 2012; Johnson, 2015). These changes in variables can significantly impact strategic management plans, making forecasting crucial during planning segments.

Positioning School of Strategic Management Thought

The positioning school of thought emphasizes strategic management focusing on content and strategy content for action (Mintzberg, 1990; Jasper & Crossan, 2012; Sarbah & Otu-Nyarko, 2014). It believes that diverse strategies (corporate, business, and operational) are essential for positioning a firm's products and services in the minds of customers and the public. Porter's five models, such as value chain, BCG matrix, market penetration, and pricing policy, can be used for product positioning, while SWOT analysis is a useful tool for business environment analysis analysis (Mintzberg, 1990; Peleckis, 2015; Johnson, 2015; McKiernan, 2017; Narikae & Lewa, 2017; Mishra et al., 2017). The positioning school of thought suggests that strategic management's planning and positioning will be most effective when markets force drastic or silly changes in the dynamic marketplace, as the business environment remains constant.

The Strategic Management's Configuration School of Thought

The configuration school of thought suggests that strategic management strategy design is a result of configuration, guiding organizations towards competitive superiority and performance in a dynamic environment, ensuring effective implementation and navigating a compass (Mintzberg, 1990; Vidya, 2017; Bindra et al., 2019; Mintzberg et al., 2020; Rabetino et al., 2021). The configuration school of strategic management focuses on utilizing real facts and statistical data to develop effective strategies. It emphasizes the importance of incorporating personality traits and principles from various strategic management schools to achieve competitive supremacy and performance sustainability (Mintzberg, 1990; Peleckis, 2015; Johnson, 2015; McKiernan, 2017).

The configuration school suggests that strategic management involves a structured approach to manage internal and external forces, focusing on maintaining progress in a complex business environment (Mintzberg, 1990; Bakoğlu, 2014; Johnson, 2015). This approach involves procedural strategy development, including sequential evaluation, leadership planning, proactive learning, and team socialization. Strategy aims to gain competitive and sustainable performance in an emerging environment (Peleckis, 2015; Johnson, 2015; McKiernan, 2017; Vidya, 2017; Bindra et al., 2019; Mintzberg et al., 2020; Rabetino et al., 2021). The school of thought discusses conflict of interest, emergent, and deliberate strategy concepts, incorporating both within a firm and through executive consultants. However, it has been criticized for its rigid distinction between stability and transition segments.

Synergistic Integration of The Strategic Management Schools of Thoughts and Strategic Implementation

The study focuses on integrating strategic management schools of thought for effective strategy implementation to achieve competitive superiority and sustainable performance. The focus is on synergistic integration and alliance, which are crucial for businesses to translate their strategic plans into action-oriented, goal-oriented strategies. The study highlights eleven points that businesses need synergy, integration, and alliance for successful strategy development, implementation, and overall organizational performance.

Figure 2: Synergistic Integration of the School of Strategic Management Thoughts and Implementation Model

Defining Strategic Direction (Firm Vision, Mission, Goals, and Core Values)
The strategic management schools of thought work together to ensure effective implementation, action planning, and result-oriented management. This synergistic approach focuses on strategic direction, vision, mission, goals, and values, aiming to achieve predetermined objectives in the short and long run. Company strategic direction changes with business conditions, necessitating constant strategic management assessment. The synergistic integration and alliance of these schools of thought are crucial for effective implementation and action planning (Brui, 2018; Bochenek, 2019; Ukpong & Ossia, 2019; Dalcher, 2019; Bénet, et al., 2019; de Oliveira, et al., 2019; Panchenko, et al., 2019; Witcher, 2019; Bracken, 2019; Bryson & George, 2020; Barbosa, et al., 2020; Amason, 2020; Fuertes, et al., 2020).

Build a proactive managerial crew.
Strategic management schools of thought emphasize that a firm's primary responsibility is to implement organizationally designed strategies, influenced by the expertise and managerial capabilities of both corporate and operational managers. Newly creative plans require special attention, commitment, involvement, and motivation from managers for effective implementation (Panchenko, et al., 2019; Witcher, 2019; Bracken, 2019).
Corporate plan development necessitates innovative workforce perceptions, diverse expertise, commitment, and involvement in implementing strategies. Strategic management requires structural change, ascension of new consumers, creative know-how, and internal

business operational procedures, as per various studies (Brui, 2018; Bochenek, 2019; Ukpong & Ossia, 2019). Strategic management managers must adapt their leadership styles to improve performance. Implementing strategic management strategies requires structural adjustments, fund disbursement, and interrelationship within the organization. This presents a challenge to competitiveness and hierarchical structure (Dalcher, 2019; Bénet, et al., 2019; de Oliveira, et al., 2019). Evolutionary leadership styles suggest standard sharing of strategies, and executive leadership should integrate executive, middle, and lower management competencies to execute strategies effectively.

