



Modern Management: The Biggest Challenge of an Era Full of Changes

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Abstract: *The 21st century was marked by countless changes and upheavals around the world that very much revealed a new age. This era of fast, sudden, and omnipresent change has serious implications for our future. In today's fast-paced world, each organization needs new tools and methods to strengthen its effectiveness. Strong competition in the worldwide marketplace requires organizations to figure out ways to be competitive. Competitive advantage is achieved only by organizations that are ready for extreme changes and employ techniques and concepts of non-stop improvement. In order to obtain a competitive advantage, the context of continuous quick globalization, change, and development drives fresh ideas about the modes of activity and roles of organizations. One of the most crucial human activities is management. Since the beginning of time, when humans formed social organizations to achieve goals and objectives that they could not achieve as individuals, management played a vital role in ensuring that individual efforts were coordinated. What is now happening compels managers to employ more modern, contemporary techniques and manners of management to meet current issues. New management strategies, such as a process-oriented approach, are necessary. Modern management is the foundation for creating a successful, market-competitive organization. To answer these issues, the study will focus on analyzing management theories and particular elements that separate today's management from previous eras. Therefore, managers in modern businesses must recognize the critical role they play in helping their organizations accomplish their objectives. For this goal to be achieved, it is vital to apply modern achievements and technology in organizational management. Our paper's purpose is to demonstrate how management has grown up in an ever-changing organizational environment. To solve these challenges, researchers need to broaden and expand their attention to the process approach as a way of enhancing the organization's management system and developing recommendations for maximizing crucial business processes. These events have had an impact on the organizational world, and it is up to management to refresh, modernize and rise to face the challenges.*



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1. INTRODUCTION

Management principles and theories have undergone major changes and significant transitions through different epochs in history. These alterations have majorly been influenced by emerging criticism and changing times, which have necessitated the adoption of matching strategic leadership plans that can resonate with every period in history. Normally, every new period in history comes with many challenges and opportunities; therefore, leadership adjustments have to be pursued to allow institutions to take full advantage of the new period while overcoming the drawbacks that these changes present to extant approaches (Anjum & Zahan, 2021).

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This underscores the need for change to keep the organization germane to the unfolding changes and compete favorably with the other players under the same category. Peering back into history, the management realm has undergone sweeping alterations and seismic shifts, which have been occasioned by changes in social dynamics, leadership transitions, economic crises, and changes in monetary policies (Wren & Bedeian; 2020 Ferdous, 2016). All these have had a major impact on the shape and stability of managerial roles, thus occasioning leadership adjustments. As mentioned earlier, each new period brings along both exciting and disadvantageous changes and more so impacts the established managerial framework negatively. In the recent past, the world has experienced notable events which have rocked the corporate world, leading to major wealth transfers, the closure of big businesses, and the loss of shareholders; capital, apart from the massive retrenchment that has been witnessed during these stressful periods. For instance, the management suffered through the 2008 economic downturn and the Great Depression. Most recently, the COVID-19 pandemic has affected the way businesses conduct their activities. During the pandemic period, when governments across the globe imposed stringent rules limiting movement and people interaction to curb the spread of the deadly and highly contagious disease, the management suffered massively. This is because it was subjected to unplaced recalibration and process adjustments to enable the business to match the specific challenges of the problems (Vavrek et al., 2019).

The stated examples are true examples of the shifts that have occurred in management and leadership following the occurrence of outliers in the economy. Initiating change in relation to the shifting times is core to remaining relevant and competitive, thus enabling the management to perform at the optimal state. All through this period, management practices have undergone major challenges in the attempt to overcome the presented obstacles. Therefore, the paper shall discuss how modern management has been shaped and affected by societal dynamics, thus posing challenges in the ways that these businesses run their activities in the current highly competitive working environment.

