



DEVELOPMENT TRENDS IN MODERN MANAGEMENT: MAIN PROBLEMS AND PROSPECTS

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Annotation. In this article, it is devoted to studying the problem of management development characteristic of the modern world and identifying ways to solve these problems. It is also discussed the needs and prospects for the development of modern management as an important component of the country's sustainable socio-economic growth and analyzed trends, goals, relevance and evolution of the content of the concept of "management".

Key words: management, management system, management development, problems, solutions, prospects, development.

Introduction

As the rate of innovation spread increases, standard management models no longer work. In this situation, the rapid transformation of the production and management process makes it possible to adapt to constantly changing processes. New trends in the development of modern management include the need for constant innovation, continuous training of employees, the transition from predominantly individual training to group training, the allocation of knowledge management as a separate area, the widespread use of benchmarking, a shift in emphasis in management influence towards the activation of such employee properties as initiative, creativity and passion for work.

The environment of any organization has changed a lot in recent times. The most significant change is the increase in the speed at which innovation spreads. The main news of recent years is not so much specific innovations (the spread of social networks, the transfer of



images from the surface of Mars, the beginning of the development of shale gas and oil deposits), but rather the increase in the speed of changes themselves.

The ever-increasing pace of change has become a major factor in economic growth. In this regard, in order to remain competitive, organizations must maintain a high pace of their own innovation activity. At the same time, we are talking about a constant flow of innovations “in the small”, which become both a factor in the viability of organizations and a factor in their competitiveness.

Literature review

In recent years, significant changes have occurred regarding the ability to carry out innovative activities. Each person can share his achievements with everyone who has access to the Internet, contact whomever he wishes, and contribute to innovations of any kind and profile. This quality of modernity greatly distinguishes it from other periods of human history. Under the influence of new information and communication technologies, standard management models stop working, contradictions arise between the changing reality and traditional ways of interaction between people based on outdated management models.

As a result, management practices are gradually changing. It changes primarily within organizations that operate in a competitive environment and achieve success. The rest of the organizations, as a rule, continue to be managed in the old way, and this hides from us new trends in the development of management. However, researchers continue to ask the question: “How and to what extent has management changed in recent years?” Among them are P. Drucker, T. Peters, G. Hamel, O.S. Vikhansky and A.I. Naumov, V.S. Katkalo, G.B. Kleiner, V.L. Makarov, I.P. Malichenko. Discussions are ongoing.

Technologies, goods and services, as well as methods for organizing socio-economic processes, are improving more and more rapidly. In this situation, it is necessary to rapidly transform the entire production and management process. This makes it possible to adapt to constantly changing processes. Thus, management turns out to be innovative.



Research methodology

In the article, it is used a number of methods of financial and economic analysis as a methodological basis. In particular, economic, logical, scientific abstraction, comparative analysis, monographic research, study in dynamics, data grouping, induction and deduction, as well as fine statistics and regression analysis.

Analysis and results

The innovative nature of management dictates the need for continuous training of employees. Training is becoming one of the functions of management today.

Almost any employee must improve his qualifications by improving his professional skills and abilities, acquiring new knowledge and new ways of solving constantly emerging new problems. Therefore, one of the characteristics of learning is its continuity. The purpose of training today is not only the acquisition of knowledge and skills necessary directly for carrying out work in a particular workplace, but also increasing the ability to quickly adapt to changing conditions.

In this regard, the subject of training becomes the acquisition of skills that facilitate individual and collective knowledge exchange. In particular, the subject of training is increasingly becoming collaborative discussion skills, group work skills, and for group training, acquiring team interaction skills.

A modern sustainable trend is the transition from predominantly individual training to group training. Many organizations practice group training and group education in order to obtain not only highly qualified personnel, but also personnel who can effectively interact with each other. Not only individuals, but also teams are involved in learning; At the same time, not only individual, but also collective knowledge and skills are mastered.



One of the essential characteristics of modern innovations is their continuous nature and the large number of participants in the innovation process. The example of Whirlpool illustrates precisely these features of the innovation process. In this company, almost all employees participate in innovation.

