Changing Management Philosophy in Digital Era

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Abstract
The digital age and the rise of artificial intelligence (AI) have brought about a significant shift in the way organizations operate, and consequently, have challenged traditional management philosophies. As companies strive to remain competitive in this fast-paced environment, they must adopt new approaches that embrace the use of technology and encourage a culture of innovation. This paper explores the changing management philosophy in the digital age and AI era, emphasizing the need for agility, adaptability, and resilience in organizational culture. It argues that organizations that embrace these principles will be better equipped to harness the benefits of AI and digital technology to create value for their customers and stakeholders. Additionally, this paper highlights the importance of ethical considerations and human-centric approaches in the development and deployment of AI systems, as they play a critical role in shaping the future of work and society.

Key Words: Artificial Intelligence, Digital transformation, Digital Era, Agile Management, collaborative Leadership, Innovation, and management Philosophy

Introduction
In the digital era, businesses are facing rapid changes in technology, customer behavior, and competition. The emergence of artificial intelligence (AI) has further accelerated this change, disrupting traditional business models and opening up new opportunities for innovation and growth. Digital transformation (DT) has gone from being a technological opportunity to a pure necessity for managing the needs and expectations of the world are growing population (Kraus et al., 2021). The primary aim of DT is to solve challenges concerning efficiency and effectiveness, while Hess, Benlian, Matt, and Wiesbock (2016) state that companies that do not rapidly develop and implement DT strategies are unlikely to keep pace and compete in the new digital reality.

To thrive in this environment, companies need to adopt a new management philosophy that embraces agility, innovation, and continuous improvement. This means rethinking traditional management practices and adopting new approaches that are better suited to the digital age.

One key element of this new management philosophy is a focus on data-driven decision making. With the advent of AI, companies have access to vast amounts of data that can be analyzed to gain insights into customer behavior, market trends, and business operations. By leveraging these insights, companies can make more informed decisions that are based on objective data rather than intuition or guesswork.

Another important aspect of the new management philosophy is a focus on collaboration and cross-functional teams. In the digital era, innovation often comes from the intersection of different disciplines and perspectives. By breaking down silos and encouraging collaboration, companies can foster a culture of innovation and create new products and services that meet the evolving needs of customers.

Finally, the new management philosophy requires a focus on continuous learning and adaptation. In the digital era, change is constant, and companies must be able to adapt quickly to stay competitive. This means embracing a mindset of continuous improvement, experimenting with new approaches, and learning from both successes and failures.

Overall, the new management philosophy in the digital era and AI requires companies to be more agile, innovative, and data-driven. By embracing these principles, companies can stay ahead of the curve and thrive in an ever-changing business landscape.

Review of Literature and Related studies
A few books and various online articles are reviewed to explore the current topic and its relevance in the present context.

1. A systematic literature review exploring the impact of digitalisation on leadership towards a new style of leadership.2020 by Nasra Al- Habsi, Dr. Ming Luo, and Dr. Saad M. Zighan, This literature review aimed to establish how employees should be led in an increasingly digitalised business environment and to ascertain what skills and competences are needed to succeed, by analyzing and synthesizing the previous studies, this study design consists of relevant publications. This study found that due to the challenges of digital transformation on the leadership of the future, leaders must combine traditional leadership capabilities with new qualities that will allow them to lead the company into the digital era. While continuing the traditional leadership styles, A digital leader must have the ability to discover and develop talent, both inside and outside the company, promote natural learning, lead through innovative ideas, and must be able to accelerate the contribution of the team, and help professionals understand the value of their work in achieving the company's objectives. The leadership's skills and competences in the digital era are three-fold, the use of advanced information technology, managerial innovation and leadership transformation and traditional leadership traits and skills.

2. A Manifesto for the Management in the Digital Age (2022) by Steve Denning. He explained in this article about the new management principles and process that Management should adapt for driving the management in digital age. The new principles what he indicated in his article: 1.The firm gives primacy to creating value for customers 2.Instead of bureaucracy, the firms mostly deploys self-organizing teams,3. Firms work backwards what customers' needs 4. The firm often mobilizes other firms 5. Digital firms tend to be organized in horizontal networks of competence. These principles are supported by processes: 1. Leadership now occurs at every level 2.Strategy is dynamic, interactive and value-creating,3.innovation enhances existing businesses and creates new businesses 4. Instead of sales and marketing, they are now making about making a difference for
customers and users. 5. HR is about attracting and enabling talent and 6. Instead of budgeting being a battle for resources among the silos budgeting is driven by strategy.

