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**MODERN TRENDS IN THE DEVELOPMENT OF SCIENCE**  
**MANAGEMENT**

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*Abstract*

Based on an analysis of the ratings of leading management researchers, published by the site thinkers50.com over the past eight years, the directions of management theory developed by researchers with the highest rating have been highlighted. It is shown that the main interest of leading researchers in management is focused on the issues of strategy and innovative development of modern organizations in a turbulent economic environment. The researchers who have received the highest integral rating for the last eight years are highlighted and references are given to their main works. The top five were Clayton Christensen, expert on innovation management, Harvard University; Chan Kim and René Moberne, experts on strategy and innovation management, professors at INSEAD, France; Michael Porter, one of the world's leading researchers in strategic management, Harvard University; Roger Martin, Professor of strategy at the Rotman School of Management, University of Toronto, Canada; Don Tapscot, Professor of Management, University of Toronto, Canada. It was noted that researchers who develop issues of organizational behavior, social psychology, leadership, and relevant in the conditions of continuous growth of the importance of psychological and social issues of personnel management of modern enterprises have a high rating. Leading researchers have noted the need to take into account the fact that modern enterprises operate in an information (digital) society, which allows them to set much more complex tasks for these organizations and requires increased attention to new dangers.

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**Keywords:** Directions of management theory, innovations, management of modern organizations, management professionals, ratings, psychological and social issues of personnel management.



## **1. Introduction**

The task of managing modern organizations is both urgent and rather uncertain, since it does not rely on a well-developed formal theory. Theorists working with this task justify such a situation in a radically changed business environment over the past decades. Talking about a turbulent or even hyper-turbulent business environment appeals to the sympathy of aerodynamics and hydrodynamics, who are well aware that there are no reliable equations to describe the movement of airplanes or ships in such environments. Lacks or even the absence of formal theories, however, do not cancel the problem itself. Organizations require effective management, which, in turn, should ensure the creation and maintenance of a stable competitive position of the organization in this very turbulent environment.

## **2. Problem Statement**

Lacks or even the absence of formal theories, however, do not cancel the problem of managing modern organizations. Organizations require effective management, which, in turn, should ensure the creation and maintenance of a stable competitive position of the organization in very turbulent environment.

## **3. Research Questions**

What does world management science offer for this? What areas of management science are developing by modern researchers? What is most relevant for practitioners of commercial organizations?

## **4. Purpose of the Study**

The aim of the work is to determine the most requested areas of research in the theory and practical application of modern science of management.

## **5. Research Methods**

To answer this question, we use the opinion of the world's leading experts in the field of management, on which the Thinkers50 website ([www.thinkers50.com](http://www.thinkers50.com)), founded by two British scientists from the London Business School – Des Dearlove and Stuart Crainer, is based. The site is described by its creators as «the world's most reliable resource for identifying, ranking, and sharing the leading management ideas of our age. We are based in London, with partners and affiliations around the globe. Our ambition is to provide innovative access to ideas with the power to make the world a better place». Once every two years, this site publishes a rating of fifty outstanding management professionals. The rating is based on the opinion of a large number of internationally recognized experts in the field of management and, therefore, without undue modesty is positioned by the site owners as “the Oscars of Management Thinking”. Noting who and for what got the rating of this site over the past ten years, we can try to highlight some of the trends relevant to modern management. It should be noted that the choice of winners of the Thinkers50 rating is quite subjective. Since the list is made by Western experts, they include their colleagues there. The list always includes professors from Harvard University, and leading

universities in the United States and Western Europe. The rest of the authors get on the list much less frequently. Thus, the rapid and effective development of the Chinese economy was reflected in the inclusion in the ranking of Chinese management practitioners. Let us hope that the inclusion in the rating of Russian researchers is a matter of the near future.

Table 01 presents the positions of researchers in the last four rankings, and sections of the science of management in which these researchers work. It is clear that innovation and strategy have the greatest interest among experts. Innovations of the last decades are considered as an imperative in the work of firms, without which it is impossible to achieve competitiveness. The problems of strategic management are caused by the very turbulence of the business environment mentioned above. Modern innovative projects require many years and huge costs for their implementation and, thus, the implementation of such projects becomes a strategic task for the organization, and in some cases the state as a whole. Let us recall such successful domestic projects as nuclear and space, which demanded the exertion of the forces of the entire industry of the USSR.

From table 01 it can be seen that the smaller the position number of the researcher, the higher his rating. The sum of the position numbers (column 3) can show some integral position of the researcher, if the latter participated in all four ratings. However, since a number of young authors were included only in the latest ratings, we will correct their positions, adding 50 units for each missing rating. Thus, we will get some assessment of the generalized rating of both the authors and the sections of management in which these authors work.

