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“Technology advances - specifically in the areas of e-Commerce and e-Business have rendered traditional models of organisational structure and theories of management roles obsolete in the light of the changing nature of 21st century corporations.”

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Introduction

This report aims to discuss the technological advances, especially in the areas of e-businesses and e-commerce, that have rendered traditional models of organisational structures and theories of management roles obsolete in light of the changing nature of the 21st-century co-operations. An evaluation of this claim will focus on determining whether it is justified. Arguments to justify this claim will be highlighted and explored. The report will be using the healthcare sector in the United Kingdom as a case study.

Background

The importance of effective management in any organisation cannot be overemphasised. Management theories have been in existence for a very long time and are still argued to be relevant in today's business settings. However, over the years, the role of leadership and management has changed as the nature of businesses have changed. Even though the basic principles of leadership and management remain the same, there are some major changes as the nature of businesses has changed.

Armstrong and Taylor (2023) highlight that the ultimate responsibility for how an organisation manages people rests on senior managers, to provide good leadership to ensure that business organisations' function efficiently and effectively. A manager's role in any organisation is to set the tone and make policies and vital decisions on key issues that ultimately affect the success or failure of the organisation. Hence, it is essential to acknowledge that managers and leaders are crucial and play a vital role in any organisation.

The Purpose of This Report

The purpose of this report is to examine how relevant the existing leadership roles and traditional management theories are in relation to the modern e-commerce and e-business establishments that exist in the 21st century. Every establishment must have a solid leadership and management structures to ensure the business's survival. This report will elaborate on how

the change in the way businesses are now run has brought about the need for employees and managers to have extra skills, such as been computer literate and to have other additional skills that will make their jobs easier. Due to how times are changing, companies have no choice but to make sure their employees have the right skills and knowledge. Laar et al (2017) assert to this argument and express that employees need excellent technical preparation, as they need sufficient skills to adapt to the changing requirements of their job demands. Due to the changes of how businesses are now run and what is expected of them as regards technology and digital influence, which is what the e-commerce and e-businesses are solely relying on, it could be argued that the traditional model of management and their roles are not fit for purpose and not as relevant as they were decades ago, due to the evolving of how businesses are run and what is expected of modern day businesses .

Literature Review

For establishments to run smoothly and efficiently, it is paramount that the leadership and management structure have a good foundation so that the organisation can function properly. Scott (2023) expresses that the need for strong leadership at every level of the health service has been highlighted by many, such as service users and politicians. Dike et al (2015) explain that the basic principles and practices of leadership and management have remained the same over the years, but have become much more complex because of the nature of the 21st-century organisation. This means that what is needed for managers and leaders in organisations has become more demanding, and hence they have to evolve, as they require the essential practical skills and knowledge to thrive in the knowledge-driven 21st-century global economy. For example, managers in the healthcare sector did not need to be computer literate in the 70's; however, in the 21st century it is impossible for managers not to have a sound understanding of computing, as most of their jobs are undertaken digitally. This just shows how businesses have evolved considerably, which implies that what is expected for managers and those in senior positions in the health care sector, for example, have changed, and times have changed.

There is a need for highly skilled and knowledgeable managers in the 21st century Organisations, as companies are evolving and moving towards technology. Skills for Health (2024) agrees with this line of thought and stipulates that, as healthcare is evolving, effective leadership and management are paramount as the sector changes due to technological

advancements. Likewise, Spanos et al (2024) express that as healthcare systems rapidly become more complex, healthcare leaders' roles are expanding and increasingly varied tasks are expected of them, which means that more skills and training are required for these leaders to be equipped to meet their ever-demanding roles.

The healthcare industry is one of the industries that is known to be challenging to manage, as it has a very complicated nature that can make it difficult to manage. Baker (2001) emphasises that healthcare organisations are among the most difficult organisations to manage, and the increasing complexity of the healthcare industry poses even greater challenges to those who assume management roles. Similarly, Harrison et al (2021) think that with high volume and rapid change required as a central and enduring feature, the healthcare sector has recognised change management as a core competency for healthcare leaders and managers. The traditional managers role are not relevant in the modern day organisations as what is needed of them are totally different from what they are able to do.

The Evolution of Technology In Business

What Is Technology

Technology can be defined as a form of knowledge that can be applied to solve problems. (Grodal et al, 2023). Technology is crucial for an organisation to remain competitive in the marketplace, hence the technological advancements that businesses are experiencing. (Nivedita et al, 2015). Businesses have been in existence for centuries; they can be traced right back to medieval times. The University of Manchester (2020) agrees with this line of thought and reports that England in the late 13th century had a dynamic economy. It is known that the 12th to 13th centuries are acknowledged as a period of commercial growth, significant as it was in the lead-up to the later Industrial Revolution. Immerse Education (2025) explains that business can be traced back 3,000 years to India and China.