2. LITERATURE REVIEW

According to Mundi et al. (2020) who investigated the history of management, it is investigated and traced back to the dark ages when humans survived by hunting and gathering. During these times, when there was no government, modern technology, or established institutions, management played a critical role in establishing organized hunting and maintaining peace among the people. As a result, this body of research highlights the fact that management is both a vital component and an instrument in the process of coordinating efforts. In addition, given the fact that our society is getting ever more crowded, the position of management has taken on a significance that is both significant and unavoidable. In addition, the management of people has become increasingly complex, which necessitates the development of more strong processes in order to achieve seamless leadership. It was revealed in these publications, which were prepared with the intention of demystifying the dynamics of management and leadership, that management has a transforming impact on the social and economic elements in developed countries. In addition, management has been a crucial pillar in the construction of the global economy, as well as the creation of regulations that govern how the parties interested in participating in the global economies ought to work. In addition, the book sheds light on the transitions and evolution of theories that have occurred in management throughout history to create powerful and appropriate managerial frameworks for every circumstance. Because management is intertwined with other fields like mathematics, statistics, and psychology, the discipline has gotten more difficult to study as the world

continues to observe significant advancements in science and technology. This pattern may be traced back to the 20th century when there was a disproportionate burst of an avalanche of managerial theories (Hussain et al.,2019). In that era, there was also an increase in the number of management consultants. Even though these components have become indispensable to management, the challenges and complexities of management have only increased as a result.

According to the findings of a study conducted by Jean-Etienne (2018), the objective of which was to locate the beginnings of management theory, there has been relatively little research and development in the field of managerial matters in comparison to the paradigm-shifting steps that have been taken in engineering. This author has provided a thorough analysis of the significant efforts that were put forth in the direction of the development of the management theory. This required the participation of well-known thinkers like Taylor and Adam Smith, among others. In addition, the article investigates the unspoken connection that exists between the levels of coordination that exist between workers and their supervisors and the levels of productivity that exist in the workplace. The development of the theories was significant because it attracted many managers who were interested in the incredible promise that scientific and managerial practices had an impact on transforming companies, which in turn led to higher rates of productivity. These managers were attracted by the amazing promise that scientific and managerial practices had an impact on transforming companies. Jean-Etienne (2018) details the numerous efforts that previous business scholars have made in an attempt to pinpoint the precise period in history when management as it is practiced today first emerged.

According to Pulakos et al. (2019), the 20th century is considered to be a special period in the age of management. This is because the 20th century coincides with the period in which major theories, principles, and theories pertaining to management were established, thereby marking new heights in management standards. It was during this period that historians, philosophers, and management scholars strove to provide a blueprint for the establishment of future firms and were the primary sources of inspiration for new management theories. However, the 1980s and 1990s marked a period when the management rules and principles of the 20th century were dropped, paving the way for fresh ideas in the world, which ushered in regime changes and major economic transformations with stronger economies emerging in the Asian block. This was a time when the world was ushering in major economic transformations with stronger economies emerging in the Asian block. Management in the 20th century consisted of following a set of rules and having certain principles that guided practice. In addition, the publication offers readers a more in-depth understanding of the history of management by analyzing its application in various eras throughout history, such as the coordination of personnel involved in the construction of ships. Although the term “management” has only been around for a relatively short amount of time, there is a striking similarity between the methods that people used when they were constructing tombs and the methods that are used in contemporary planning. In the end, management is something that has been constructed through the gradual growth of practices into the complex ideas and principles of leadership that are present today.

McKiernan (2017) offers a comprehensive analysis of the development of managing theories from the classical era up through the present-day management practices. The author emphasizes that there is a need for modern managers to examine the trends in past managerial practices and principles in order to enable them to predict future changes with a higher degree of precision. This is because the modern manager is expected to be able to handle a wider range of complex problems. In addition, McKiernan (2017) is of the opinion that the current managerial inefficiencies can be

effectively addressed by applying the ideas that were established by the predecessors. In addition, the author maintains that if a person is knowledgeable about the theories and principles of management, they are more likely to act in a structured manner inside the established framework, which in turn increases the likelihood of successful business endeavors being undertaken (Pulakos et al., 2019). Examining and paying attention to the history of management provides a foundation for effective leadership and management since management is a science that developed throughout history through a combination of research and practical experience. As a result, the lofty ideals that have coalesced around leadership are valuable in giving a basis for leadership in the present day.

