

Modern Management Process in the Global E-Commerce Arena

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Abstract:

Globalization is a phenomenon that has caused many changes and developments in various economic, social, cultural and political fields in the international arena in the present era and has challenged many countries.

One of the most important consequences of globalization is the increase in competition in the international economy. Because in these conditions, we will always face the reduction of transportation costs, the amazing growth of information technology and the increasing expansion of e-commerce and the minimization of geographical restrictions and the growth of competition, which will increase the efficiency of the international economy.

In the meantime, it can be said that the most important consequence of globalization on the economies of countries is the growth of e-commerce. The elements of which are the electronic market, electronic data exchange and Internet commerce, which demonstrate the close relationship between information and communication technology with market processes and management.

Therefore, to remain in the arena of economic competition, managers must provide and launch various information and communication tools with a clear vision and according to the needs of the organization. Ultimately, what is important for managers in terms of e-commerce is creating a favorable platform for the development of information and communication technology in the organizational structure, along with sufficient knowledge and positive attitude of managers to the necessity of the presence of this phenomenon in the process of organization activities.

Globalization is a phenomenon that has caused many changes and developments in various economic, social, cultural and political fields in the international arena and has challenged many countries. So undoubtedly the most important and obvious difference between today's economy and yesterday is globalization. Globalization is prescribed for the world's economic diseases, and it is claimed that the free flow of capital, labor, goods and information without government intervention and other forms of intervention is the only way to achieve global prosperity.

The concept of the modern management process in the global arena of e-commerce?

What are the types or types of the modern management process in the global arena of e-commerce?

What is the importance of the modern management process in the global arena of e-commerce?

What are the strategies of the modern management process in the global arena of e-commerce?

Key words: Globalization, E-Commerce, Modern Management and Sustainable Development, Challenges of Digital Management In The Current Communications Era.

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Introduction

We have all read or heard a lot about the concept of development, and everyone has an image of it in their mind. Nowadays, few words have been raised to this extent in socio-political circles, especially management and economics.

However, as the writers say, the subject is both easy and difficult, easy because the general concepts and meanings of it are in everyone's mind, difficult because the definition, details, demarcation, and most importantly, the practical mechanisms for realizing development are still under discussion. We all know about economic development and its indicators such as production growth, increased productivity (efficiency), increased national income and gross national product.

On the other hand, we also know about social development and indicators such as fair distribution of income, equality and expansion of social justice, and it is said that after economic growth and even along with it and following entrepreneurship, job creation, it is appropriate and necessary for active people of society to work in the country's economic cycle.

Also, cultural development is a new aspect of the concept of development that includes indicators such as the possibility of proportionate and fair use of cultural spaces by all, the promotion of knowledge and understanding in society. And equally, political development is discussed, with components such as public participation in decision-making, open political space, and the possibility of public participation in power.

The future horizons of management, human development, the roles and duties of the government in the field of development and the issue of the administrative system development or the development of the administrative system will be discussed in this article.

Definition of the modern management process in the global arena of e-commerce:

Today, different definitions of the concept and term globalization have been given. Some refer to it as a general concept, namely the integration of world markets in the fields of trade, direct investment, and the movement and transfer of capital, labor, and culture within the framework of the free market capitalist system and ultimately bowing down to global market powers. Another group refers to it as the victory of the capitalist system in the world.

And some refer to it as the existence of unconditional competition at the global level in a way that makes rich countries richer and poor countries poorer. Another group refers to it as an era of profound capitalist transformation for all humans. However, it should be noted that globalization, from the point of view of all these groups, revolves around a concept, which is that this concept represents a continuous and ongoing process around competition between great powers, innovation, technology, globalization of production and exchange, and in other words, modernism.

However, it should be said that what has been applied to this phenomenon in terms of theoretical concepts is very different from what we are facing today in the international arena. As has been proposed in the literature on the subject, globalization has been referred to as welcoming a world, getting to know other cultures, and respecting the opinions and theories of others.