Of the 68,000 employees, 30,000 workers received special training in innovation management. Of these, every 30th, that is, 1000 company employees, received the internal corporate title “black belt in innovation.” This suggests that innovation in this company is carried out not by a special unit responsible for R&D, but by all employees without exception.

It becomes clear that innovation is not always an invention; moreover, innovation is not identical to invention. This also means that innovation management is not an independent isolated activity, but an organic part of management in a company.

Today, the subject of innovation activity is also changing. Previously, innovation was mainly technological: just remember Edison’s inventions, which served as the beginning of General Electric, as well as the inventions that formed the basis of the largest innovative projects of the 20th century - launching humans into space, creating atomic and hydrogen weapons. Today, an increasing number of innovations are characterized by new ways of implementing them (markets of ideas, crowdsourcing, new ways of forming effective teams, trust-building technologies).

Another significant characteristic of the modern period of development is that the content of innovation activity is changing. According to BusinessWeek magazine, the most innovative companies of 2006 are Starbucks, Southwest, IKEA, and e Bay. All participants in this list are not distinguished by high-tech technologies used in the production process. They differ in that they have applied new methods of organizing the process. In other words, their main innovations are management innovations.



Thus, the Starbucks coffee chain is not directly related to innovation in the traditional sense of the term. However, new management methods allowed it to develop a global network of 20,000 points in a relatively short period of time.

The capitalization of this network is more than \$50 billion.

In the modern world, not only the essence of innovation is changing, but also the content of the modern production process. Workers of the 21st century work primarily with knowledge, data and information, rather than with material objects. P. Drucker mentioned this pattern. He noted the emergence in modern enterprises of a new type of worker - a knowledge worker, or an intellectual worker. P. Drucker insisted that new employees and employees of the industrial era differ significantly. The difference is that management based on Taylorism is not applicable to a new employee. F. Taylor proposed a type of management that involves task analysis; recording all actions and time spent on each action; eliminating unnecessary actions, linking the remaining actions to reduce the time required to complete a task and the employee's efforts, while simultaneously improving the means of labor; compiling a list of necessary actions and communicating it to each employee. Such management has proven highly effective when applied to manual labor, primarily in industry and construction. It is still effective in developing countries and in those areas in which manual labor prevails or there is a routine of repetitive homogeneous operations. At the same time, in those areas in which the basis is not physical, but mental labor, this management is less applicable.

The activity of an employee who works primarily with information and knowledge has the following characteristics:



transfer of responsibility for work efficiency to a greater extent to employees due to the necessary autonomy;



one of the main components of an employee's assignment is innovation;



the work involves the employee's self-education and the transfer of new skills and knowledge to others.

Figure 1. Characteristics of the activity of an employee who works primarily with information and knowledge

Currently, information systems are a key element of an organization's production apparatus. Modern information technologies make it possible to create global networks that qualitatively change the division of labor, contributing to the building of global chains of goods production and global distribution networks. The boundaries between organizations are blurring. Today, new modes of governance are needed to facilitate the development of these global networks.

Modern business management practice is based on a broad vision of the nature of the company and its boundaries. It combines technological and mental characteristics, corporate culture, institutional environment, cognitive system, events, and practices of other organizations. All these objects become objects of management. Consequently, one of the fundamental characteristics of modern management is the expansion of its objects.

One of the most popular management tools recently is benchmarking. It is a management procedure that consists of using the best practices of firm taxes in the company's activities. During benchmarking, companies are found that are distinguished by high efficiency indicators and have achieved significant results in mastering new technologies and using modern tools. When implementing benchmarking, the best practices of not only similar organizations, but also



firms from other industries and areas are studied. Benchmarking is effective when used consistently. Following the implementation of certain innovations, other best examples are found for their study and application in their company [4].