3. Development of Management in the Digital era (2020) by Raisya I Akameva et al: This is an article explaining the new tendencies and challenges encountered by the organizations in the 21st century and have to face under the conditions of the digital economy. This article emphasizes with specifics to Russian mentality that hampers the development of management in digital economy. It specifies that the necessary condition to introduce digital innovations that can foster the organizational forms to encourage their staff to create a real value for their customers.

4. Digital transformation in business and management research: An overview of the current status quo (2022) by Sascha Kraus et al; This paper aims to prepare a framework in the field of research in the area of Digital Transformation. This is twofold. First map the thematic evolution of research in the field of Digital transformation in the area of business and management as the existing research on DT is limited and secondly to propose synergetic frame work in the research on DT to the areas of business and management and to provide this frame as a basis for further research and discussion.

5. Investigating the Influence of Artificial Intelligence on Business Value in the Digital Era of Strategy: A Literature Review (Feb, 2023) by Nikolaos-Alexandros Perifanis and Fotis Kitisios: This study analyses that Organizations will only succeed in the digital transformation alignment of the present era by precisely adopting and implementing these new, cutting-edge technologies. This study highlights the importance of embracing the potential of AI in order to thrive in the digital age. As businesses seek to stay ahead of the curve and adapt to the rapidly changing landscape, they must be willing to question the status quo and explore the uncharted territories that AI has opened up. In doing so, they can unlock new forms of value and gain a competitive edge that is difficult to replicate.

6. New Management thinking in a Digital age, 2022 by Katherine Xin, in this article the author concluded that a platform style development is the new management style that suits the fast paced digital age. It was concluded that Platform-style development involves restructuring traditional philosophies and means of management, and during this process, the corporate culture will be transmigrated to a higher dimension through a cognitive upgrading amongst corporate leaders; digitized capabilities of enterprises will be established in order to granulise the molecules of traditional enterprises into atoms, initiate a fission and fusion between them, and realize platform-style strategic planning and organizational granularisation.

7. Philosophy and Digitization: Dangers and Possibilities in the New Digital Worlds, 2021 by Esther Oluffa Pederson and Maria Brinker. This article concluded that Philosophizing about and critically reflecting upon our current situation and near future scenarios in the digital world may help us steer the technological development in directions that can enhance human prosperity.

8. The manager of the digital era: between technology and Philosophy (2023) by Xavier Ferras. In this article he declares that the challenges and outcomes of the technological revolution must be resolved with a humanistic perspective; He further emphasized that managers should master the logical reasoning in resolving the problems in the digital era and at the same time they must also ask about the substance of reasoning and why this open the door to solve the specific problems.

Digital Era and Key considerations for Management

The digital era and the rise of artificial intelligence (AI) are driving significant changes in management philosophy. Here are some key considerations. The digital era and the rise of AI have brought about significant changes in the business landscape, and management philosophy must adapt to these changes to remain effective. Here are some key aspects of the new management philosophy in the digital era and AI.

Embracing data-driven decision-making: With the abundance of data available, managers can use AI to analyze and interpret data to make informed decisions. It is important to understand the strengths and limitations of AI and use it as a tool to augment human decision-making. In the digital age, data is abundant and accessible. As a result, managers are increasingly relying on data to inform their decision-making. This approach helps them make more informed and accurate decisions, reduces bias, and enables them to measure the impact of their decisions.

Agile management: The digital era has ushered in a need for agile management practices. Managers need to be able to pivot quickly in response to changing market conditions, customer needs, and technology developments. Agile management also involves empowering employees to make decisions and giving them the resources to act quickly. With the rapid pace of technological change, organizations need to be able to adapt quickly. Agile management is a methodology that emphasizes flexibility, continuous improvement, and customer focus. It enables organizations to respond quickly to changing market conditions and customer needs.

Collaborative leadership: AI can facilitate collaboration between teams and individuals by providing a platform for communication and sharing ideas. Managers can also use AI to identify potential areas of collaboration and foster a culture of innovation. Technology has enabled teams to work together more effectively, regardless of location. As a result, companies are increasingly relying on cross-functional teams to drive innovation and solve complex problems.

