

Management: modern challenges, problems, and global trends

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The relevance of researching modern challenges, problems, and global trends in management is driven by the need for businesses to adapt to rapid changes in the economic, social, and technological environment. Contemporary businesses are constantly influenced by globalization processes, digital transformation, shifts in consumer behavior, and challenges associated with global economic instability [1]. In this context, international corporations play a crucial role, particularly McDonald's, as a leading player in the restaurant industry. The company's experience in overcoming crises, implementing innovative management approaches, and developing sustainable business models serves as a valuable benchmark for other enterprises [6].

Management as both a science and practice is constantly evolving under the influence of global trends, technological progress, and socio-economic transformations. In the 21st century, managers face numerous challenges requiring flexible managerial decisions, strategic thinking, and the ability to adapt quickly. Among the key issues modern management encounters are globalization, digital transformation, changing employment patterns, crises, and the necessity of sustainable development [4].

Globalization has significantly complicated business processes, as companies are no longer confined to local markets but must compete on a global scale. This necessitates managing multicultural teams, considering diverse legal norms, and adapting to various consumer preferences [3]. McDonald's exemplifies a company that has successfully integrated into the global economy. It has developed region-specific strategies that consider national traditions and religious norms. For example, in different countries, the restaurant chain offers unique menus tailored to local culinary preferences [8].

Digital transformation is another crucial challenge reshaping management approaches across various business domains, including human resource management, marketing, production, and logistics. The use of artificial intelligence, automation of business processes, and big data analytics enhance the efficiency of managerial decisions but simultaneously threaten traditional management methods. McDonald's actively implements digital technologies, such as automated self-service kiosks, mobile applications for quick ordering, and software solutions for demand forecasting [5]. These innovations optimize operational processes but also require staff adaptation to new technologies and overcoming resistance to change.

Another significant challenge is the transformation of employment patterns, including the rise of the gig economy, the expansion of remote work, and the decline of traditional employment relationships. A study by the McKinsey Global Institute predicts that by 2030, up to 30% of jobs could be automated, leading to profound changes in labor market structures [7]. Given the prevalence of flexible employment,

companies must develop new personnel management approaches. This is particularly relevant for McDonald's, where a significant portion of employees work under flexible contracts.

Uncertainty caused by economic crises, military conflicts, and global pandemics also affects market stability. The COVID-19 pandemic and the war in Ukraine significantly impacted McDonald's operations, leading to temporary restaurant closures, revenue declines, and the need to revise operational strategies. Flexibility and the ability to quickly adapt to new conditions became crucial factors in the company's recovery [6].

Modern management is also characterized by several global trends that significantly influence the operations of international corporations like McDonald's. One of the key trends is the digitalization of business processes, which enhances operational efficiency and improves customer interactions. The adoption of artificial intelligence (AI), big data (Big Data), the Internet of Things (IoT), and automated management systems enables companies to optimize their operations and adapt to new market conditions [3].

McDonald's actively integrates digital innovations into its business model. In 2019, the company acquired the AI analytics platform Dynamic Yield, demonstrating its commitment to personalized service. This platform analyzes customer preferences and external factors to tailor menus accordingly. Additionally, the company has widely implemented electronic ordering kiosks, mobile applications, and digital platforms for managing its restaurant network as part of its adaptation strategy to new technological realities.

Another crucial trend is the increasing focus on environmental, social, and governance (ESG) factors. Modern companies are increasingly aligning with sustainable development principles, aiming to reduce their environmental footprint, improve working conditions, and enhance corporate social responsibility [4]. McDonald's is actively working in this direction, setting ambitious goals to reduce CO2 emissions and transition to eco-friendly packaging materials. By 2025, the company plans to use only recycled or certified packaging materials and has already replaced plastic straws with paper ones in many countries [8].

Developing the workforce has become essential in an era of growing remote work, automation, and the increasing importance of emotional intelligence in management. Modern companies strive to create a comfortable working environment and foster a strong corporate culture. McDonald's invests significantly in employee training and development through its corporate training center, "Hamburger University," which prepares managers and franchisees for effective restaurant management [2]. Additionally, the company implements development programs for employees, facilitating their career growth and motivation.

Therefore, contemporary challenges in management—including globalization, digital transformation, evolving employment patterns, and the necessity of sustainable development—require companies to be flexible, adaptive, and innovative. The experience of international corporations like McDonald's highlights the importance

of integrating cutting-edge technologies, adapting to local conditions, and adopting sustainability strategies to remain competitive in the global market. In the future, the key factors for success will be the ability to respond quickly to changes and apply comprehensive management approaches in an environment of uncertainty and constant transformation.

Ключові слова: management, globalization, digital transformation, employment patterns, sustainable development, artificial intelligence, big data, ESG, McDonald's, crisis management, innovation, remote work, corporate culture.

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