However, the new process of transformation that is defined in today's world in the form of a rethinking and a new system is a concept called globalization, which means the negation of others and the influence of other cultures at the point of contact of ideologies. In the science of semantics, globalization is the process of shortening distances, changing temporal experiences, and presenting a global nature. (Nafiseh Khajovi et al. 2019)

This transformation has been created in various dimensions in today's world. In the economic dimension, it includes the expansion and integration of financial markets for trade transactions, the creation of international economic organizations such as ECO, NAFTA, ASEAN, the European Monetary Union (Euro), the merger of large manufacturing companies (Chrysler-Daimler), in the political dimension; This transformation, with the fall of totalitarian and authoritarian systems, has been a trend towards democracy and political pluralism and respect for human rights, and in the cultural dimension; a trend towards creating a global culture with specific values and standards, and finally in the communications dimension, it includes the unlimited expansion of satellite networks and the Internet in the far corners of the world.

In examining the effects and consequences of globalization on the economy, it should be noted that; economic globalization has different effects and consequences for different countries in the world, both developed and developing. In simpler terms, in addition to the general impact of globalization on the economy in proportion to the structural characteristics of each group, countries have specific consequences in proportion to their economic structure. What are the types or types of new management processes in the global arena of e-commerce?

In recent decades, organizations have moved towards the use of information and communication technology in the fields of trade and commerce with great speed. In fact, the reasons for organizations entering e-commerce can be listed as follows:

High overhead costs

High operating costs

Lack of Competitive Technology Use

Not Responding to Customers in a Timely Manner

In the past, business was typically conducted face-to-face between two parties. But over the centuries and decades, business has become more complex. Today, a large percentage of business transactions are no longer conducted face-to-face, but rather by telephone or email, and by exchanging new plastic money. Traditional money is typically backed by the federal government and often comes in paper form, but in the last century, other forms of money have emerged, including checks, credit cards, and other forms of money orders. E-commerce can also be defined as: the buying and selling of information, products, and services over computer networks. We have expanded this definition to include supporting all forms of business transactions through digital structures, and its elements include: electronic marketplaces, electronic data interchange, and Internet commerce. (Sarafizadeh,, 2004).

This definition is consistent with the broader use that some companies make of electronic commerce. For example, Silicon Graphics, a global manufacturer of advanced computer equipment, uses its presence on the Web as a way to provide its customers with the information they need.

(This is to obtain product brochures and price lists). The company also uses the Web as a marketing tool (i.e., enabling customers to contact sales offices), as a sales channel (i.e., ordering software products online), and as first-line support (i.e., providing software bug fixes and answers to frequently asked questions).

Another example is Bank of America. This bank has enabled the transfer of financial information over the Internet. If we look at the problem from the buyer-seller perspective and apply a "life cycle" model, we can apply electronic commerce to all stages of the commercial transaction.

E-commerce and, consequently, e-commerce models were first presented in the early 2000s. During this period, the use of e-commerce models was very expensive, and its general users were large financial companies and banks, and sometimes large industrial companies.

The use of e-commerce during this period was difficult. In addition, heavy investments were required to provide the necessary platform. Therefore, its scope of application was limited to financial institutions and large companies. In the next stage, the electronic information exchange standard was created, which was a generalization of the financial and banking transfer model using emerging information tools.

The difference is that electronic information exchange also had the possibility of use and exploitation in other types of commercial transactions. Electronic information exchange caused the scope of application of e-commerce models to expand from the scope of large financial institutions to wider dimensions.

E-commerce models were used in this period for activities such as airline ticket reservations and stock trading. However, the implementation of e-commerce models based on electronic information exchange was also heavy and expensive. It was. There was a need for a lot of investment to train personnel and provide the necessary platforms. Therefore, only large companies could create models based on it.

In the first half of the 2000s, the Internet expanded greatly and gradually left the academic and military fields and found many users among all members of society. The expansion of the World Wide Web, relevant standards and protocols, on the one hand, attracted more and more users to the Internet and made the use of information technology tools in this field public, and on the other hand, it made it possible for companies and institutions to carry out the information process in an easy and low-cost way. Various e-commerce models were created and used during this period. E-commerce gradually flourished and e-commerce models emerged as a category of business models. The creation of suitable and cheap platforms for e-commerce and the growth of users of these platforms were among the reasons for the rapid growth of e-commerce during this period.