Synergistic mentoring, coaching, and training enhance expertise, strategic management performance, and company goals. Workforce adjustment involves planned changes and resilient consent for strategic management-adjusted functions. The strategic management team emphasizes open-mindedness and objectivity-steering roles due to dynamic and delicate workforces (Bryson & George, 2020; Barbosa, et al., 2020; Amason, 2020; Fuertes, et al., 2020). Strategic management requires positive team members to implement strategies effectively. Clear human capital direction, including recruitment, job responsibilities, training, and compensation, is crucial. Creativity and innovation are essential for internal recognition and management capabilities. Synergistic integration and alliance commitment accelerate strategy execution and the realization of strategic management schools of thought (Amason, 2020; Fuertes, et al., 2020).

Strategy Implementation Blueprint
The strategic management school of thought emphasizes the synergistic integration and alliance of various activities to be accomplished through the strategic functional department. This blueprint outlines systematic processes, outlining activities with firm goals such as resource possession and workforce task assignment. It emphasizes preference, transparency, and stewardship in performance achievement. Synergistic integration fosters strategic management intent, division of labor into meaningful units, and control and authority connected with structural hierarchies. This approach promotes prompt strategic implementation, innovative action-oriented, and internal crew building (Brui, 2018; Bochenek, 2019; Ukpong & Ossia, 2019; Dalcher, 2019; Bénet, et al., 2019; de Oliveira, et al., 2019).

Synergistic integration and alliances emphasize stewardship and accountability, crucial for effective strategy implementation, inspiration, and outstanding performance. These elements are essential for leadership transparency, effectiveness, and task responsiveness in strategic management strategies. The primary rationale for strategic implementation is to accumulate divergent strategic result-oriented product lines and creative and innovative action, as per various studies (Panchenko, et al., 2019; Witcher, 2019; Bracken, 2019; Bryson & George, 2020; Barbosa, et al., 2020; Amason, 2020; Fuertes, et al., 2020).

Synergistic integration and alliance refers to a firm's strategy implementation blueprint that is connected to strategic intent, systematic procedure, and open access to all organizational citizens and executive leaders. This blueprint promotes strategy execution through self-motivation, sequential procedure, and minimizing environmental influence environment (Barney et al., 2021; Lanzolla & Markides, 2021; Mata et al., 2021; Zahra, 2021; Helfat, 2021). It consists of a prevalence condition and modification procedure that advance knowledge acquisition, sharing, and management during strategic implementation. Synergistic integration enhances the firm's resources and restricts competitors, creating a competitive edge in the dynamic business environment. It also reconfigures and builds dynamic

capabilities and resources, impacting strategic management strategy implementation (Zahra, 2021; Helfat, 2021).

Disbursement of Financial Resources
The strategic management school of thought emphasizes the importance of synergistic integration and alliance in implementing a successful financial plan. This involves creative and innovative tools, information technology, human capital development, and management. Financial planning is a sequential process that involves management creativity, inventiveness, effective strategy implementation, and alignment with organizational resources. The focus is on short-term operational difficulties to improve financial performance. Planned inventiveness emphasizes the importance of financial planning in strategic management plan execution (Brui, 2018; Bochenek, 2019; Ukpong & Ossia, 2019; Dalcher, 2019; Bénet, et al., 2019; de Oliveira, et al., 2019; Panchenko, et al., 2019; Witcher, 2019).
Strategic management functional strategy should be integrated with operational financial planning and working capital. This process involves assessing programs, routines, economic projections, and performance parameters to identify significant advancements, cost-effective measures, action plans, and results-oriented strategies. The synergistic integration of strategic management school of thought clarifies modifications, control financial planning, disbursement, and re-disbursement to achieve effective strategy implementation (Bracken, 2019; Bryson & George, 2020; Barbosa, et al., 2020; Amason, 2020; Fuertes, et al., 2020).