**Table 01.** Winners of the Thinkers50 rating and sections of management science in which they work

Positions of the authors in the last four ratings: 2017, 2015, 2013, 2011	Management Science Section	Sum of authors' positions	Corrected sum of authors' positions	Researchers	Total number of researchers
1	2	3	4	5	6
2, 4, 4, 9	Innovations	19	19	Don Tapscott	14
3, 2, 1, 1		7	7	Clayton Christensen W.	
4,3,2,2		11	11	Chan Kim & Renée	
10, 9, 6, 19		44	44	Mauborgne	
16, 6, 8, 16		46	46	Rita mcgrath	
19, 14, 25		58	108	Linda Hill	
21, 13, 5, 3		42	42	Richard Florida	
22, 48		72	172	Vijay	
24, 46		70	170	Govindarajan	
29, 31, 14, 12		86	136	Nilofer	
30, 49		79	229	Merchant	
34		34	184	Hal Gregersen	
37, 35, 29,		136	286	Lynda Gratton	
		136	286	Whitney Johnson	
33		33	183	Scott D. Anthony	
42, 24, 37,		113	163	Tammy Erickson	
33		33	183	Henry Chesbrough	

1, 7, 3, 6 4,3,2,2  1,7,5,1  11,9,6,19  10, 9, 6, 19 17, 19, 11,  27  21, 13, 5, 3  23, 41, 43  25  28 28, 12, 4 32, 30, 19,	Strategy	17 11  14  45  44 74  27  104  107  25  28 44 96	17 11  14  45  44 124  177  104  157  175  178 94 146	Roger Martin W. Chan Kim & Renée Mauborgne Michael Porter Richard D'Aveni Rita mcgrath Pankaj Ghemawat Vijay Govindarajan Sydney Finkelstein Hermann Simon Anil Gupta & Haiyan Wang Jim Collins Gary Hamel Julian Birkinshaw	13
5,1,7  20, 8, 9, 28 23, 41, 43  35, 43, 48 38, 29, 27, 45  38, 29, 27, 45  47	Leadership	13  65 107  136 139  129  47	63  65 157  186 139  129  197	Marshall Goldsmith Herminia Ibarra Sydney Finkelstein Liz Wiseman Stew Friedman Amy Edmondson Simon Sinek	8
5,1,7  11, 10, 13, 29 33, 23, 17  36, 18	Marketing	13  63  73 54	63  63  123 154	Marshall Goldsmith Daniel Pink Hermann Simon Seth Godin Alexander Osterwalder and Yves Pigneur	6
2, 4, 4, 9 1,7,5,1 12, 26	Digital Society	19 15 38	19 15 138	Don Tapscott Michael Porter Erik Brynjolfsson & Andrew mcafee	3
8,25	Interaction Psychology	33	133	Adam Grant	1
14 16, 12	Lean startups	14 28	164 128	Steve Blank Eric Ries	2
39 46	Organizational culture	39 46	139 146	Erin Meyer Rachel Botsman	2
43, 50 44, 36  50	Social Psychology	93 80  50	193 180  200	Amy Cuddy Jennifer Aaker Heidi Grant	2
13, 16, 15, 35	Creation of teams	79	79	Amy Edmondson	1
13, 16, 15, 35	Organizational	79	79	Amy	1

	learning			Edmondson	
26, 38	The head of a successful Chinese company	64	164	Zhang Ruimin	1
27, 39, 40, 50	Quality and process improvement	216	216	Subir Chowdhury	1
40	Coaching, emotional flexibility	40	190	Susan David	1
41, 34, 28	Professional performance	103	153	Morten Hansen	1
48	Organizational behavior, strategic leadership	48	198	David Burkus	1
49	Decision making, negotiation, ethics, motivation	49	199	Francesca Gino	1
7, 15	Business models, Marketing	22	122	Alexander Osterwalder and Yves Pigneur	1

## 6. Findings

Having ordered the positions obtained, we get a rating summarized by four years in the past eight years (Table 02).

**Table 02.** Generalized positions of leading researchers on the results of the last four ratings on the site thinkers50 (2017, 2015, 2013, 2011).

Number	Integral position of the researcher	Researcher name	Management Science Section
1	7	Clayton Christensen	Innovations
2	11	W. Chan Kim & Renée Mauborgne	Innovations Strategy
3	14	Michael Porter	Strategy Digital society
4	17	Roger Martin	Strategy
5	19	Don Tapscott	Innovations Digital society
6	44	Rita mcgrath	Innovations Strategy
7	46	Linda Hill	Innovations
8	63	Marshall Goldsmith	Leadership Marketing
9	63	Daniel Pink	Marketing
10	65	Herminia Ibarra	Leadership
11	79	Amy Edmondson	Leadership
12	94	Gary Hamel	Strategy
13	104	Sydney Finkelstein	Strategy
14	108	Richard Florida	Innovations
15	122	Alexander Osterwalder and Yves Pigneur	Marketing, Business models
16	123	Hermann Simon	Strategy