There hasn't been a lot of research done, despite the fact that there is a lot of evidence about the development of managerial ideas throughout history. This is because there isn't much research done about how more elaborate modern leadership principles can be connected with the older concepts, which would result in stronger leadership. In addition, there is a void in research regarding how the ideas of the past might be helpful in finding solutions to the problems that are faced in modern management. In a similar vein, there is a dearth of research on topics that pertain to how management concepts have been utilized in the past in order to tackle historical issues such as the great depression.

3. METHODOLOGY

This paper has majorly drawn its supporting evidence from a broad range of credible scholarly sources. These are materials containing scientific research from different periods in recent human history, thus mapping the issue into its real position. Moreover, using evidence from different times allowed the examination of the research evolution that has occurred throughout history. Similarly, using sources from different scholars provided a basis for the evaluation of facts and establishment of common facts, thus examining the consistency of the research. Therefore, it majorly focused on secondary sources for reducing the study period while allowing the integration of various studies, which leads to more plausible conclusions.

4. RESULTS

There has been a major shift in management strategies when compared to the previous management techniques. While the past management practices were based on theories and principles, the 21st century has been greatly influenced by technological improvements that are becoming complicated by the day. Moreover, it has been found that the past theories and practices in management are essential determinants of them as they provide and backdrop for establishing a stronger future leadership (Khorasani & Almasifard, 2017). However, due to the stated technological advancements, past strategies cannot be fully reliable in managing modern-day issues but can provide useful information about the estimated projection and ways in which businesses should respond to uncertainties (Wilson & Campbell, 2020). Additionally, in the past, the subject of management research was undertaken by scholars from diverse subjects. Throughout history, management has been an important subject as it has enabled people to work in a coordinated manner, thus realizing their objectives. Therefore, management is a product of continuous research and accumulated evolution of theories to the management seen today. The point that management is crucial in coordinating working plans makes it an essential element in the modern workplace where workplace responsibilities are group-based, requiring management to keep the operations smooth. However, great breakthroughs in management can be traced back to the 20th century, when many scholars began to gravitate toward management to fill the research gap (Dahlgard-Park et al. 2018).

Moreover, the financial crisis that coincided with the same period has been essential as they have laid the ground for establishing a strong policy and strategic plan for combating challenges. Ultimately, the past lays the ground for the formulation of future strategies and assists in determining the possible and most pertinent approaches that can be applied in theory and practice.

5. DISCUSSION

Since World War Two and the subsequent eruption of the cold war, the world has experienced transitions in technology. Moreover, establishing the United Nations was a major and tremendous step in restoring world peace, thus setting up a free economy where businesses can operate across the border. While this was an advantage in enabling coordination of businesses while creating unlimited access to a huge pool of customers across the border, it was detrimental to the operations as it marked the beginning of the global competition, exposing the weak and vulnerable economies to the huge trade deficits (Reijers, 2021). Against the above background and the available literature, modern management has become quite complicated, thus requiring more structured approaches to dealing with global problems. The present-day managers have the responsibility of providing the needed managerial competence for dealing with the unfolding challenges in management, which are bigger and more sophisticated in the globalized market (Belyaeva, 2018). Therefore, management requires multipronged and holistic attention to all the aspects of the economy and the past practices in running businesses.

Most recently, there has been a shift and revolution of theories as managers attempt to come up with leadership approaches pertinent to the dynamics of the 21st-century marketplace. One of the notable transitions is the shift from bureaucratic leadership to a transformative managerial approach for aligning with the current need for the involvement of all players in the business (Wawak & Woźniak, 2020; Amankwah-Amoah & Wang, 2019). While the former was based on a hierarchical approach with the top management and a downward chain of command, leaders are shifting to the latter to allow sharing of ideas and enable each employee to share with the management (Benson & Peprah, 2021; Boone et al., 2019). This system has been useful in sharing the goals and objectives of the business, thus infusing a sense of autonomy in the operations. Through this, everyone feels part of the management and is aware of the expected and shared goals of a company. Hence, this makes it easier to work towards the realization of the goals of the organization.