Customer-centricity: The digital era has empowered customers and given them more options than ever before. Managers need to focus on meeting customer needs and providing a seamless customer experience across all touch points. In the digital age, customers have more power than ever before. They have access to more information and options, and they can quickly and easily share their experiences with others. As a result, companies are increasingly focusing on delivering exceptional customer experiences.

Continuous learning: AI is constantly evolving, and managers need to stay up-to-date with the latest developments to make informed decisions. Continuous learning and professional development are essential for managers to stay relevant in the digital age. The pace of technological change means that employees need to constantly update their skills and knowledge. To keep up, companies are investing in continuous learning programs and encouraging employees to learn new skills and take on new challenges.
AI-powered decision-making: As AI becomes more sophisticated, it is increasingly being used to augment human decision-making. AI can analyze vast amounts of data and identify patterns and insights that humans might miss. It can also automate routine tasks, freeing up human workers to focus on more complex and creative work.

Overall, the digital era and AI require managers to be flexible, adaptable, and willing to embrace new technologies and management practices. Successful managers will be those who can balance the strengths of AI with human intuition and empathy to make decisions that benefit both their organizations and their stakeholders.

Embrace change: The digital era and AI are constantly evolving, and organizations must be willing to adapt and change their strategies to keep up.

Focus on data: With the vast amount of data available, organizations must leverage data analytics to make informed decisions and gain a competitive advantage.

Develop agile teams: Agile teams are essential in the digital era, as they can quickly respond to changes and work collaboratively to solve problems.

Encourage experimentation: Organizations must embrace a culture of experimentation and be willing to take risks to innovate and find new solutions.

Foster continuous learning: With AI and automation, the nature of work is changing rapidly, and organizations must encourage continuous learning to ensure that employees have the skills they need to succeed.

Emphasize ethics: As AI becomes more prevalent, organizations must prioritize ethical considerations to ensure that they use technology in a responsible and beneficial way.

New direction

The digital era is a period of rapid technological change, characterized by the widespread adoption of digital technologies such as artificial intelligence (AI), the Internet of Things (IoT), and cloud computing. These technologies are transforming the way organizations operate, enabling them to be more efficient, agile, and customer-focused. However, they also pose new challenges for managers, who must adapt their strategies and leadership styles to succeed in this new environment.

Strategy: Digital technologies have fundamentally changed the way organizations develop and implement strategies. In the past, strategy was typically a long-term, top-down process that focused on achieving competitive advantage through economies of scale and scope. However, in the digital era, strategy is more fluid and dynamic, with a greater emphasis on agility, experimentation, and innovation.

One key aspect of digital strategy is the use of data. With the vast amount of data generated by digital technologies, organizations can gain insights into customer behavior, market trends, and internal operations that were previously impossible to obtain. This data can inform strategic decisions, such as which products to develop, which markets to enter, and which channels to use to reach customers.

Another aspect of digital strategy is the focus on customer experience. With digital technologies, customers have more power than ever before, and their expectations are higher. Organizations must prioritize customer-centricity to succeed in the digital era, focusing on delivering personalized, seamless experiences across all channels.

Leadership Digital technologies have also changed the nature of leadership, requiring managers to be more adaptive, collaborative, and visionary. Traditional command-and-control leadership styles are no longer effective in the digital era, as they stifle innovation and creativity.

One key aspect of digital leadership is the ability to navigate complexity and ambiguity. Digital technologies have created a complex and rapidly changing business environment, and leaders must be able to make sense of this complexity and chart a course forward.

Another aspect of digital leadership is the ability to foster a culture of innovation. With the rapid pace of technological change, organizations must continuously innovate to stay ahead of the competition. This requires leaders to create a culture of experimentation and risk-taking, where failure is seen as a learning opportunity.

Operations: Digital technologies are also transforming the way organizations operate, enabling them to be more efficient, agile, and responsive to customer needs. One key aspect of digital operations is the use of automation. With AI and robotics, organizations can automate routine tasks, freeing up employees to focus on higher-value activities.

Another aspect of digital operations is the use of platforms. Digital platforms are enabling organizations to collaborate with customers, suppliers, and partners in new ways, creating ecosystems of innovation and value creation.

