

Review Paper

Management in Conditions of Globalization: Development and Implementation of New Approaches in Organizations

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ABSTRACT

The article is devoted to the study of the set of cause-and-effect relationships affecting the development of organizations at the global level. In a globalized world where organizations face complex challenges and opportunities, understanding these factors and their impact is critical to success. The paper provides a detailed analysis of various global factors, such as economic, socio-cultural, technological, and environmental, and establishes causal relationships between them and the development of organizations. The study finds that economic factors such as changes in global markets, trade agreements and currency fluctuations have a significant impact on the financial condition and strategies of organizations. Sociocultural factors such as changes in consumer habits, demographic trends, and cultural differences affect the market situation and the perception of organizations' products and services. Environmental factors such as climate change, energy efficiency and environmental standards are becoming increasingly important for organizations, prompting them to pay attention to sustainable development. The article provides a detailed analysis of the development of large corporations and reveals key aspects that influence their success in a global context. The article also considers the importance of innovation and digital transformation for corporate development. It highlights the importance of implementing advanced technologies, effective use of data and analytics, and ensuring flexibility and responsiveness to rapidly changing market conditions. In addition, the article highlights the importance of human resource management in a global context. The necessity of forming global teams, developing leadership and a culture of cooperation to ensure the success of corporations is analyzed. The model is based on the analysis of various global factors, such as economic, socio-cultural, technological, and environmental, and establishes connections between them and the development of the organization.

HIGHLIGHTS

- The article is devoted to the study of the set of cause-and-effect relationships affecting the development of organizations at the global level.
- The study finds that economic factors such as changes in global markets, trade agreements and currency fluctuations have a significant impact on the financial condition and strategies of organizations.

Keywords: Globalization, management, organizations, development, development management

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Management in the conditions of globalization is becoming an extremely important aspect of the activities of modern organizations. Globalization causes increased international competition, expansion of global markets and opportunities, as well as changing conditions and requirements for management practices. Organizations that wish to remain competitive and progressive must adapt to these changes and implement new management approaches. Growing international interaction, changes in the technological space, rapid development of information technologies and changing consumer demands create new challenges for organizations in a globalized world. Successful management in such conditions requires new approaches that ensure flexibility, innovation, and efficiency in the activities of organizations. Research in the field of management in the context of globalization is of great importance to practitioners and scholars. Practitioners receive practical guidance and tools to improve their activities in a global context, while academics get the opportunity to explore new trends, develop theoretical models and contribute to the development of scientific knowledge in the field of management. Thus, the article is dedicated to the study of management in the context of globalization and considers the development and implementation of new approaches that allow organizations to ensure their competitiveness and sustainability in the global business environment.

The purpose of the article. Therefore, considering the relevance of organizational management processes in the face of global challenges, it is necessary to analyze the current trends and challenges faced by organizations in the globalized world, and to propose effective management approaches to achieve competitive advantages and sustainable development.

To achieve the goal of the study, the following tasks were performed:

- ♦ an analysis of scientific periodicals was carried out to determine methods of assessing the impact of globalization factors,
- ♦ a set of cause-and-effect relationships of the influence of factors on the development of organizations at the global level is determined,

- ♦ accumulated practical experience in the development of large corporations in conditions of global challenges,
- ♦ based on the developed proposals, a model for assessing the effects of global factors on the development of the organization is proposed.

LITERATURE REVIEW

Interesting for research is a monograph devoted to the economic analysis of the role of international corporations in the context of globalization and the digital economy. The author's main goal is to explore various aspects of international corporations and their impact on globalization and the relationship between them, as well as to find out whether we are moving in the direction of a global digital economy. At the same time, certain legal aspects related to international corporations, cyberspace and electronic commerce as means of manifestation of the digital economy are also highlighted and considered. In the monograph, the author focuses on the analysis of various aspects of the activities of corporations and their impact on globalization, as well as on the reversible impact of globalization on international corporations. The focus is on examining how international corporations influence the global economy, markets and innovation, and how the digital economy and technological advances affect the strategies and operations of international corporations. The author makes an attempt to assess whether we are moving towards the formation of a global digital economy and what factors influence this process. The general focus of the monograph is to analyze and understand the relationship between international corporations, globalization and the digital economy. It has significant potential for practitioners, researchers and academics interested in studying the relationship between business, economics and law in the context of international corporations, globalization and digital transformation. The results of the study will provide a deeper understanding of how international corporations shape the global economy, influence its development, and expand their presence in the digital space. This monograph uses various research methods, including an analytical approach, comparative analysis, empirical research and legal analysis, to explore the role of international corporations in globalization and the