The growth of competitive pressures between companies was also another reason for companies to pay attention to e-commerce models. The models proposed at this time were simple and basic e-commerce models.

In other words, the use of e-commerce was carried out at its simplest level. Technical problems and existing defects, in addition to the unfamiliarity of users and companies that prevented them from investing, caused only the basic e-commerce models to be used during this period. These models were usually limited to informing their customers about the company and its products.(Bridging the Digital Divide: The Great Challenge of the 21st Century. Source: Information Technology iran.com)

What is the importance of the modern management process in the global e-commerce arena?

Gradually and over time, the recognition of users and companies of the benefits of e-commerce models increased. On the other hand, the technical issues and technology used also gradually improved. As a result of these issues, e-commerce models gradually evolved and new and more complex models were created and used.

In the second half of the 2000s, users and companies increasingly encountered innovations and improvements in information technology as a platform for e-commerce models. During this period, one of the most important developments in the Internet, as one of the platforms for e-commerce, occurred. This development was the addition of processing capabilities to information issues. The existence of processing capabilities created many possibilities for e-commerce and led to the expansion of e-commerce models and increased the efficiency of these models.

During this period, e-commerce models and the volume of transactions carried out by these models grew exponentially. Most large and successful companies that owe their success to e-commerce models came into existence in the second half of the 2000s. By the end of the 2000s, most e-commerce models had been formed with an emphasis on the end consumer and were classified as CONSUMER TO BUSINESS.

However, gradually, with the provision of opportunities and the possibility of serious use, large companies also found the use of e-commerce models appropriate and profitable. Therefore, they invested in models that help use this platform in communication between companies and fall into the category of institution to institution (BUSINESS TO BUSINESS). From this period onwards, institution to institution models surpassed institution to customer models in terms of transaction volume. E-commerce systems play an important role in adopting new customer management strategies because they:

- Connect buyers and sellers directly.

Support the full exchange of digital information between the two parties.

- Save time and eliminate constraints.

- Support interactive activities between the two parties and, therefore, can dynamically adapt to customer behavior.

Experts such as McKinsey have confirmed this with their predictions. They have predicted that in the early years of the 21st century, shopping without leaving home will be worth \$4 to \$5 billion. Recently, a consulting firm published the results of its research on the decline of the Internet industry in 1996. Their claim was that many companies started investing without first having a clear business strategy.(Hassani,2017)

At the same time, as the costs of an online presence in the business arena increase, companies will leave the Web, because they cannot find a valid reason to continue their presence on the web. We believe that the results of this research are partly correct, and a specific strategy should be formed before investing. The key point of this strategy is to understand the value of such analyses. In fact, the technologies used in e-commerce are not limited to the Internet and the web.

These two are certainly the most practical tools used in customer e-commerce systems and are often used in our examples, but this situation will change with the advent of intelligent tools and media data (text, audio, image, video, etc.) connected to a free network.

Similarly, media kiosks and interactive televisions also come in handy as e-commerce channels. If we limit e-commerce to direct sales only. The Internet as a distribution channel cannot compete with other direct marketing channels.

Making money through direct sales is certainly the first way to reduce the benefit of e-commerce. However, there are many other ways to do this. The three aforementioned categories, namely improvement, transformation and redefining the organization, indicate the degree of change in an organization's global business model and the impact of this change on the business as a result. Transforming an organization requires creativity and more work and also more risk-taking and spending time in a different way. Certainly, the successes achieved are proportional to the more bitterness we endure.

It should be noted that in some cases, improving a component of the business (for example, the sales channel) practically leads to redefining the core of the business. Therefore, the categories that we have proposed should be flexible, interconnected and overlapping. Some components for valuing the business are listed below.