Figueiredo (2024) explains that the formation of companies started in ancient Roman times; the Middle Ages featured the guilds and trading companies, which began in Europe. In the past, businesses were run locally as they were locally located, hence the company owners knew their

customers, as it was a small scale, which made it easy to have a personal relationship with their customers. From 1500AD, the first few governments backed companies such as the British East India Company. Due to the rapid changes that are taking place in companies, technology is making tasks easier, faster and more sophisticated. Furthermore, Casson and Casson (2014) establish that the origins of enterprise are associated with the industrial revolution between the years of 1250 and 1500.

Taylor (2025) explains that 50 years ago, communities were very much located with businesses serving a more stable population. However, the modern business practice and the demands of a faster-moving and frequently relocating population have brought about a decrease in the personal touch offered by businesses. This shows that the traditional organisational structure has become obsolete and not fit for purpose as times and the way e-businesses and e-commerce are run have evolved.

Over the years, technology has brought about a change in how businesses are run, and it was not uncommon for one to see high street shops and companies before the COVID-19 era; however, lots of companies and shops that were on the high street had to either work from home or run solely digitally. This was because these businesses had to close their offices and shops to decrease the spread of COVID-19. Meyer et al (2022) agree with this line of thought and state that widespread efforts to control the spread of COVID-19 brought about the temporary closure of companies such as restaurants and hotels. Furthermore, Fairlie (2020) reports that the widespread closing of stores and businesses around the world due to COVID-19 was unprecedented; stores, factories and many other businesses had to close by mandate.

Romero et al (2021) identify that business environments are becoming more complex; therefore, to provide a quick response, companies require innovations and advanced technology. Due to the change in the demands of customers and how businesses are run, traditional management is seen not to be fit for purpose anymore, as times have changed and other kinds of management styles are required. This is because e-commerce and e-businesses need to be run with a modern form of management in order to have a good result. Times have changed when it comes to running businesses, and for any business organisation to survive it is paramount

that necessary changes are made. Kharkheli and Gavardashvili (2022) assert this idea and explain that the world is changing like lightning, the struggle between companies for dominance is increasing, and each company is trying to adapt to the new environmental conditions.

The Rise of E-Commerce Businesses

Tan (2008) explains that e-commerce has been in existence for about 30 years, and it is only in the last few years that it has become popular. There are two kinds of e-commerce businesses, the ecommerce that is between businesses which is business to business and the second kind of e-commerce is business to consumer. Kedah (2023) defines electronic business (e-commerce) as the process of purchasing, offering for sale or transferring goods, services and information over computer networks. The e-commerce business industry has grown considerably in the last few decades, due to the evolution of how businesses are now run; it is not uncommon to see the expansion and patronising of online businesses. Garrido-Moreno et al (2024) explain that digital technologies have become imperative to foster innovative services, transforming the way companies do business.

E-Commerce businesses involve the buying and selling digitally. Furthermore, Statista (2025) highlights that e-commerce has become an indispensable part of global retail buying and selling of goods and has, over the years undergone a significant transformation following the introduction of the internet. This shows that individuals have no choice but to move with the ever-changing way in which trading is taking place. Gupta et al (2023) agree with this line of thought and acknowledge that the e-commerce industry has grown rapidly in recent years, providing consumers with greater access to goods and services in more convenient times and locations.

E-Commerce has been in existence for a couple of years, and what started as a new form of trading has become a vital form of trading in this day and age. Mailcoat (2025) concurs with this statement and testifies that e-commerce has grown over the last 20 years and has brought about an enormous number of individuals utilising this form of trading. E-commerce has become an important component of day-to-day existence. The traditional way of buying and selling is no longer the order of the day, as online business has increased. Bamania (2023)

explains that traditional retailers face the influence of e-commerce on their operations and strategy as customers increasingly embrace the ease of accessibility of online buying.

The Definition and Explanation of Organisational Structure

Ajagbe et al (2016) express that the purpose of organisational structure is to achieve goals and objectives, which allows managers to allocate tasks to employees appropriately. Organisational structure in a company is the framework used to distribute tasks and jobs to individuals, enabling them to achieve a desired result. Furthermore, the Institute of Directors (2025) asserts that organisational structure has a profound impact on business performance, growth and overall success. It is therefore important that the right organisational structure is selected as it has a direct effect on the success of the business.