digital economy. In particular, the author analyzes the influence of international corporations on international trade, global investments, technological progress and innovation. Legal aspects related to the activities of international corporations in cyberspace and electronic commerce are also considered. The obtained results are of great importance for the understanding and formation of management strategies of international corporations in the conditions of globalization and the digital economy. They will also contribute to the development of the legal environment that regulates the activities of MK in cyberspace and ensures the protection of the interests of the parties involved in the digital economy. Ultimately, this monograph contributes to the study of the global economy and its relationship with international globalization processes and digital transformation, expanding our understanding of these complex processes [Zekos, G.I. (2003)].

The article "Organizing/theorizing: developments in organization theory and practice" offers an important perspective on the problem of the relationship of companies to their employees and provides a scientific basis for discussing this issue. The author of the study reveals important aspects that require the attention of organizations in the context of ensuring the physical, psychological, and spiritual well-being of employees. The findings of this paper have implications for managers, policymakers, and all stakeholders seeking to improve employee relationships with their organizations. [Budhwar, P., Crane, A., Davies, A., Delbridge, R., Edwards, T., Ezzamel, M., Harris, L., Ogbonna, E. and Thomas, R. (2002)].

The study focuses on the concept of business intelligence (BI) as a key competitive tool and examines the sustainability of the competitive advantage it provides. It aims to develop a model for successful BI deployment and explore the relationship between BI deployment and sustainable competitive advantage. The telecommunications industry in Malaysia is used as a case example, with a specific focus on the perceptions of decision makers and executives regarding factors influencing successful BI deployment. The study also investigates the moderating effects of organizational culture, business strategy, and the use of BI tools on BI deployment and the sustainability of competitive advantage. The research combines resource-based

theory and diffusion of innovation theory to examine BI success and its relationship with firm sustainability. It employs a two-phase sequential mixed method, starting with qualitative research to refine the initial model and develop measures for the subsequent quantitative phase. A survey study is conducted with business analysts and decision makers in telecommunications firms, and the data is analyzed using partial least square-based structural equation modeling. The findings highlight the importance of internal resources such as BI governance and perceptions of BI's characteristics in successful BI deployment. Organizations with strong BI governance, including support from upper management and proper infrastructure and policies, have a higher chance of achieving successful BI initiatives. Perceptions of BI's relative advantage, complexity, compatibility, and observability also play a significant role in ensuring BI success. The study reveals that successful BI deployment enables executives to make informed decisions that sustain the organization's competitive advantage in economic, social, and environmental aspects. This research contributes to the existing literature by providing insights for future BI researchers and assisting practitioners in achieving sustainable competitive advantage. The developed model helps practitioners consider the relevant resources when deploying BI. Furthermore, the study's applications can be extended to other industries and geographic contexts, providing a foundation for further adaptation and exploration [Ahmad, A. (2015)].

The article "Methods for Cost Management during Product Development: A Review and Comparison of Different Literatures" provides an overview of research published in the innovation and operations management literature on 15 cost management methods during new product development and compares them with a previous review of the management accounting literature. The search yielded a sample of 208 unique articles with 275 results (a single article may refer to multiple cost management techniques). The top 3 practices include modular design, component commonality, and product platforms, which together account for 115 results (42%). In the literature, the model includes three methods accounted for 29%, but the most studied cost management method was targeting cost management (26%). Simulation is the

most common research method in the literature, while in the literature the model has been used on average; qualitative research is the most common research method in the literature, while it has been used on average in the literature. We found many articles that present practical approaches or decision-making models as a further development of a particular method of cost management, which is different from the literature [Wouters, M., Morales, S., Grollmuss, S. and Scheer, M. (2016)].

The article "Institutionalization of results-based budgeting in the public sector: political and economic pressures" aims to explain the interaction of external and internal influences in the implementation of budgeting based on results in the organization of the public sector after public sector reforms. The article uses an explanatory case study based on a study of system implementation, using information obtained from in-depth interviews, document analysis and direct observation. The article uses Alsharari's (2013) conceptual framework, which combines three approaches to the analysis of institutional change: the New Institutional Sociology (NIS) framework of Dillard *et al.* (2004) for the analysis of external influences; Burns and Scapens' (2000) economics-inspired framework for internal change processes; and Hardy's (1996) model of the mobilization of power and politics. In addition, Pettigrew's (1987) conceptual framework is used to holistically combine different perspectives and integrate theoretical approaches. The study shows that the National Reform Program was aimed at transitioning to a new public management model after the poor financial performance of the state budget. Overall, this research enhances our knowledge of the complexities and dynamics involved in the adoption and implementation of results-based budgeting, shedding light on the factors that shape the success or failure of such initiatives in public sector organizations. [Alsharari, N.M. (2022)].