Innovation is critical in the digital era, as organizations must continuously adapt to changing customer needs and technological advances. One key aspect of digital innovation is the use of open innovation. Digital technologies are enabling organizations to collaborate with external partners, such as startups and universities, to co-create new products and services.

Another aspect of digital innovation is the use of agile methodologies. Agile methodologies emphasize rapid prototyping, continuous testing, and customer feedback, enabling organizations to quickly iterate and improve their products and services.

Conclusion: The digital era has brought about significant changes in the way organizations operate, requiring managers to adapt their strategies, leadership styles, operations, and innovation practices. Successful managers in the digital era must be adaptive, customer-centric, data-driven, collaborative, and innovative. By embracing these principles, organizations can thrive in the digital era, delivering value to customers and creating sustainable value.

New avenues for management

The digital era and AI have created a significant demand for professionals with skills and expertise in management. There are several avenues that management professionals can pursue in the digital era and AI, including the following:

Digital strategy: With the rapid pace of technological change, organizations need managers who can develop and implement digital strategies that leverage emerging technologies such as AI, machine learning, and blockchain. Digital strategy managers...
work with senior executives to develop plans for digital transformation, assess emerging technologies, and identify opportunities for innovation.

Data analytics: With the abundance of data available in the digital era, organizations need managers who can analyze and interpret data to inform decision-making. Data analytics managers work with teams of data scientists and analysts to collect, process, and analyze data, developing insights and recommendations that inform strategic decisions.

Digital marketing: With the proliferation of digital channels, organizations need managers who can develop and execute digital marketing strategies that engage customers and drive growth. Digital marketing managers work with teams of designers, copywriters, and social media specialists to create campaigns that leverage digital channels such as social media, email, and search engines.

Cyber security: With the increasing threat of cyber-attacks, organizations need managers who can develop and implement cyber security strategies that protect their systems and data. IT or cyber security Managers work with IT teams to identify vulnerabilities, assess risks, and develop plans for prevention and response.

Product management: With the rise of digital products and services, organizations need managers who can lead the development and launch of new products and services. Product managers work with cross-functional teams to define product features, prioritize development tasks, and launch products to market.

Operations management: With the increasing complexity of digital operations, organizations need managers who can optimize processes, reduce costs, and improve efficiency. Operations managers work with teams of engineers, technicians, and data analysts to manage supply chains, optimize logistics, and streamline operations.

Innovation management: With the pace of technological change, organizations need managers who can foster a culture of innovation and lead the development of new products and services. Innovation managers work with cross-functional teams to identify market opportunities, assess emerging technologies, and develop new products and services.

In conclusion, management professionals have several avenues to pursue in the digital era and AI, including digital strategy, data analytics, digital marketing, cyber security, product management, operations management, and innovation management. By developing expertise in these areas, management professionals can position themselves for success in a rapidly changing business environment.

Ethics in digital era

The digital era and the development of new AI models have brought about significant ethical challenges for management. The use of AI, in particular, has raised concerns about issues such as bias, transparency, privacy, and accountability. As a result, it is essential for management to adopt ethical practices to ensure that AI and other digital technologies are used responsibly and in the best interests of all stakeholders.

The emergence of new technologies such as artificial intelligence (AI), machine learning, and big data analytics has led to significant changes in the management landscape. While these technologies offer many benefits, they also raise ethical concerns, particularly in terms of privacy, fairness, and accountability. As a result, management practices must evolve to address these concerns and ensure that technology is used in an ethical and responsible manner. In this context, the following are some ethical changes that management should consider in the digital era and new AI models.

Here are some of the ways in which management can drive ethical change in the digital era:

Develop a code of ethics: Management can develop a code of ethics that outlines the ethical principles and values that should guide the use of digital technologies. The code should address issues such as privacy, data protection, bias, and transparency.

Train employees: Management can provide training to employees on ethical issues related to the use of digital technologies. This training can include topics such as data protection, privacy, and bias, and should be mandatory for all employees who use digital technologies in their work.