Ahmad et al (2016) explain that an organisational structure is the framework of the relations on jobs, systems, operations, people and groups making efforts to achieve the set goals. Organisational structures can be traced back to medieval times. Likewise, Singqobiile and Pillay (2019) believe that organisational structure can be said to be the single most crucial part of enabling organisations' activities to achieve their organisational objectives. This shows the importance of organisational structure. Around the world, due to COVID-19, stores, factories and many other businesses had to close by mandate. Romero et al (2021) identify that business environments are becoming more complex; therefore, to provide a quick response to companies require innovations and advanced technology. The traditional model of management does not focus on these factors, hence the reason why this form of management has become obsolete and not fit for the modern day e-commerce and e-businesses.

Theories of Management Roles

Various theories of management have been in existence for many years such as those created by Henri Fayol, Fredrick Taylor, Max Weber, Elton Mayo and Fred Fielder have played significant roles as regards theories relating to management.

Fredrick Taylor “The Father of Scientific Management”

Rahman (2012) explained that Taylor should be described as the father of scientific management, while Fayol could be described as the father of Management. Similarly, Uddin and Uddin and Hossain (2015) express that Taylor, the originator of scientific management, brought a revolution in the 12th century by introducing scientific management, which emphasised profit maximisation by controlling the workers through a controlled mechanism. It was a case of the staff being paid for the work they did. After Fredrick Taylor carried out various experiments in 1909, Taylor published “The Principles of Scientific Management” and the principles highlighted that optimising and simplifying job productivity would increase; if workers and managers cooperate; he promoted the idea “a fair day’s pay for a fair day’s work’. Lastly, by making sure that the right worker is matched to the job task. (Uddin and Hossian, 2015).

Before the principles of scientific management were founded, managers had very little contact with their staff; they gave their employees the task they needed to carry out, and the employees took their time as there was no time frame as to when they needed to finish. However, with Taylor's scientific management principle, the employees knew that there was a time frame in which they needed to carry out a task, and staff were remunerated for the work that they did. (Mind Tools, 2024). When relating this theory to the current healthcare sector, it could be stated that ward managers are encouraged to work closely with their staff members. It is not uncommon for ward managers to try to make sure that there is the right skill mix on each shift. RCN (2020) express that ward managers have the responsibility of making sure that their wards are staffed adequately for safe and effective care for their patients. For ward managers to be able to carry this out, they would need to be on the ward floor and see first-hand how heavy the ward is, and make an assessment as to what is required and make sure that the staffing levels are adequate. The ward manager would also need to be computer-literate to book staff and to complete the staff rota correctly.

Heri Fayol’s “The Father of Management”

Heri Fayol emphasised the importance of managers possessing not only technical skills but also managerial skills to achieve success. Armstrong and Taylor (2023) highlight that the ultimate responsibility for how an organisation manages people rests on senior managers. To provide good leadership to ensure that organisations function efficiently and effectively. Managers’ job

are to set the tone and make policies and vital decisions on key issues that ultimately affect the success or failure of the organisations. Hence, it is essential to acknowledge that managers and leaders are crucial and play a vital role in any organisation. For the system to run smoothly and efficiently, it is paramount that the leadership and management structure have a solid foundation, enabling the organisation to operate effectively. Scott (2023) expresses that the need for strong leadership at every level of the health service has been highlighted by many, such as service users and politicians.

Management theories have been in existence for a very long time. Nevertheless, over the years, the role of leadership and management has changed as the nature of business has changed. Even though the basic principles of leadership and management remain the same, there are some major changes in the way that they carry out their duties to be relevant and meet the demands of their business. Dike et al (2015) explain that the basic principles and practices of leadership and management have remained the same over the years, but have become much more complex because of the nature of the 21st-century organisations. This means that what is needed for managers and leaders in organisations has become more demanding, and hence they must evolve as they require the essential practical skills and knowledge to thrive in the knowledge-driven 21st-century global economy. For example, managers used in the healthcare sector did not need to be computer literate in the 70's; however, in the 21st century, it is impossible for managers not to have a sound understanding of computing, as most of their jobs are undertaken digitally. This just shows how businesses have evolved considerably. Hariyathi et al (2024) agree with this line of thought and stipulate that the manager's function as a nurse is crucial in guiding behaviour when using technology. Managers must be highly skilled and computer illiterate to function properly.

The traditional model of management does not emphasise or stipulate the need for managers to be computer literate; hence the reason why it could be argued that this form of management is old-fashioned and not fit for purpose, when it comes to e-commerce and e-businesses as times have considerably changed, and the demands of companies have become far more complex than to be managed using the traditional model of management. Zyl (2023) explains that the 20th-century theories, like Henry Fayol and Fredrick Taylor, are focused on strict hierarchical organisations which have centralised decision-making. This goes to show that the 21st-century

organisations which use decentralised decision-making would find the traditional management models obsolete and not suited for such organisations.