Groups of Ukrainian scientists studied the management of sustainable development of enterprises based on the sustainable development approach (Latysheva, O., Rovenska, V., Smyrnova, I., Nitsenko, V., Balezentis, T., & Streimikiene, D., 2020), generalization of adaptive enterprise management as resource planning (Akimova, L., Akimov, O., Maksymenko, T., Hbur, Z., &

Orlova, V., 2020), implementation of international management experience in the field of national security (Akimov, O., Troschinsky, V., Karpa, M., Ventsel, V., & Akimova, L., 2020), the use of innovative approaches of human potential in public administration in the modern world (Semenets-Orlova, I., Shevchuk, R., Plish, B., Grydiushko, I., & Maistrenko, K., 2022), and the introduction of a conceptual analytical model of energy efficient management in the national economy (Borodina, O., Kryshstal, H., Hakova, M., Neboha, T., Olczak, P., & Koval, V., 2022). Regarding management in the educational sphere, scientists improved the features of burnout of creative burnout (Kryshstanovych, M., Akimova, L., Akimov, O., Parkhomenko-Kutsevil, O., & Omarov, A., 2022), deepened the features of the activities of education managers in the conditions distance learning (Semenets-Orlova, I., Klochko, A., Tereshchuk, O., Denisova, L., Nestor, V., & Sadovyi, S., 2022), and substantiation of new trends of the human-centered approach of the value-oriented potential of education (Semenets-Orlova, I., Shevchuk, R., Plish, B., Moshnin, A., Chmyr, Y., & Poliuliakh, R., 2022), as well as the development of the theoretical and methodological foundations of the modern paradigm in the field of tourism (Bayev, V.V., Bakhov, I.S., Mirzodaieva, T.V., Rozmetova, O., & Boretskaya, N., 2022).

The article is devoted to the study of new requirements for international leadership development in the context of the financial crisis and radically changed market conditions. The Danish Mannaz International Institute for Leadership together with the Institute for Leadership Development in the United States explored the new conditions in 2008-2009. The study combines quantitative and qualitative data from the current and future perspectives of 111 senior executives, heads of HR, learning and organizational development at large international corporations with headquarters in Europe and the United States, as well as the opinions of 50 practitioners, engaged in executive coaching and the design, development and implementation of leadership development programs. The article also includes a section summarizing key findings from recently published research on other leadership development surveys. The findings of the study indicate that the crisis has led to the long-awaited decline of the traditional classical approach to education in the

field of leadership development. Instead, effective leadership development is proposed to be built on real-life, real-time, experiential learning that allows for more immediate impact and provides significantly higher relevance and motivation. Coaching, leader training, task development, action learning, collaborative networks, customer insights, and selective use of technology are seen as important factors in future leadership development. Therefore, this article makes a significant contribution to the scientific literature, which will contribute to future researchers of leadership development, especially from the point of view of achieving a sustainable competitive advantage. In particular, the model proposed in the study will help practitioners consider the resources likely to be considered when implementing leadership development programs. In addition, it is possible to expand the application of this research through its adaptation to other industries and geographical contexts. Overall, this study deepens our understanding of the complexities and dynamics that accompany the adoption and implementation of leadership development approaches by revealing the factors that determine the success or failure of such initiatives in public sector organizations. [Gonin, D., Napiersky, U. and Thorsell, J. (2011)].

The article discusses the relationship between the desire for convergence and equal distribution of resources, including in lagging regions, and efforts to ensure economic growth. At the same time, increasing competitiveness can deepen regional and social inequalities, as efforts are directed to the development of economically strong areas where projects bring the greatest results (dynamic large cities, higher levels of general education, the most progressive projects, infrastructure with a large volume of traffic, etc.). If the convergence policy and the Lisbon strategy are at odds with each other, it is important to bear in mind that the former rests on a more stable legal basis than the latter. The article analyzes important issues within the framework of the European Union's convergence policy and the Lisbon strategy, focusing on understanding the contradictions between the objective of equal distribution of resources and maintaining competitiveness. The article notes that the rapprochement policy has a stronger legal basis and argues for how such conflicts can be resolved.