Allotment of Goals and Tasks
Strategic management emphasizes goal assessment as crucial for effective strategy implementation. Organizational citizens understand and align strategic management tasks and goals with their respective functions, leading to clear understanding of their obligations and functions towards company strategic implementation and expected results. This synergistic approach ensures that the workforce is well-informed about their roles and responsibilities in executing the company's strategy (Brui, 2018; Bochenek, 2019; Ukpong & Ossia, 2019; Dalcher, 2019; Bénet, et al., 2019).
Strategic management responsibilities involve recognizing, understanding, and motivating employees to perform tasks in line with firm goals, promoting progressive role-play, and ensuring clear allotment of tasks. Individual effort, stewardship, and transparency are required, and organizational citizens must understand performance assessments compared to actualized obligations (de Oliveira, et al., 2019; Panchenko, et al., 2019; Witcher, 2019; Bracken, 2019).
Synergistic integration and alliance involve defining responsibilities and standards for individual workforce performance. Executive management should divide strategic plans into labor divisions for effective supervision and assessment. This ensures goal accomplishment through systematic processes, promoting confidence, group aspiration, wisdom, charisma, and self-actualization. Firm financial performance is easier to assess if linked to non-financial performance, requiring simple performance assessment and evaluation indicators. This approach is crucial for achieving both financial and non-financial goals (Bryson, & George, 2020; Barbosa, et al., 2020; Amason, 2020; Fuertes, et al., 2020).

Robust organizational structure and due procedure
The integration and alliance of strategic management schools of thought enhances a firm's operational procedures, projections, and structural configurations. However, organizational

structural prerequisites function separately, with no correlation with strategic management strategy implementation (Brui, 2018; Bochenek, 2019; Ukpong & Ossia, 2019). The detachment of strategic commercial departments with autonomous goals contributes to insignificance in overall firm accomplishment. Synergistic integration and alliance of strategic management enhance organizational potential capabilities, including resource allotment, structural modification, re-arrangement, and procedural activities. Sound strategy advancement is essential, and firm structural arrangement outplays are crucial determinants of strategic planned execution (Bryson & George, 2020; Barbosa, et al., 2020; Amason, 2020; Fuertes, et al., 2020).

Strategic management operational programs require effective synchronization of expertise and potential abilities across departments to improve company competitiveness and sustainable performance. The strategic management team, in collaboration with other employees, advocates for strategic implementation in their constituencies and operational units. Configuring firm structures and business operational programs with strategic implementation leads to harmonious results and result-oriented outputs (Dalcher, 2019; Bénet, et al., 2019; de Oliveira, et al., 2019). The consistency assessment ensures the effective implementation of strategic management intent and activities by organizational citizens, including executive, middle, and lower management teams, and clarifies strategies, implementations, policies, and blueprints, thereby achieving the intended goals (Panchenko, et al., 2019; Witcher, 2019; Bracken, 2019).

Assigning Workforce's
The synergistic integration and alliance of strategic management schools of thought is crucial for efficient workforce assignment during strategic implementation. This approach posits that company-setting attitudinal standards and professional conduct ensure the progressive advancement of the workforce and the actualization of strategic management performance (Brui, 2018; Bochenek, 2019; Ukpong & Ossia, 2019). It also provides opportunities to enhance divergent cultural backgrounds, leading to effective strategic implementation and improved performance. This school of thought posits that a company's strategic goals are achieved through a harmonious and interconnected workforce (Dalcher, 2019; Bénet, et al., 2019; de Oliveira, et al., 2019; Panchenko, et al., 2019).

The strategic management team continuously evaluates and recognizes the workforce's proactive performance towards overall achievements. Managers must establish machinery to compare divergent performance and goal accomplishments. Synergistic integration consolidates strategic management thought, expertise, and capabilities for short- and long-term organizational performance (Witcher, 2019; Bracken, 2019; Bryson & George, 2020). Managers and emerging expertise aim to implement strategic management strategies that produce proactive outcomes, ensuring both short- and long-term organizational success (Barbosa, et al., 2020; Amason, 2020; Fuertes, et al., 2020).

Strategic Information Dissemination
Strategic management schools of thought work together to understand and implement strategies, procedures, and information dissemination, which contribute significantly to a firm's performance. Effective information dissemination is crucial for the growth and development of a firm's strategic plan, direction, and continuity during implementation (Brui, 2018; Bochenek, 2019; Ukpong & Ossia, 2019; Dalcher, 2019). Effective policy proclamation involves specific, measurable, reliable, and time-bound actions known as SMART with

predetermined outcomes. This synergistic approach helps organizations achieve their aims and objectives (Witcher, 2019; Bracken, 2019; Bryson & George, 2020).

Strategic management implementation faces challenges such as not-dissemination, lack of targeted groups, miss-attitudinal and professional conduct advancement, poor dissemination medium, and lack of assessment and parameter indicators. These issues underutilize the workforce potential. However, with synergistic integration and alliance of strategic management schools of thought, these challenges can be overcome and overcome. This highlights the importance of addressing these challenges in strategic management (Bénet, et al., 2019; de Oliveira, et al., 2019; Panchenko, et al., 2019).