17	124	Pankaj Ghemawat	Strategy
18	128	Eric Ries	Lean startups
19	129	Amy Edmondson	Leadership Team Creation Organizational learning
20	130	Simon Sinek	Leadership
21	133	Adam Grant	Interaction Psychology
22	136	Lynda Gratton	Innovations
23	138	Erik Brynjolfsson & Andrew mcafee	Digital society
24	139	Stew Friedman	Leadership
25	139	Erin Meyer	Organizational culture
26	146	Julian Birkinshaw	Strategy
27	146	Rachel Botsman	Organizational culture
28	153	Morten Hansen	Professional performance
29	154	Seth Godin	Marketing
30	157	Hermann Simon	Marketing
31	157	Sydney Finkelstein	Strategy Leadership
32	164	Steve Blank	Lean startups
33	164	Zhang Ruimin	The head of a successful Chinese company
34	170	Hal Gregersen	Innovations
35	172	Nilofer Merchant	Innovations
36	175	Anil Gupta & Haiyan Wang	Strategy
37	177	Vijay Govindarajan	Innovations Strategy
38	178	Jim Collins	Strategy
39	180	Jennifer Aaker	Social Psychology
40	184	Scott D. Anthony	Innovations
41	186	Liz Wiseman	Leadership
42	190	Susan David	Coaching, emotional flexibility
43	193	Amy Cuddy	Social Psychology
44	197	Stew Friedman	Leadership
45	198	David Burkus	Organizational behavior, strategic leadership
46	199	Francesca Gino	Decision making, negotiation, ethics, motivation
47	200	Heidi Grant	Social Psychology
48	216	Subir Chowdhury	Quality and process improvement
49	229	Whitney Johnson	Innovations
50	286	Tammy Erickson	Innovations

From Table 02 it can be seen that at present the main interest of researchers is focused on the issues of innovation and the strategy of organizations. First of all, this refers to the researchers with the highest rating, to world-renowned authorities of the type of expert in the strategic management as Porter

(1998a, 1998b, 2008a, 2008b, 2008c, 2016) or innovation expert Christensen (Christensen, Dillon, & Allworth, 2012; Christensen, 2011, 2013, 2015; Christensen, Dillon, & Hall, 2016; Christensen, Dyer, & Gregersen, 2016) (both – professors of Harvard university). In addition, the periodically changing interest of leading researchers in the management of production systems and the adequate, preferably mathematical, theories of such complex, probabilistic and dynamic systems, and in the management of society is currently focused on society and personnel (Martin, 2007; Martin & Lafley, 2013; Martin & Osberg, 2015; Tapscott & Williams, 2008; Tapscott, 2008, 2014; Tapscott & Tapscott, 2016; Chan Kim & Mauborgne, 2014, 2017a, 2017b).

Turning to the domestic realities, we note that the crisis typical of the saddle between the fifth and sixth waves of Kondratyev (1989), which is experienced today by the world economy, is extremely hard for the Russian economy, as it turns out to be imposed on the not yet obsolete consequences of the catastrophe 90's, associated with the collapse of the economy of the USSR and the devastating transition to market relations. This is one of the reasons for the lack of domestic researchers in thinkers50 ratings. This, in many respects practical discipline, as a management theory, is interested in the analysis of the management of successful organizations that occupy leading positions in the global economy. The Russian economy is positioned by Western experts as a weak economy of the military-industrial complex and extractive industries. According to indirect indicators, the military-industrial complex of Russia now shows good development dynamics and a high innovative level, but for obvious reasons it is closed for analysis. The development of the extractive industries to the detriment of the manufacturing and high-tech industries brings the country into the position of a raw materials appendage for developed countries. Even the attempt of some domestic authors to describe Russia as a “great energy power” is not comforting. The imperative of a high-tech innovation breakthrough in the domestic industry is blocked by a systemic crisis of secondary and higher vocational education, targeted investment, and insufficient cash financial and technological assets. The situation is aggravated by the isolation policy, primarily technological isolation, of Russia, which is coordinated by the developed countries of the West led by the United States.

## **7. Conclusion**

Summing up our consideration, we can draw several conclusions.

1. Topics most relevant to modern science management are issues of effective long-term strategic management of modern enterprises, both global corporations with hundreds of thousands of employees, and high-tech startups with several employees who have doctoral degrees and global networks of such startups.

2. Equally relevant is the issue of managing the development, organization of production and market realization of innovative products - goods and services - in a turbulent economic environment peculiar to this type of activity.

3. High rankings are given to researchers who develop issues of organizational behavior, social psychology, and leadership, which are relevant in the context of the continuous growth of the importance of psychological and social issues of personnel management in modern enterprises.

4. Leading researchers note the need to take into account the fact that modern enterprises operate in an information (digital) society, which allows them to set much more complex tasks for these organizations and requires increased attention to new dangers.

6. All the above issues are acutely relevant for the domestic industry and the domestic economy and should be resolved by them if they claim a high competitive position in the global economy.

The solution of these tasks meets and will meet with strong opposition from the community of Western countries, which brings to mind the rather successful experience of independent development of high-tech industries of the USSR – “Nuclear Project”, “Space Project”, semiconductor electronics, computing technology – in a hostile international environment and in the conditions of “Iron Curtain”.

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