A - Product promotion: E-commerce can help in promoting services and products through direct communication. The first benefit of e-commerce is providing information about the product to customers. This is done through online electronic brochures or buying guides. This is a new marketing channel that allows access to the maximum number of customers. The advantages of e-commerce as a way of providing product information are:

Availability 24 hours a day and in all locations, of course, is if the customer has the appropriate infrastructure to access this information, such as a personal computer, modem and Internet services. Another advantage of an electronic communication tool is interactivity and matching orders with requests.

There are different ways to advertise products online. This can be done based on customer demand or by changing the content to simplify or complicate it according to this demand. Another way is to display a number of products to a specific customer, change the price (for example, reducing it for club members) and allow new functions in some cases.

For example, a large electronic market can design different graphical interfaces for different users (children, teenagers or housewives), so that these interfaces are tailored to the needs of each of these age groups. The advertisements that appear on each page can also be different and toys are used for children, music for young people and jewelry for housewives.

This is in line with marketing trends such as segmented marketing or person-to-person marketing. In this type of marketing, a specific message is sent to each person based on their needs and desires, and each customer is targeted in this way. In a world where product differentiation is becoming increasingly difficult, product life cycles are also becoming shorter. And since customers have little time, e-commerce provides us with a good opportunity to introduce new promotional strategies and brand name enhancements. In this regard, the quality of advertising is the most important value for product promotion.

B - New sales channel: E-commerce systems are considered new sales channels for products due to their direct access to customers and their two-way orientation in information exchange. If we consider e-commerce and especially the World Wide Web as sales channels, two types of products are of particular importance: first, physical goods that are sometimes also sold in conventional stores.

An example of this is some computer software. Such products can be advertised or ordered online, and second, products that can also be offered through e-commerce tools. These products include information or software. For example, for the first type of products, so-called electronic catalogs are like online shopping networks where all kinds of computer and electronic goods are sold. These catalogs provide information about products. They support online ordering and payment and sometimes provide after-sales service online.

In the second part (information products), the e-commerce tool is practically transformed into a means of information transfer. For example, an electronic newspaper no longer uses paper and can be offered completely digitally. In some cases, there is practically no paper version of a service. In the case of software, one software vendor currently sells more than 122 software packages that can be offered digitally and delivered to the customer within minutes of purchase.

With the expansion of conscious product sales, new categories of product offerings are emerging. For example, if we consider the four methods of generating revenue through the web, the last two methods relate to new forms of products. (Hassani,2016)

What are the strategies of the new management process in the global e-commerce arena?

Direct method (for example, selling products);

Content sales (for example, selling information);

Advertising (for example, providing free information such as news or directories to attract customers). The opinions of others and the sale of this information to advertisers (; conducting transactions and linking) (for example, considering a specific fee for performing a task such as selling airline tickets online, or receiving a fee for linking to a service provider, like the method used in the advertising sector of various companies.

C - Direct savings: E-commerce can reduce the cost of providing said information to customers by using a common public structure such as the Internet and transferring and reusing information digitally. The third component of the value of e-commerce is related to the opportunity that this method provides us with to save costs. By using a common digital infrastructure such as the Internet - compared to physical structures - the costs related to marketing, distribution and providing after-sales services are reduced dramatically.

If the transfer of information is done automatically and digitally, the costs of people / telephone / mail and printing will definitely be reduced. The impact of this issue is especially evident in the service sector. In this sector, the cost of after-sales service to customers usually exceeds the cost of producing products. What is certain is that e-commerce systems, due to their future fate, reduce the cycle time of production and supply of services and information.

In some markets or for some products, the ability to distribute or receive the product shortly after its production is of great importance. This is especially true for information distribution, where large companies use the web or e-mail to distribute information in various areas. The goal of this work is to ensure that decision-makers in large companies receive information on time. (Doaaei,2005)

Management and E-commerce:

Considering what has been stated, organizational managers need information and communication tools more than ever in the field of business competition, because reducing competitive advantage is one of the most important consequences of incompatibility with information technology. (Liu and Glines, 2003).

The global challenge created in the field of management, which has taken on a different color and appearance with the emergence of the phenomenon of information and communication technology, is the most important and perhaps the most effective achievement of mankind over the past few centuries, to the extent that the most important commercial commodity of the present century has been introduced as "information".