While management and the affiliated theories have been extant in history, they have not matched the scope, magnitude, and complexity of the current managerial practices. Ties are changing, and so is the role of a manager in businesses (Seifzadeh & Rowe, 2019; Veloutsou & Guzman, 2017). Essentially, these tasks morph into demanding responsibilities related to decision-making and problem-solving. Moreover, managers have the noble role of designing and maintaining a suitable environment and a thriving atmosphere for the optimal operation of employees (URINOV, 2017). In brief, managerial roles have expanded to match the prevailing requirements. Additionally, modern management has further expanded to encompass principles such as coordination, strategic planning, directing, and exercising control over large and complex decision-making processes (Kužnin & Walker, 2017). The roles of a major are therefore more delineated but more complex than the ones of the predecessors.

In the contemporary, managers are faced with bigger challenges than their predecessors due to the presence of free-trade policies and a globalized market. In parallel, citizens have been empowered by the 21st-century technological advancement, which has birthed social media, a powerful

communication tool that allows seamless and seamless conveyance of information. Therefore, customers have a good wealth of information about the market, thus placing businesses in a precarious state as the operations have to be conducted in an elaborate open, and transparent manner to prevent reputational damage (Virtanen & Vakkuri, 2016). Similarly, modern organizations are comparatively larger than the previous ones since some have overseas branches, complicating workforce operations and management (Palla & Billy, 2018). However, the same technology provides a useful opportunity for modern businesses (Pfano & Beharry, 2016). With the invention of powerful computers and equally powerful software, companies can now conduct their operation more smoothly than ever before (Rybicka, 2018). This allows, among other functions, employee management, progress forecasting, and financial management to be conducted easily and accurately (Vukotić et al., 2017). Moreover, new advanced software such as test gorilla has eased the employees' integration process. In parallel, the modern workplace allows managers to impose financial and non-financial controls to keep track of the movement of money and operations in general within an organization (Stone, 2016). Therefore, human resource management has undergone tremendous change leading to new levels of performance (Podgorodnichenko et al., 2020). However, there remuneration related issues due to an increase in minimum wages and consistent calls for better workplace conditions. This has increased operational costs in some cases. In response to this, machine learning and artificial intelligence have been introduced in the workplace to aid in mitigating the high wage rates and enabling robots to perform tasks that are too risky to be assigned to the human workforce, thus improving safety levels (Ziora, 2020).

6. CONCLUSION

A cursory reading reveals that the article presents a comprehensive study of management's development and the ways managerial difficulties have been met throughout history. According to what is discussed in the paper, management has been in practice for a considerable amount of time in history; however, the term "management" did not come into use until relatively recently, when corporate management began as a result of expanding economies leading to the formation of larger corporations. Nevertheless, the management principles and theories accessible today are the results of laborious and devoted research work carried out by a diverse class of academics. These academics have assisted in the formulation of strategies for manning employees and resources for the optimization of practices to keep businesses in the best state and shape possible. The most essential and detailed topic that this article has covered is the modern challenges that are faced by management, as well as the potential solutions to these problems. For instance, the modern business world is notoriously cutthroat due to the fact that almost everyone involved in management practices possesses an excellent understanding of the nuances of their position as well as the dynamics of the market, which contributes to the environment's high level of competition. The enterprises, on the other hand, are built on the foundation of contemporary technology. As a result of the most recent burst of technological innovation, managers now have a fantastic opportunity to make use of the readily available technologies, such as dependable software, in order to triumph over the challenges posed by the existing level of competition as well as the challenges posed by economic downturns. Notably, it has been determined that in order to realize seamless management, there is a need for an analysis of the past managerial practices and how they were effective in combating past uncertainties caused by events such as the Spanish flu pandemic, the great depression, the occurrence of two major world wars in the 20th century, and the tug of war between communist and capitalist policies. This is noteworthy because it has been determined that in order to realize seamless management, there is a need for an analysis of past managerial practices.

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