Implement transparency: Management can ensure that the use of digital technologies is transparent and open to scrutiny. This can be achieved by providing clear explanations of how digital technologies are being used, including the algorithms and data sets used to train AI models. One of the most significant ethical concerns related to AI and machine learning is the "black box" problem. Often, it is difficult to understand how AI models make decisions or why they arrive at a particular outcome. Management must ensure that AI systems are transparent and explainable, allowing stakeholders to understand how they work and the criteria they use to make decisions. This can be done by providing detailed explanations of the data, algorithms, and decision-making processes used by the AI models.

Foster diversity and inclusivity: Management can foster diversity and inclusivity in the development and deployment of digital technologies. This can be achieved by involving a diverse range of stakeholders in the design and testing of AI models and ensuring that the data used to train these models is representative of the populations they are intended to serve.

Establish accountability: Management can establish accountability for the use of digital technologies by creating clear lines of responsibility for the development, deployment, and maintenance of these technologies. This can be achieved by establishing policies and procedures for monitoring and evaluating the use of digital technologies and holding individuals and organizations accountable for any misuse or unethical behavior. Management must ensure that they are accountable for the use of AI models within their organizations. This includes implementing robust governance frameworks and internal controls, as well as conducting regular audits and assessments to ensure compliance with ethical and legal standards.

Engage in continuous learning: Management can engage in continuous learning to keep up with the latest developments in digital technologies and their ethical implications. This can be achieved by attending conferences and workshops, participating in industry groups and associations, and regularly reviewing and updating ethical policies and procedures.

Data privacy: In the digital era, data is a valuable resource, and organizations must take steps to protect it. Management must implement robust data privacy policies and procedures, ensuring that personal data is collected, processed, and stored in
compliance with relevant laws and regulations. Furthermore, they should ensure that their AI models are designed with data privacy in mind, and that they do not infringe on individuals’ privacy rights.

Respect for privacy: In the digital era, data privacy is a critical issue, and management must ensure that personal data is collected, processed, and stored in compliance with relevant laws and regulations. This includes implementing robust data privacy policies and procedures, ensuring that personal data is used only for its intended purpose, and protecting personal data from unauthorized access.

Bias mitigation: AI models are only as unbiased as the data used to train them. Unfortunately, bias can be introduced into AI models unintentionally, reflecting the biases present in the data used to train them. Management must implement bias mitigation strategies, including data sampling and filtering, diversity and inclusion policies, and algorithmic transparency, to ensure that their AI models are free from bias. Bias can be introduced into AI models unintentionally, reflecting the biases present in the data used to train them. Management must implement bias mitigation strategies, including data sampling and filtering, diversity and inclusion policies, and algorithmic transparency, to ensure that their AI models are free from bias.

Fairness: AI models must be designed to treat all individuals fairly, regardless of their race, gender, age, or other characteristics. This requires management to ensure that their AI models are tested for fairness and that any disparities are identified and addressed. AI models must be designed to treat all individuals fairly, regardless of their race, gender, age, or other characteristics. This requires management to ensure that their AI models are tested for fairness and that any disparities are identified and addressed.

Informed consent: Informed consent is essential in the digital era, particularly when collecting and using personal data. Management must ensure that individuals understand the purpose and scope of data collection and use and obtain their consent before collecting and processing their data.

Social responsibility: Management must ensure that the use of technology, including AI, contributes to the wider social good. This requires a focus on social responsibility and ethical principles, including environmental sustainability, fair labor practices, and social justice.

In conclusion, ethical change is essential in the digital era and with the development of new AI models. Management can drive this change by developing a code of ethics, providing employee training, implementing transparency, fostering diversity and inclusivity, establishing accountability, and engaging in continuous learning. By doing so, management can ensure that digital technologies are used responsibly and in the best interests of all stakeholders.

Leadership, Control, Planning and Direction in the Digital Age

The rise of digital technologies and artificial intelligence (AI) has transformed the way organizations operate, and has had a significant impact on management philosophy. In the digital era, leaders are expected to be able to adapt to change quickly and be agile in responding to new challenges. This paper will examine how the management philosophy of leadership, control, planning, and direction has been influenced by digital technologies and AI, and how organizations can adapt to these changes.

Leadership

Leadership in the digital era requires a different set of skills than traditional leadership. Leaders must be able to understand and navigate complex digital systems, and be able to make decisions based on data and analytics. They must also be able to communicate effectively with employees, customers, and stakeholders using digital platforms.