This study contributes to a deeper understanding of the issues related to convergence policy and strategy, revealing the disagreements and potential risks surrounding them. The conclusions of the article point to the need for careful analysis and consideration of priorities for improving political and strategic decisions in order to ensure the interaction of these two aspects and achieve a more balanced development in the European Union [Carluer, F. (2007)].

This article provides an analysis of the evolution and future potential developments in the field of operations management (OM). The authors employ a hybrid approach that combines perspectives from both academics and business practitioners to understand how the field of OM has evolved over time. The analysis is based on a comprehensive literature review and the authors' own industrial experience. The findings reveal that OM has undergone a significant shift from functional point solutions to addressing broader organizational-level challenges faced by both private and public sectors. Key areas of focus in current OM research include e-business, supply chain management, production planning and scheduling, product development, decision support systems, information-based strategy, systems development and implementation, and risk and environmental management. Additionally, OM has embraced organization-wide philosophies such as lean production, mass customization, and agile manufacturing. This article contributes to the understanding of the developments and future directions in the field of OM. By examining the evolution of OM and identifying key areas of research and organizational challenges, it provides valuable insights for both researchers and practitioners. This analysis can inform the development of strategies and approaches in OM that are aligned with the evolving needs of organizations in today's dynamic business environment [Bayraktar, E., Jothishankar, M.C., Tatoglu, E. and Wu, T. (2007)].

This article focuses on the importance of technology and knowledge in the modern business landscape and the need for organizations, particularly small ones, to develop strategies for technology development and competitiveness. The authors highlight that technological changes and demanding customers have created a more knowledge-intensive

and uncertain environment, where organizations that can continually build new strategic assets faster and cheaper than their competitors gain long-term competitive advantages. The objective of this paper is to propose a strategic framework for small organizations to facilitate their technology development and ensure survival in the marketplace. The authors employ a combination of methodologies, including options field methodology, options profile methodology, analytic hierarchy process (AHP), and fuzzy set theory, to generate various options and profiles. The findings of the study reveal that a “mixed approach,” combining different strategies, a “strategic simulation approach,” and the “regulatory environment approach” are the top three important options for the strategic technological development of small manufacturing enterprises. This research contributes to the understanding of technology development and competitiveness for small organizations. By providing a conceptual framework based on empirical findings, the paper offers valuable insights and guidance for small organizations to navigate the challenges of technology development and achieve long-term success in the dynamic marketplace [Nanda, T., Gupta, H., Singh, T.P., Kusi-Sarpong, S., Jabbour, C.J.C. and Cherri, A. (2020)].

This article examines the concept of linking business strategy, product market characteristics, and personnel/human resource management policies. It begins by exploring theoretical aspects of the relationship between business strategy and personnel policies and then presents empirical evidence from a survey conducted among Irish organizations. Traditionally, the personnel literature has advocated for the adoption of specific “best practice” personnel policies in various areas. However, it is increasingly recognized that the optimal choice of personnel policies depends on the unique characteristics of each organization. Accordingly, the article argues that organizations need to align their personnel policies with broader strategic considerations, particularly product market conditions and business strategy. The findings from the Irish survey indicate a mixed picture. While some organizations have successfully aligned their HR policies with their business strategy, this alignment is not yet widespread. The article highlights the importance of achieving a fit between personnel policy choices

and strategic considerations, emphasizing the need for organizations to recognize the relationship between HR policies and overall business objectives. Overall, this research sheds light on the importance of aligning personnel policies with business strategy and product market characteristics. It underscores the need for organizations to carefully consider the fit between their HR policies and their strategic goals to achieve optimal outcomes. The findings contribute to the understanding of the linkages between business strategy and personnel management and provide insights for practitioners seeking to enhance the strategic alignment of their HR practices [Gunnigle, P. and Moore, S. (1994)].

The objective of this study is to emphasize the importance of employee involvement in information security management and to provide a framework for addressing these issues effectively, particularly in organizations where data is an asset. To achieve this goal, the researchers conducted a comprehensive literature review to identify effective measurement approaches. Based on the review, a survey instrument was developed using Likert scale questions, drawing inspiration from previous studies such as Witherspoon *et al.*. The findings of the study resulted in the proposal of the authors’ nine-five-circle (NFC) principle, which serves as a guideline for information security compliance practices. This principle focuses on identifying human behavior and IT security-related issues within the context of information security management. Importantly, the study demonstrates that these factors are interconnected and should be considered together, bridging the gap between technology and human aspects of information security management. Overall, this research highlights the significance of employee engagement in information security and provides a practical framework for organizations to enhance their information security practices. The proposed NFC principle offers a holistic approach that considers the interplay between human behavior and technology, contributing to more effective information security management [Stewart, H. and Jürjens, J. (2017)].