New management objects are emerging. One of them was knowledge, with knowledge management being identified as a separate area. Knowledge management is a continuous process of acquisition, application and dissemination of information and knowledge. Currently, knowledge covers all areas and all levels of economic development. They are no longer separable from the product or service. Knowledge in the modern sense is not only what an individual knows. They include the company's intangible assets, collective knowledge and collective experience of employees. The share of the cost of knowledge reproduction in the structure of the cost of goods and services is constantly growing. Knowledge is a key source of economic development.

Along with knowledge management, in modern management practice management of a company's reputation, management of consumer loyalty, management of an organization's brand and its image are distinguished as relatively independent types.

In recent years, the differences between the modern reproductive process and the traditional one have become increasingly clear:

- in the production process, material factors have less and less importance;
- distances between enterprises cease to be a limiting factor; we can say that distances “disappear”;
- time is “compressed” in the sense that many processes are moving much faster today than before, which leads to the need for faster decision-making;



- people become the main factor of production. They were such before, but recently qualifications, coordination of joint efforts, development of individual and group knowledge have become more significant factors in modern production;

- almost any product becomes available anywhere: with modern advances in logistics and information technology, it is not difficult to select, order and send the necessary goods to any distance;

- Buyers gain new market power. This is due to the fact that in the modern world the buyer has more and more opportunities to directly contact the manufacturer or seller “first hand”. Long chains of intermediaries are gradually becoming a thing of the past. Online commerce not only reduces transaction costs, but also expands consumer choice.

At the same time, many manufacturers feel the real pricing power of buyers.

All these features of the modern production process lead to the transformation of traditional management functions and technologies.

An essential factor in modern management are the values shared by the organization’s employees. Among these values, commitment and trust increasingly stand out. Commitment as a corporate value means the commitment of the company's management to employees, the commitment of employees to management, their overall commitment to the company, as well as their overall involvement and interest in meeting customer needs. This value characterizes modern corporate culture, capable of forming a difficult-to-copy competency that increases the competitiveness of the organization [5].

Trust is becoming the most important value in the modern world. Trust in partners and consumers is important for external relations. Mutual trust between employees is equally important. It is known that increasing the level of trust within a company becomes a significant factor in increasing the efficiency of its activities [6].

Considering the main trends in the development of modern management, researchers note a shift in emphasis in managerial influence towards the activation of those properties of employees that were not given much attention in the past. G. Hamel offers the so-called pyramid of human capabilities [7, p. 161, 162]:

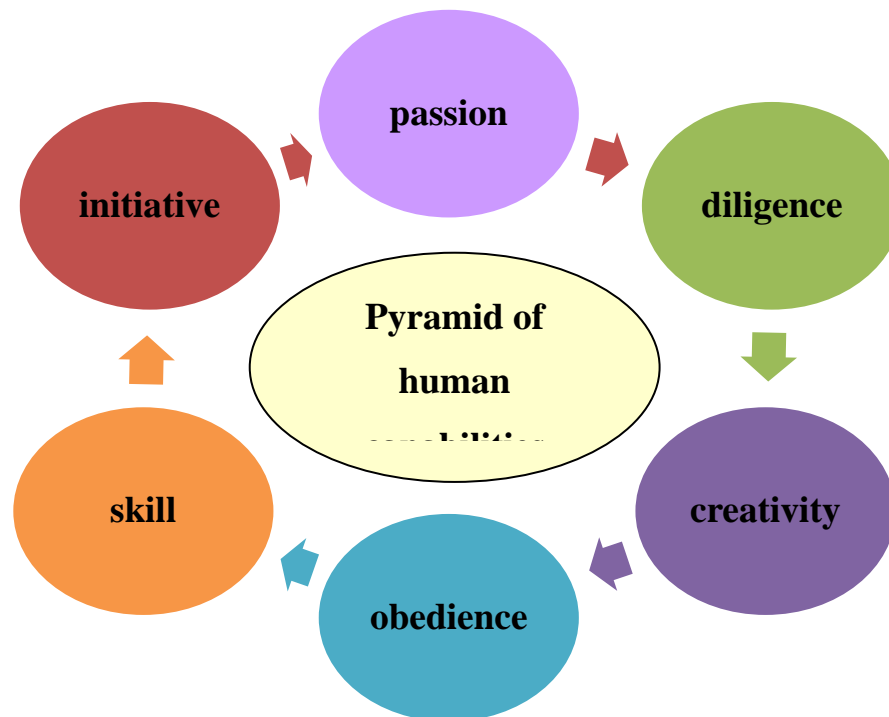


Figure 2. Pyramid of human capabilities

He argues that the lower human capabilities are in a given pyramid, the less added value they create. In other words, by organizing obedience and building his activities primarily on this basic quality of employees, a manager in modern conditions will not achieve high results.