The direct and indirect impact of information and communication technology on all structures and levels of people's normal lives and the penetration and development of the tools of this new era phenomenon in the most complex activities have been the most effective factor in technological development and, consequently, human information.

The potential capabilities of information and communication technology compel leading managers to bring their organization's potential capabilities to the forefront with a deep insight into the tools of this global phenomenon.

With this perspective, an attempt is made to examine and analyze the areas of information and communication technology and its functions in intra-organizational developments and extra-organizational communications with a broad perspective. Leading managers are always looking for technologies that accelerate and facilitate the flow of work.

In fact, managers are Effective communication between the longitudinal and transverse levels of the organization, as well as simplifying the flow of affairs for the collection and appropriate strategy of information related to the field of activity of your organization, are inevitable from recognizing the existing capacities of your organization and assessing the needs of complementary capacities. Using the power of information and communication technology in guiding the organization to lead against competitors is essential and fundamental.

Communication and information technologies perform many operations related to the organization, such as systems and automation flow. It must be said without a doubt that information and communication technology enhance the abilities and creativity of leading managers.

With this attitude, when a manager and his employees are injected with communication and information tools into their organization's structure, they can work faster and more accurately than before instead of working hard, while the manager can experience decentralized supervision and management. Given that the ultimate goal of every business relationship is to achieve commercial profit, it can be said that quantitative and qualitative communication with customers is expanded by using these tools and current and even capital and feasibility costs are reduced.

One of the most important indicators of proper understanding of information and communication technology by managers is the use or creation of efficient systems in the organization's structure. Given that each of the information and communication technology tools that are compatible with management systems can be effective in improving or creating defects in the management method and communication with the organization's audience, many factors are effective in changing manual systems to information technology facilities, including management commitment, having experience with information technology, user satisfaction, and the extent of environmental changes. (Sarafizadeh,2004). It is also appropriate that in selecting the systems:

- 1 - The system's performance should be clear to the organization's audience.
- 2 - The use of users should be accelerated and facilitated.
- 3 - It should have high flexibility in relation to technological or structural changes.

With this explanation, it can be said that a successful manager will be one who designs or selects communication and information technologies in accordance with the needs of the organization. In this case, when providing services to his organization's audience and customers, he will be able to consider the needs of customers in the provision of systems.

For example, the use of bank ATMs requires the need to expand the necessary training and culture to disseminate information about the use of credit cards. In using communication and information technology tools, managers are advised to be selective in determining the tools and, by conducting a comprehensive study of all the available tools of this technology, select and use those that will create greater convenience in administrative affairs.

Savings in it save time and reduces costs or increases revenues. To introduce an example of these systems, we can mention e-commerce systems (for online purchases and sales) and local networks or internal dedicated sites (intranets). Therefore, to manage intra-organizational information, the main areas of work must first be determined and the needs of each of the organizational components must be assessed in order to provide the best available technology based on needs and capacities.

Networks are the arteries of modern business and the main tool for sharing information and establishing internal and external communications. The selection of network systems is also made according to the number of users and their ability to quickly access databases. The decisions and tasks that must be made by the manager in selecting and setting up intra-organizational networks are about the number of users who must be connected to the network, in which case the level of network expansion changes depending on the number of users.

In terms of software, a manager must have sufficient information about different software programs and be able to use some of them in carrying out his/her work. This capability will greatly help the manager in selecting the software programs needed by the organization. The type of software that a manager uses in his or her organization's activities depends on the nature of the organization.

But in general, what is important is that managers should use software that has been used and tested by various organizations. Using an email program, you can prepare, send, receive, store, and manage your desired messages. The best way to set up and run email in any organization is to use a central computer to manage internal emails and control permanent or telephone connections to the Internet. Many organizations install and set up email without paying attention to the problems of electronic communications and without providing the necessary training to employees. (V.Komar et al.2007)

Organization managers should note that the same rules apply in the world of electronic communications that govern the publication of contracts and written claims. Therefore, a mistake can cause a lot of damage. In terms of hardware, organization management can provide the most important and effective role in developing the organization's capabilities in the context of information and communication technology. The organization manager should select the best and most efficient hardware tools needed in the organization, considering the needs and without considering the luxuries. In selecting hardware tools, the organization manager should consider future needs in addition to the current needs assessment against the cost incurred. One of the best ways to select tools is to consult with the organization's users. Depending on who, when, where, and for what purpose these tools are used, the type, quantity, and quality of the tools can be changed.