MATERIALS AND METHODS

The article uses general scientific research methods. The collection and analysis of primary and secondary data on the impact of globalization on

organizations and their approaches to management made it possible to determine the set of cause-and-effect relationships of these processes and build a structured hierarchical sequence of the effects of factors on organizations and their development. The consideration of various management models and theories that are effective in the conditions of globalization was carried out by analyzing, comparing, and summarizing scientific and periodical literature, and approaches of various authors to the theoretical and methodological concepts of determining the effects of globalization factors on the development of organizations.

By using the methods of accumulation, grouping, and comparative analysis, the best practices of successful organizations that adapt to globalization challenges and implement new management approaches have been identified. Considered examples of companies that carry out the active international expansion, effectively use global supply networks, develop intercultural competence and other strategies aimed at adapting to the global market environment, which made it possible to identify key principles and approaches that help organizations achieve success in globalization.

RESULTS

The collection and analysis of primary and secondary data on the impact of globalization on organizations and their approaches to management made it possible to determine the set of cause-and-effect relationships of these processes. The influence of global factors on the development of organizations can be structured as follows:

1. Economic factors

- ♦ **Global economic conditions:** Changes in the global economic situation, such as global financial crises or economic changes in leading countries, can have a direct impact on the development of organizations through changes in demand, resource prices and investment activity.
- ♦ **Globalization:** The development of global communication technologies and the growth of international trade create new opportunities for organizations, but also belong to competition from global players and require adaptation to international standards and norms.

2. Political factors

- ♦ **Political stability:** Instability in the world, political conflicts or changes in governments can affect the development of organizations, especially those that have an international presence or depend on global political decisions.
- ♦ **Regulatory policy:** Changes in the legislation and regulatory environment, both at the national and international levels, can affect the activities of organizations and require them to adapt to new rules and requirements.

3. Sociocultural factors

- ♦ **Changing consumer preferences:** Changes in social trends and consumer habits can change the demand for goods and services, which affects the strategy and development of organizations.
- ♦ **Technological progress:** The growth of technology and innovation can affect the development of organizations, causing the need to introduce new technologies, process automation and digital transformation to maintain competitiveness.
- ♦ **Demographic changes:** Changes in the demographic structure of the population, such as the growth of a young population or an aging population, can affect consumer habits, the working force, and markets, which affects the strategy and development of organizations.

4. Environmental factors

- ♦ **Climate change:** Rising global temperatures and climate change can have a major impact on the operations of organizations, especially those that depend on natural resources or have a significant environmental footprint.
- ♦ **Social responsibility:** Growing attention to environmental issues and social responsibility affects the development of organizations, creating a need for sustainable development, green economy, and environmental initiatives.

5. Technological factors

- ♦ **Digital transformation:** The growth of technological capabilities and digital transformation can significantly affect the

development of organizations, requiring adaptation to new digital markets, changes in business models and revision of strategies.

- ♦ **Innovation:** Changes in technological solutions and innovative approaches can influence the development of organizations, creating new opportunities for improving products, processes, and services, as well as competitive advantage in the market.
- ♦ **Speed of technological progress:** The speed and pace of technological progress are increasing, which may require organizations to constantly update and adapt to new technologies to ensure competitiveness and operational efficiency.

6. Geopolitical factors

- ♦ **International relations:** Changes in the geopolitical situation, political conflicts or changes in trade agreements can have an

impact on the development of organizations, on export-import relations and access to markets.

- ♦ **Geographical location:** The geographical location of an organization can influence its development through access to resources, logistical capabilities, business ecosystem and competitive landscape in a certain region.

A set of factors interact with each other and can have both a direct and an indirect effect on the development of organizations. Considering and analyzing these causal relationships helps organizations understand the external environment, adapt to it, and make informed decisions to succeed in the global market environment.

To confirm the proposed hypothesis, we will project the model on the world’s leading corporations, aside from the set of cause-and-effect relationships. TOP-5 international corporations of the world were selected for analysis. The results of the analysis are presented in Table 1.