Strategic management involves identifying and implementing tasks with significant impacts, disseminating information with justification, and ensuring effective implementation performance. Effective information dissemination requires precise, reliable, persuasive, and easy-to-understand language across all management levels. A synergistic configuration of strategy implementation and information dissemination can improve company goals, effectiveness, and appropriateness in the business environment. Proactive success in long-term strategic planning leads to novel validities, ultimately improving overall strategic management performance. This approach has been studied by various researchers (Barbosa, et al., 2020; Amason, 2020; Fuertes, et al., 2020).

Strategic Management Appraisal and Feedback

The integration of strategic management schools of thought helps in periodic assessment and feedback for strategy implementation. This allows leaders to compare forecasted strategies with current implementation parameters, evaluate implementation parameters, and identify potential issues (Brui, 2018; Bochenek, 2019; Ukpong & Ossia, 2019). Regular performance assessment encourages and determines the direction of strategies, offering opportunities for modifications and redirection. It can be initiated weekly, monthly, quarterly, semi-annually, or annually, depending on company policies. This approach helps achieve predetermined aims and objectives (Dalcher, 2019; Bénet, et al., 2019).

The synergistic integration of strategic management schools of thought allows for regular assessments to identify challenges and problems, prioritizing strategic management strategy implementation, competitive supremacy, and performance enhancement. This approach provides managers with ample opportunities to review firm performance through conferences and other mediums, ensuring effective time utilization, cost maximization, and robust investment (de Oliveira, et al., 2019; Panchenko, et al., 2019; Witcher, 2019; Bracken, 2019). It also promotes strategic collaboration, fast-tracking strategy implementation direction, and performance appraisal. The study highlights the importance of a balanced scorecard, financial and non-financial performance, and international standard organization performance measures in achieving these goals (Bryson & George, 2020; Barbosa, et al., 2020; Amason, 2020; Fuertes, et al., 2020).

Modifications Planned

The volatile environment necessitates changes in strategic management, including managerial styles, expertise, and leadership roles. This involves integrating different schools of thought and integrating strategic management strategies. The planned modifications evaluate current performance against the projected plan, allowing for modification opportunities to achieve strategic goals. Implementing strategic management strategies strengthens workforce alliances, information dissemination, and significantly impacts

organizational performance goals. This has a significant impact on organizational citizens and serves as an internal driving force (Brui, 2018; Bochenek, 2019; Ukpong & Ossia, 2019; Dalcher, 2019; Bénet, et al., 2019; de Oliveira, et al., 2019; Panchenko, et al., 2019; Witcher, 2019; Bracken, 2019; Bryson & George, 2020; Barbosa, et al., 2020; Amason, 2020; Fuertes, et al., 2020).

Building an Ethical Organizational Culture
Strategic management schools of thought emphasize the importance of organizational culture in transforming innovative strategies into result-oriented thinking. Strategic alignment with organizational culture is crucial for effective strategy implementation. Organizational culture includes values, norms, educational background, gender, professional expertise, individualistic features, attitudinal conducts, perceptions, beliefs, mutual share-values, mood, and social affiliations. Effective strategic management performance relies on these factors to achieve synergistic integration and alliance (Panchenko, et al., 2019; Witcher, 2019; Bracken, 2019; Bryson & George, 2020; Barbosa, et al., 2020; Amason, 2020; Fuertes, et al., 2020).

Organizational culture plays a crucial role in strategy implementation, resulting in effective commitment, involvement, self-support, and motivation. The synergistic integration of strategic management schools of thought builds and consolidates subcultures like market, clan, advocacy, entrepreneurial, and hierarchy cultures, enabling organizations to outperform competitors and outperform in the business environment. This integration and alliance of schools of thought is essential for successful strategy implementation (Brui, 2018; Bochenek, 2019; Ukpong & Ossia, 2019; Dalcher, 2019; Bénet, et al., 2019; de Oliveira, et al., 2019).

Conclusion
The study focus on the strategic management schools of thought, challenges, synergistic integration, and alliances in implementation. The study finding emphasizes the importance of strategic management in achieving competitive performance superiority. The study finding posit that implementing strategies requires attention, consolidation, focus, commitment, and involvement from the strategic management team to achieve the predetermined performance goal effectively. The study finding submit that the synergistic integration and alliance of strategic management philosophical perspectives are critical in this modern-day strategy implementation for effective optimization and performance improvement. The researchers identified eleven systematic synergistic integrations and alliances among these perspectives. We hereby recommend empirical study on the same subject or topic in both private and public organization in order to ascertain the systematic synergistic integration and alliance effect and contribution towards modern-day strategy implementation successes.

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