Typically, computer hardware is out of the manufacturer's warranty after one year, and after that, the customer will be responsible for ensuring the health of the device. For this reason, when equipping the organization with computers and all communication and information technology tools, it is mandatory to purchase from reputable companies.

Next, it is necessary for the manager to prepare the identity card of the existing hardware after purchasing and launching each of these tools in the organization so that the necessary services can be performed when necessary. One of the recommended methods for determining the type of organizational hardware is to assess the organization's software needs and then determine, provide, and combine the hardware with the selected software packages for each of the organization's components.

For example, the manager must determine what combination of hardware the organization needs in the graphics department, considering the type of existing software. Certainly, this type of approach to selecting hardware plays an effective role in eliminating unnecessary costs. We will mention examples of various hardware as examples. Deciding which monitor to use in each of the departments of your organization is a seemingly simple but important factor that can increase the organization's work efficiency and be effective in reducing and eliminating unnecessary costs. (Rundle-Thiele & Rebekah,2001)

Modern Management and Sustainable Development:

Sustainable development is a new concept that has been widely proposed since the 1980s through the link between different dimensions of development (economic, cultural, political and social) and special attention to environmental considerations and environmental protection.

On the other hand, modern public management has replaced public management in its traditional sense since the 1970s to increase the responsibility of managers to their surrounding environment. Therefore, in this article, after explaining "development" in the traditional sense, its new model under the title of "sustainable development" has been proposed as the basis of modern public management activities. Then, modern public management has been examined and analyzed as the axis of sustainable development and a tool for governments to achieve sustainable development goals.

Development Concepts and Perspectives:

Development is an interactive process in which individuals in working networks learn how to define and solve problems. It is also a process in which the compatibility of all sectors increases (Elliott & Devine 1994). Industrialization is a process that is solely for the creation of a kind of skill for problem solving. Modernism refers to signs, symbols and models (fashions) of technological life.

While industrialization is less social, modernism is more social and is in fact the social consequence of industrialization, and "development" is a multi-level process that can encompass all the concepts. In addition, modernity is a state, industrialization itself is a process that is much more limited than development, the process of development is open-ended, that is, it is unlimited and not closed. (Elliott & Devine 1994).

In the social dimension, perhaps it is not possible to consider precedence and delay for different dimensions of development (political, cultural, economic and social). Because compared to the individual, the community has unique properties that differ from the properties of individual individuals. In the individual dimension, according to Maslow's hierarchy of needs, most people have hierarchical needs (ladder) and only when the needs of lower levels are met, the needs of higher levels arise. For example, until an individual's physiological and security needs are met, the need for respect and socialization does not arise, nor do the needs of higher levels.

However, it can be said that at the social level, the needs of lower levels are also economic and needs such as political development (participation in decision-making) are placed at higher levels. However, considering a cycle for the dimensions of development in which the dimensions are interconnected in the form of interaction is more logical, of course, which aspect of development is more important depends on the society in question, for example, a society with a developed economy has priority over political development and vice versa. The difference in development in the traditional and sustainable concept:

- 1 - Sustainable development gives importance to considering "basic natural resources" as the first limitation, unlike traditional development which considered "capital and accessibility" to it as the first limitation of production.
2. The ethical policy of "preserving the possibility of using natural resources at least equal to us for future generations" is strongly considered in sustainable development.
3. In sustainable development, the value of all social benefits and costs (such as resource depletion) to determine the role of development must be included in the accounting system, that is, whether the cost incurred is in line with the intended goal of development or not (for example, deforestation At what cost?

4. In sustainable development, the absorption of production waste is considered a major function of the environment and a limitation on economic growth, while cultural aspects, the development of social justice, and more are considered. (Barber 2004).