Fred Fielder's Contingency Model of Management

Fred Fielder's contingency model has been in existence since 1967 (Reams, 2023). This is a model that works by using multiple management traits in a company. This form of management style believes that managers need to be flexible in their management style. Mark and Erude (2023) explain that the contingency model of management acknowledges other models of management, as it is believed that depending on other kinds of business and the staff that are managed. The fact that this kind of management model is flexible makes it user-friendly and allows companies that use this form of management to be able to change their way of leading without having to be rigid in the ways management is carried out. This form of management model has its critics, as it is argued that this approach has been seen as "a path out of the jungle" of management theory as there is no one way of managing that works effectively in all regards. (Luthans, 1973). Relating to Fred Fielder's Contingency Model Management, it could be argued that this kind of management would be relevant in today's form of e-commerce and e-business companies, as there is the flexibility of changing ways of carrying out operations when the desired results are not forthcoming. For example, in healthcare, if the nurses complain that three nurses per shift is not sufficient, the manager can decide to increase the staffing level.

The Implications of Traditional Management Models

The traditional management model is characterised by the top-down approach, in which there is a chain of command. The manager of the organisation is the person who makes all the decisions. The employees of the organisation are given orders and are told what to do. Zyl (2023) explains that traditional management focuses on a strict hierarchical organisation and involves centralised decision-making and a clear division of labour. The implication of this kind of conventional form of management is that the manager can become autocratic and not bother to ask their subordinates their views as regards important issues that affect the company.

Mcleod (2024) explains that the autocratic leadership style allows the leaders to make overall decisions with little input from group members. Towler (2021) is in agreement with this explanation and expresses that autocratic leadership is characterised by the centralisation of decision-making and directive power in a single dominant leader. This environment can make the employees in such an establishment feel demoralised and not feel that they are valued in the establishment. The employees are also not allowed to air their opinions and to show their creative side. Cherry (2025) highlights that the autocratic style of leadership ignores the creativity and expertise of its members of staff. The traditional form of management can also have its positive side, as it allows leaders to make quick decisions, as there is no need for the leader to ask other people before making decisions. This comes in useful when the company is pressed for time, and decisions can be made promptly. (Towler, 2021).

When considering the modern form of how businesses are set up the traditional management style can be seen as obsolete as what was acceptable 30 years ago is no longer relevant in the 21st century, because the manager who was able to focus on making as much profit for the company, is no longer the focus in the 21st century only the focus is more of expanding the company and having employees give their suggestions and having them give constructive inputs and see the company as their own. Malek (2025) affirms this argument and explains that the command and control style of leadership is no longer seen as being effective. Businesses require leaders who are open to change and able to allow employees to fly on their own and not be micro-managed. Similarly, LBTC (2025) explain that traditional leadership styles emphasise control, hierarchy, and keeping tight control over all decisions, which is not what is needed for the management of 21st century organisations; hence, this kind of management is obsolete.

Changing Nature of 21st Century Corporations

The changing nature of the 21st-century corporation cannot go unnoticed. It is not uncommon that most businesses are now carried out digitally and many transactions that were carried out manually have now become digital. Usman et al (2024) explain that the advancement of technology means that the future of entrepreneurship is through an increase in digital innovation. For example, in the healthcare setting in the United Kingdom, most of the issues that patients would need to call their general practitioner to book appointments could easily be

done digitally. Transactions that would have been done face-to-face are now carried out on the internet. This has brought about a more effective and efficient way of carrying out businesses. As the years go by, research is carried out to bring out better ways of conducting business, which leads to saving time and money.

Resources are always limited, so it is imperative that the resources are used in ways that are cost-effective and channelled to the needed areas. Business corporations are aware that the 21st century has brought about a better way of reaching their desired population quickly and effectively. This is possible because of the use of a good internet connection and digitalisation. In the past, it was unheard of for customers in the United Kingdom to have direct contact with manufacturers in countries like China, but now this is a common thing; this is due to the nature of the 21st century co-operations. Munoz et al (2023) concurs this line of thought and explain that electronic commerce is fast becoming a way of life in the 21st century as more consumers and organisations resort to electronic means for conducting purchases and facilitating business transactions. Due to the change in ways that businesses are now evolving, the traditional models of organisational structure are no longer relevant and have become obsolete due to the kind of e-commerce and e-businesses are now the order of the day. Verhoef et al (2021) explain that many traditional firms have been surpassed by innovative, fast-growing digital entrants. This forces the conventional companies to change the way they carry out their businesses to be relevant, and the conventional organisational structure is no longer relevant. Similarly, Seppanen et al (2025) express that organisations are transforming through innovation driven by digitalisation, and this requires a comprehensive reassessment of management practices. This demonstrates that organisations need to change the way they manage their organisations as the times changes., and this is the opposite of traditional management models way of managing establishment