Table 1: Projection of a model of the set of cause-and-effect relationships of the influence of globalization factors on the development of organizations on leading global corporations

Name of the corporation	Description of activity	The main global factors affecting development
Apple	Apple, an American technology company, is known for its products such as iPhone, iPad, MacBook and others. In 2021, the company continued to dominate the technology market and had a high level of profit.	<p><i>Technological progress and innovation:</i> Apple constantly invests significant effort in researching and developing new products and technologies. Technological breakthroughs and innovations help the company maintain its competitiveness and remain at the forefront of consumer electronics.</p> <p><i>Product demand and consumer preferences:</i> Changes in consumer preferences and demand for electronic devices can affect the development of Apple. Factors such as changing fashions, the variety of functions and features of devices, as well as the growing popularity of digital services and entertainment can have a big impact on a company’s success.</p> <p><i>Globalization and the international market:</i> Apple has a significant international presence and large international sales volume. Global markets such as China, the European Union and others are important for the company’s development. Changes in the global economic environment, politics, trade relations and regulations may affect Apple’s strategy and development.</p> <p><i>Competition and Industry Environment:</i> Apple operates in a competitive consumer electronics industry with other strong players.</p>
Saudi Aramco	Saudi Aramco is the largest oil company in the world, located in Saudi Arabia. It produces and exports significant volumes of oil, which allows it to occupy one of the leading positions in the ranking of the most profitable companies.	<p><i>Oil prices:</i> Since Saudi Aramco is the largest oil company in the world, oil prices are of great importance to its profitability and development. Changes in oil prices, which are determined by global supply and demand, may affect the company’s revenues and its ability to invest in new projects and development.</p> <p><i>Geopolitical situation:</i> Saudi Aramco is based in Saudi Arabia, and geopolitical stability and relations with other countries may affect its development. Political conflicts, sanctions, trade restrictions or changes in international relations may affect a company’s access to markets and its ability to expand its business.</p> <p><i>Energy trends and the transition to renewable energy:</i> Growing attention to climate issues and the development of renewable energy can have an impact on the demand for oil and other forms of energy. Saudi Aramco must manage these trends, adapt to changes in consumer preferences and develop new energy solutions to remain competitive.</p>

<p>Microsoft Corporation</p>	<p>Microsoft is a giant in the field of software and technology. Its products, such as Windows, Microsoft Office, Azure and others, are used by millions of people and companies around the world.</p>	<p><i>Technological progress and innovation:</i> Microsoft is constantly working on the development of new technologies and innovative solutions. The development of artificial intelligence, cloud technologies, cyber security and other areas are key factors for Microsoft's competitiveness and ensuring the company's growth.</p> <p><i>Changes in consumer preferences and technological trends:</i> Demand for Microsoft products and services depends on changes in consumer preferences and technological trends. The development of mobile devices, broadband Internet, digital business transformation and changes in the way of working greatly impact Microsoft's strategy.</p> <p><i>Competition and market environment:</i> Microsoft operates in a competitive environment with other global technology companies. Changes in competition, the emergence of new players, technology partnerships and competitor strategies may affect Microsoft's market position and its ability to attract customers and grow its business.</p> <p><i>International markets and regulatory requirements:</i> Microsoft has a significant international presence and is dependent on success in international markets. Changes in economic conditions, politics, legislation, and regulatory requirements of different countries can affect Microsoft's strategy and operations in different regions of the world.</p>
<p>Amazon.com</p>	<p>Amazon is one of the largest companies in the field of e-commerce and cloud services. Its variety of products and services, including online commerce, Amazon Web Services (AWS), and cloud computing enable it to achieve high levels of profit.</p>	<p><i>E-commerce and changes in consumer preferences:</i> Amazon is one of the biggest players in the e-commerce space. Changes in consumer preferences, the growth of online shopping, the convenience of delivery and other factors affect the demand for Amazon's services and determine the company's strategy.</p> <p><i>Technological Advancement and Innovation:</i> Amazon is heavily invested in technological advancement and innovation. The development of new technologies, such as artificial intelligence, voice recognition, augmented reality, and others, helps the company to improve its products and services, attract new customers and strengthen its competitive advantage.</p> <p><i>Logistics and Supply:</i> Amazon is one of the biggest players in the field of logistics and supply. Developing an efficient delivery system, warehouse management, optimizing the supply chain and providing high quality customer service are key factors for Amazon's success.</p> <p><i>International Expansion and Market Conditions:</i> Amazon has a significant international presence and is dependent on success in international markets. Global markets, economic conditions, political factors, cultural differences, and regulatory requirements of different countries can affect Amazon's development and its ability to attract customers around the world.</p>
<p>Alphabet</p>	<p>(parent company of Google): Alphabet is the holding company that owns Google and other technology divisions. Google owns one of the largest Internet search engines and many other popular products</p>	<p><i>Technological progress and innovation:</i> Alphabet Inc is the parent company of Google, which is one of the biggest players in the technology and internet space. Constant technological progress and innovation are key factors for the development of Alphabet Inc. Developing new products, improving search algorithms and other technological solutions help the company to remain competitive and influential.</p> <p><i>Advertising and digital marketing:</i> Alphabet Inc derives the bulk of its revenue from advertising, particularly from the Google Ads platform. Changes in the advertising space, such as the growth of mobile advertising, retargeting, personalization, and regulatory requirements, can affect Alphabet Inc.'s profitability and strategy.</p> <p><i>Regulatory policies and laws:</i> Alphabet Inc operate in various countries around the world and regulatory policies and laws are important factors affecting its development. Changes in the legal environment, including data privacy policies, consumer protection and other regulatory requirements, can have a significant impact on Alphabet Inc.'s operations.</p>