Management and Development:

The organizations of our time have roles and missions beyond the traditional roles and missions. In an economic and social environment, new responsibilities and duties are on their shoulders, whether they want to or not.

Today's organizations have moved away from a purely administrative, economic and industrial institution and have become socio-political institutions that must be sensitive and aware of the issues of the social environment. Therefore, political and social knowledge is a requirement for today's management and respecting public interests and paying attention to the environment and social norms are among the important issues of all organizations and management.

In such an environment, considering the problems arising from traditional development and the new horizons and goals of development, paying attention to the old and new covenants of organizations with the environment seems essential.

And it shows the organization in the future world and refers to the organization's ability to respond to the pressures and expectations of society. In the model, not only is the issue of ethics raised, but also a practical and applied approach to issues is considered. Future horizons of development and management concepts:

There are two views (forecasts) on this issue, one of which is increasing industrial development, and the other is human and reasonable development. The characteristics of each of the views are presented below. The intellectual paradigm of human and reasonable development emphasizes harmony with nature, emphasizing that humans are part of nature and enriching it instead of dominating and separating from nature. In the opinion of some thinkers, humans are only a small part of nature, and their activities are a small part of a dynamic socio-economic subsystem.

Since management deals with humans, development is definitely ultimately about them, so development also requires developed humans who are prepared to gain new experience and change, pay attention to environments other than their immediate environment, open-mindedness in various issues, interested in planning and organizing in life, believing in the ability of humans to affect the environment instead of being merely affected by it, believing more in science and technology, and hoping for life are among the characteristics of a developed human.

Today, in the intellectual dimension, there is talk of transforming the type of thinking or logic from a tool to a substantive or value (substantive (rationality) thinking and logic, which can cause dramatic changes in relation to sustainable development thinking. Factors affecting human development include government, mass media, administrative systems, political parties, education, urban environments, religion, work environments, and so on. What was said was in order to understand the importance of non-economic dimensions and especially the human dimension in the development process and to pay special attention to management as the main axis in relation to the aforementioned dimensions. In a society where developed humans are found in abundance, the society in question, McClelland, i.e., an advanced and evolved society emerges and develops. (Narayandas,2005)

Challenges of Digital Management in the Current Communication Age:

Fawa News - Until recently, for example, a decade ago, many of the principles and foundations of management were still stable and established, and only the approaches and conditions created differences in management schools. But today, in the digital age, managers are faced with sharp and new challenges that are characteristics of the new era. Globalization, information technology, and the speed of change are some of these challenges.

But it seems that the most acute and ruthless attack that has befallen managers is the change in fundamental definitions that have been the basis for action and evaluation for years. Today, the definition of knowledge, wealth, and social values have changed. How do managers of organizations deal with these challenges? In this article, we will examine the challenges facing organizations and managers in the process of digitalization.

The problems of management in the current and upcoming decade can be divided into two parts: First: Those problems that impose instability and the speed of changes. Second: Those problems that destabilize intellectual frameworks and value systems. There is a complex relationship between pain and treatment in management today. In such a way that the side effects of some treatments require attention as much as the pain itself and many solutions have serious side effects that themselves require a plan and plan for improvement. And all these plans occur in unstable and unpredictable conditions with little certainty. In this summary, we intend to examine some of the most general and common challenges facing management today's challenges that almost all managers have some experience of facing.

And then, at the end, we classify managers in terms of how they respond to information technology, and especially information technology, and list the characteristics of each. Since the expansion of information and communication technology and the subsequent digital management of organizations is a new category, the research background in these matters is limited to the last decade. In our country, Iran, organizations have been moving towards digital management for several years with two general approaches.

First: To get rid of the high volume of bureaucratic organizational processes

Second: To pretend to be modern and innovative.