He will achieve several great results if subordinate employees show diligence. If a significant part of the employees, while showing diligence, also have skill, that is, high qualifications, then the results will be more significant. You can improve your performance results and get even greater added value if you involve such a human quality as initiative.



If employees show creativity, the result will be even higher. Finally, the added value can be further increased and the highest efficiency achieved if employees mobilize their emotional intelligence, if they are involved in the affairs of the company, if they show so-called passion. In other words, if employees use not only their minds, their skills, but also their emotions at work, showing sincere interest in the business they are engaged in, as well as in the company in which they work, then the result becomes significantly higher. A team consisting of such employees is able to create a competitive advantage that is difficult to copy by other market players.

It is not easy to achieve such a state of affairs in a company. You can't command: be creative, love your job.

To form a team with creativity, initiative and a passionate approach to business, it is important to create an appropriate corporate culture, and for this, in turn, it is advisable to create in the company for each employee the opportunity to learn, improve, and grow. It is also necessary to create a high level of internal trust, a sincere desire to follow the leader, create a new vision, cultivate a constructive style of thinking, and encourage innovation. Such a team is able to create knowledge that brings additional benefits and additional value to the consumer.

There is another trend in the development of modern management, which is still barely noticeable, but manifests itself in teams of employees of various companies.

It concerns the characteristics of young workers coming to work for the first time in a company. Due to their age, these people, as a rule, are more advanced in mastering modern information and communication technologies; they spend a significant amount of time on the Internet and social networks. This in turn influences their values and attitudes. They tend to transfer their habits and values from everyday life to professional activities.



Experts talk about such a phenomenon as “generation F,” meaning Facebook.

Representatives of this generation, for whom the Network is their habitat, have a different attitude to life, they act differently in life, including in the team of employees. Gradually they become the dominant group, soon they will be the majority.

In online communication, primarily in the blogosphere, social networks have their own norms and rules that differ from those that arise in traditional hierarchical societies and groups. So, ideas here compete on equal terms, and no one can “kill” an idea. Nobody can dictate; various titles lose their meaning. Groups form themselves and manage themselves. A leader is recognized not so much as someone who has merit in the past, but rather as someone who has specific information and has a rating, while everyone can lead in something. A leader serves, helps, teaches, rather than defines. Tasks are chosen rather than assigned. Resources are attracted rather than allocated.

All this strongly contrasts with traditional management, built on hierarchy, unity of command, subordination, distribution of tasks and strict administrative control.

Summary

Thus, the following trends in modern management can be identified.

1. Training becomes a full-fledged management function. In corporate training, there is an emphasis on group training aimed at building effective teams, as well as training aimed at acquiring new skills.

2. Management becomes largely innovative management, aimed at creating a constant and dense flow of innovations.

This leads to the transformation of standard approaches to incentives, organization, control and planning.



3. Modern management is becoming, to a large extent, knowledge management; it is aimed at creating systems for knowledge exchange, their creation and use in the production process. This also leads to the transformation of specific forms of management and organization of the production process.

4. In modern management, the process of formation and development of values that are shared by employees of the organization is becoming increasingly important. Among the positive values that can increase the competitiveness of enterprises, commitment, trust, and other ethical values come to the fore.

5. The development of new information technologies affects not only the process of information support for management, but also the very essence of management, transforming the process of interaction between people in organizations.

New trends in the development of modern management have not yet fully formed, but they require mandatory consideration in the activities of managers involved in managing people in organizations.

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