* Resource: create by the author based on web-site analysis: <https://apple.com/ua/>, <http://www.saudiaramco.com/>, <https://www.microsoft.com/>, <http://amazon.com/>, <https://abc.xyz/>

Globalization with its trends of polar orientation, indicated by U. Beck, is becoming a challenge for organizational development, and that is why it is a challenge for management. Because such a

challenge is "a system of simultaneous powerful radical changes in the basic parameters of the social space, which entails the transformation of social relations and qualities of social actors, general

ideas about successful strategies and factors of their determination" (Mykhaylyova, K. G., 2007) carries potential negative and positive influences. Therefore, management in the conditions of globalization can be considered through the prism of risks and possible dividends for the organization.

In this context, management practices should take into account several trends. First, the global labour market. In combination with digital technologies and the active development of remote work tools in modern organizations, this trend expands the possibilities of hiring personnel, as well as their retention under the conditions of migration activity. For this, an important managerial competence is the understanding and ability to take into account the technologies of remote work of teams. The development of such technologies in the context of globalization allows companies to improve the quality of organizational human capital and, accordingly, achieve significant results at work.

Along with this, the globalization of the labour market increases the level of competition for the best jobs. Therefore, in our opinion, one of the directions of managerial attention should be the provision of opportunities for personnel development while simultaneously strengthening their loyalty to the organization.

Another trend related to management in the conditions of globalization is the formation of a global market for goods and services. In this aspect, important competencies in the management of the organization are a systematic vision of modern opportunities and limitations in business and the formation of an appropriate strategy for its development. But like any globalization trend,

this one has both positive and negative potential impacts. The latter include gaps in countries' pricing policies, wages, certifications, etc. Accordingly, management practices should take these aspects into account.

An important factor in changing managerial aspects in the context of globalization is the need to take into account cultural characteristics and the diversity of organizational cultures (Bannikova, K., & Mykhaylyova, K., 2023). This vector has various manifestations: the formation of cross-cultural teams, the transformation of organizational cultures from mono to mixed cultures, etc. Accordingly, management models of organizations in the conditions of globalization must take these trends into account.

Undoubtedly, the key to effective use of the dividends of globalization is general management competence, and a universal tool can be considered social partnership, which involves the use of common strengths and resources of stakeholders to achieve goals. The main risks of this work include the construction of an incorrect partner network, the risk of stereotyping partners, the risk of false expectations from partners, the risk of habituation, the risk of unbalanced interests of partners and the risk of regrouping partners (Mykhaylyova, K. G., 2018).

To confirm the proposed hypotheses regarding the cause-and-effect relationships of the processes of influence of global factors on the development of organizations, it is proposed to single out a set of influence factors and analyze correlational interdependencies. The results are presented in Table 2.

Table 2: A set of global factors influencing the development of organizations

Indicator	Evaluation parameter	Description	Definition of parameters
Economic			
Total revenue growth of the organization	$TR_g = \frac{\text{new income}_i}{\text{previous income}_i} * 100$	This formula reflects the change in the revenue of the organization due to the influence of global economic factors.	A larger percentage change indicates a greater impact.
Managing costs	$M_c = \frac{(\text{previous costs} - \text{new costs})}{\text{previous costs}} * 100$	Managing their costs under the influence of global economic factors.	A higher percentage indicates a greater impact on cost reduction.