Unfortunately, the second approach is dominant. This is while older organizations with a classical structure have recently faced a new competitor: virtual and digital organizations. On the other hand, borders have been crossed, and global trade and marketing (Global Marketing) has put all local businesses (Local Business) against global competitors. This situation, which is completely unprecedented, has also changed the basic definitions. The main challenges of digital management in the past and coming years are:

1. Security
2. Stability
3. Human relations
4. Speed of developments
5. Changing the basic principles and customs of management. We will briefly describe each of the above and examine the side effects of the corrective programs that have been prepared for them. (Woodruff et al.1991)

Security -1

Information security and protecting organizational secrets have always occupied the minds of managers. Building safety boxes and protective mechanisms for storing paper documents has created a vast industry. Taking care of paper documents is not so difficult. But the higher this security, the higher the cost and access time (Time) we have increased.

But with the advent of computers and the emergence of a new type of document called digital document, Editing and accessing, issuing and transferring documents became simple and mechanized.

Simultaneously with these changes, a new type of violation was also observed, and the issue of digital document security was raised. Also, the problems of authentication and digital signature (Digital Sign) itself became a category that discouraged managers from electronic zing sensitive and legally valid documents. The reason for this reluctance and withdrawal can be three things:

A: Failure to design the information system correctly and in accordance with the needs of the organization.

B: Employees' lack of familiarity with the concepts of information technology and inability to work with computers.

C: The increasing growth of digital violations and concerns about data security. Case A is especially common in developing countries that are experiencing their first encounters with information technology. It is even difficult to find an integrated and flawless system in these countries.

B: Employees and managers' lack of familiarity with the basic concepts of information technology. Managers in the digital age need two new types of literacy. In addition to basic expertise, they also need the following two pieces of knowledge:

1. Information literacy.

2. Computer literacy.

Information literacy is the knowledge of using and analyzing information. Today's life is more than ever, it depends on information. Sometimes we feel happy and sometimes sad when we hear a number. And a number can make a manager successful or fired. But due to the influx of information, there is a need for information processing tools. These tools are also computers. And by computer we do not mean just decorative hardware, but rather an accurate and coherent information system consisting of appropriate hardware and software.

Working with computers and using information systems for processing and analysis purposes also requires gaining experience and specialized knowledge. And the weakness of managers in these two types of information literacy (types one and two) is one of the challenges facing managers and the reason for their resistance to computerization. Now, whatever type of organization it is, whether it is government or private, commercial or cultural.

A: Digital violations: Today, children are smarter than their parents. They work well with mobile phones and computers and do things that parents are unable to do. Managers of organizations are also in a similar situation. Employees often gain unauthorized access to confidential information, and the fact that the head of the company's computer department or the network administrator has more access to information than the general manager of the organization makes many managers anxious and discouraged, and discourages them from computerizing the administrative system. (Saeed Ahmadi Behnam, Electronic Commerce from the Beginning to Today, Information Technology <http://www.iran.com/> .)

Conclusion:

It should be said that creating a favorable platform for the development of information and communication technology in the organizational structure requires sufficient knowledge and positive attitude of managers to the necessities of the presence of this phenomenon in the process of organizational activities.

However, recognizing that a manager at the beginning of the process of creating an information and communication technology platform in his organization must prepare, test and communicate internal regulations and rules. These executive regulations of information and communication technology in the organization must be coordinated and compatible with the standards set by the competent authorities and organizational needs.

Given the importance of the role of information and communication technology in the development and expansion of organizational processes, every progressive and forward-looking manager is obliged to carry out the necessary groundwork and conduct scientific and technical consultations with those with knowledge of information and communication technology.

For managers to remain in the arena of economic competition and even to steal the ball of preemption from others, various information and communication tools and equipment must be provided and launched with a clear and sometimes complete vision of the organization's needs.

Since today's organizations have evolved from a purely administrative, economic, and industrial institution to a socio-political institution that must be sensitive and aware of its surrounding environment. This article examines and analyzes one of the important management topics, namely modern public management and its impact on sustainable development, which has not received much attention so far. It was concluded that, considering the concept of sustainable development as the most important topic of public management, it seems that the most basic function of modern public management is not much different from the development administrative system, and modern public management, with its emphasis on this function, is the development administrative system that can play an important and valuable role in achieving sustainable development.

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