In addition to these technical skills, digital leaders must also be able to inspire and motivate their teams. They must be able to create a vision for the organization that aligns with the rapidly changing digital landscape, and be able to communicate that vision in a way that inspires their employees.

To be effective in the digital era, leaders must also be able to foster a culture of innovation and creativity. This means creating an environment where employees feel comfortable taking risks and experimenting with new ideas.

Leadership is an essential component of management philosophy. It involves inspiring and guiding a team of employees to achieve a common goal. In the digital era, leadership has been redefined due to the availability of new tools and technologies. One of the most significant changes brought about by AI is the ability to automate repetitive tasks, which allows managers to focus on higher-level strategic initiatives. AI can also provide managers with valuable insights into their team's performance, helping them identify areas for improvement and optimize their workforce's productivity.

However, AI cannot replace the role of human leadership entirely. While AI can provide valuable data-driven insights, it lacks the creativity and empathy needed to inspire and motivate a team. Therefore, managers must develop new skills to lead their teams effectively in the digital age.

One critical skill for managers in the digital age is the ability to create a culture of innovation. To do this, managers must encourage their employees to experiment and take risks, while also providing a safe environment for them to do so. Managers must also be open to new ideas and feedback, as this can help them stay ahead of the competition and adapt to changing market conditions.

Another critical skill for managers in the digital age is the ability to build diverse teams. Diverse teams are more likely to generate innovative ideas and approaches, as they bring a variety of perspectives and experiences to the table. Additionally, managers must be able to lead remote teams effectively, as remote work is becoming increasingly common in the digital age.

Control

In the digital era, traditional methods of control are no longer effective. With the rise of remote work and the use of digital platforms, leaders must be able to trust their employees to work independently and be self-motivated.

To maintain control in the digital era, leaders must focus on outcomes rather than inputs. This means setting clear goals and objectives, and giving employees the autonomy to achieve those goals in their own way.
Leaders must also be able to monitor and measure performance using data and analytics. This requires the use of digital tools and platforms that can track employee performance and provide real-time feedback.

Control is another critical component of management philosophy. It involves monitoring and managing a team's performance to ensure that they are meeting their goals and objectives. In the digital era, control has been redefined due to the availability of new tools and technologies.

One of the most significant changes brought about by AI is the ability to collect and analyze large amounts of data quickly. This allows managers to make data-driven decisions about their team's performance and adjust their strategies as needed. However, AI also raises concerns about privacy and data security. Managers must ensure that their team's data is being collected and used ethically and transparently. Additionally, managers must ensure that they are not relying too heavily on AI and neglecting the human element of their team's performance.

Another critical aspect of control in the digital age is the ability to manage remote teams effectively. Remote work requires a different approach to control than traditional in-person work. Managers must establish clear expectations and goals, and communicate regularly with their remote team members to ensure that they are meeting these expectations.

Planning and Direction
In the digital era, planning and direction must be agile and flexible. Leaders must be able to adapt quickly to changing circumstances and be able to pivot their strategies as needed. To be effective in the digital era, leaders must also be able to anticipate future trends and be proactive in responding to them. This requires a deep understanding of the digital landscape and an ability to identify emerging technologies and trends. In addition to these skills, digital leaders must also be able to collaborate effectively with stakeholders. This means working closely with customers, suppliers, and partners to identify opportunities and develop innovative solutions.

Conclusion
In conclusion, the rise of digital technologies and AI has transformed the way organizations operate, and has had a significant impact on management philosophy. Leaders in the digital era must be able to navigate complex digital systems, inspire and motivate their teams, focus on outcomes rather than inputs, and be agile and flexible in their planning and direction.

In conclusion, the digital era has brought about significant changes in management philosophy, particularly in the areas of leadership, control, and planning and direction. The availability of AI and related technologies has enabled managers to automate repetitive tasks, collect and analyze large amounts of data quickly, and make data-driven decisions about their team's performance.

However, managers must also develop new skills to lead their teams effectively in the digital age. They must be able to create a culture of innovation, build diverse teams, and manage remote teams effectively. Additionally, they must ensure that they are using AI ethically and transparently and not neglecting the human element of their team's performance.

Overall, the digital era presents both opportunities and challenges for managers. Those who can adapt to the changing landscape of management philosophy and embrace new technologies and strategies will be well-positioned to succeed in the years to come.

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