Profitability of the organization	$P_0 = \frac{\text{net profit}}{\text{revenue}} * 100$	This formula measures the achievement of the organization in the management of earnings and reflects the efficiency when operating under the influence of global economic factors.	A higher figure indicates a greater impact.
Sociocultural factors			
Customer Satisfaction Index	$S_c = \frac{\text{number of satisfied customers}}{\text{total number of customers}} * 100$	This formula measures the level of customer satisfaction that can be used to influence an organization.	A higher percentage indicates a positive impact on customer satisfaction and, therefore, on the organization.
Brand or reputation index	$B_r = \frac{\text{number of positive ratings}}{\text{total number of ratings}} * 100$	This formula measures the strength of an organization's brand or reputation, which can be influenced by global sociocultural factors.	A higher number indicates a strong brand or reputation that influences the organization.
Product or Service Acceptance	$S_a = \frac{\text{number of satisfied users of the product}}{\text{total number of users}} * 100$	This formula measures the level of acceptance of an organization's product or service by consumers or target audiences.	A higher percentage indicates a positive influence of global socio-cultural factors on the perception of a product or service.
Technological factors			
Innovativeness index	$I_i = \frac{\text{number of innovative products or services}}{\text{total number of products or services}} * 100$	This formula measures the level of innovativeness of the organization, which can be influenced by global technological factors.	A higher percentage indicates a greater level of innovativeness affecting the organization.
Digital Transformation Index	$D_i = \frac{\text{number of digital initiatives or processes}}{\text{total number of initiatives or processes}} * 100$	This formula measures the level of digital transformation of an organization that can be caused by global technological factors.	A higher indicator indicates a higher level of digital transformation affecting the organization.
Technology adoption rate	$T_a = \frac{\text{number of implemented technologies}}{\text{total number of available technologies}} * 100$	This formula measures the level of adoption of new technologies by an organization that may be influenced by global technological factors.	A higher percentage indicates a greater level of technology adoption that affects the organization.
Environmental factors			
Environmental impact ratio	$E_i = \frac{\text{volume of environmentally harmful emissions or waste}}{\text{total volume of emissions or waste}} * 100$	This formula measures the level of an organization's impact on the environment.	A lower percentage indicates a lower impact on the environment.
Sustainability index	It can be calculated based on a certain set of indicators that reflect the performance of important aspects of sustainable development, such as economic efficiency, social responsibility, environmental protection, etc.	This indicator measures the degree to which an organization considers the principles of sustainable development in its actions and strategies.	A higher index indicates a stronger impact of the organization on sustainability.

Resource: Create by the author.

Based on the development of a set of indicators of influence on the development processes of organizations, the article proposes the implementation of the assessment model in practice.

DISCUSSION

Managing globalization is a challenging task for organizations as they face a variety of challenges and opportunities arising from global change. Research on this topic aims to explore new approaches and strategies that can be used for effective management in this context, which may include:

- ♦ **Developing global strategies:** Research can reveal new approaches to developing strategies that consider the global context. This may include analysis of global trends, the competitive environment, and the impact of geopolitical factors on business operations.
- ♦ **Use of technology for global communication and collaboration:** Research may consider the implementation of new communication and collaboration technologies that help organizations interact effectively with global partners, customers, and consumers.
- ♦ **Management of intercultural aspects:** Studies can focus on the development of competences in the management of intercultural communications.
- ♦ **Flexibility and adaptability:** Organizations must be flexible and adaptable to changes in the global environment. Research can reveal new methods of innovation management that allow organizations to quickly respond to changes and adapt to new requirements.
- ♦ **Sustainability and social responsibility:** In the context of globalization, research can explore issues of sustainable development and social responsibility. Organizations can be evaluated for their environmental impact, social practices, ethical standards, and more. Research can help identify strategies and practices that contribute to the sustainable development of an organization.

CONCLUSION

The article conducted a study aimed at studying new approaches to managing organizations in the

context of globalization. The main research topics were strategy development, technology use, cross-cultural management, sustainability and social responsibility, supply chain management and political and legal context. As a result of the study, it was established that globalization creates various challenges and opportunities for organizations. The introduction of new approaches to management is necessary for an effective response to changes in the global environment and ensuring competitiveness. The study confirmed the importance of developing global strategies that consider global trends and the competitive environment. It has also been established that the use of modern communication and collaboration technologies helps organizations maintain effective interaction with global partners. Managing socio-cultural aspects turned out to be another important aspect. Organizations need to develop intercultural communication management competencies and adapt to different cultural contexts to function successfully in a global environment.

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