Increased Connectivity and Globalisation

Eugen et al. (2025) explain that the globalisation process has placed increased pressure on organisations to change and has accelerated the rapid development of information technology and the internet. Increased connectivity requires businesses to efficiently integrate to thrive in this competitive environment, which is possibly leading to current businesses becoming obsolete. (Parvianen et al, 2020). Organisations are having to change the way they carry out their operations and incorporate digital systems for them to be relevant and competitive with

their competitors. In this modern age, people have found it easier to connect digitally as distance is no longer a barrier for people to stay in touch with each other. Li (2022) expresses that the internet has greatly reduced the cost of communication and shortened the distance between disparate groups. People are able to connect with businesses. It could be said that technology has been the catalyst that has activated global connectivity. Awate et al (2025) agree with this argument and express that technology and human-based networks are the prime driving force for connectivity globally.

The ability to share knowledge and exchange goods has been the foundation for progress when it comes to technology, as it has expanded human connectivity, even when it comes to e-commerce and e-business increased connectivity allows trading of goods and services to be easier, however the in olden days, this was not the case, as with the traditional model of management did not have to think of selling their goods and services globally but was conducted mostly nationally. For this reason, the latest and more modern way of e-commerce and e-business, the traditional model of management will not fit in as it is not designed for operating online or carrying out its trading outside of the country, which in turn makes the traditional model of management not fit for purpose, hence it is now obsolete. Denning (2025) agrees with this line of thought and highlights that a management revolution is underway in business pursuits, as profit is no longer what businesses should be focusing on, but businesses should be using digital technology and artificial intelligence to deliver a better outcome compared to traditionally managed establishments.

With connectivity comes individuals exchanging ideas and people finding out new ways of doing things for example business owners can now source for cheaper and better quality materials and this would improve their business and give them the ability to sell their goods at a cheaper rate thereby improving their business prospect, this can only be possible when the business owners can cut out the middleman and can go straight to the manufacturer and buy goods in bulk. In the olden days, this never happened; however, now a company could be in the United Kingdom and be directly negotiable with a manufacturer of the goods they need in China. People do not need to meet in person for business and ideas to be exchanged or undertaken. Luo (2020) thinks that even though there may be disruptions when it comes to global connectivity, new connectivity in digital form proves the essential ingredient to helping international business survive. Similarly, Aslam et al (2018) agree with this line of thought and

express that in emerging markets, the transfer of technology has helped to boost innovation and productivity

Shift Towards Digital Transformation

Gouveli et al (2024) explain that digital transformation is reshaping organisations by using technology that expands capabilities, increases market presence and drives global technology, which promotes organisational innovations. Slimane et al (2022) are also of the opinion that the digital revolution has extended. The world is developing and becoming more digital in every walk of life. E-commerce and e-businesses are no exception, as organisations are moving away from high street shops. Traditional models of organisational structure and theories of management are perfect for high street shops; however, with the shift towards digital transformation of organisations, it can be stated that these theories and structures are obsolete, and changes have to be made to accommodate the 21st century organisations. Imran et al (2021) explain that organisations are now finding new ways to operate with the help of technologies that embrace the implications of digital transformation.

As digital transformation continues to be popular and to spread around the globe, it makes business owners have to change the way that they run their businesses in order to be relevant. Slintak and Jurigova (2018) explain that it is not uncommon to see organisations that are in captivity of past paradigms, as well as organisations that are trying to adapt to new paradigms of management. This just indicates that the way businesses were managed 30 years ago and how they are now have greatly changed. One of the reasons for this is that the customers are more aware that they have choices, and they are more knowledgeable as they do their research before attempting to seek a service or buy a product. For example, in the healthcare setting, patients can request to have private care instead of having to be on the waiting list of the National Health Service. Also, patients are able to go on the website and see reviews of doctors and their success rates when it comes to them carrying out successful operations. This would not have been so easy to get such information 30 years ago, as such information would not have been accessible digitally. The digital transformation has brought about traditional models of organisational structure and theories of management roles being obsolete.

Comparing the modern management approach, the employees are seen as partners in achieving business objectives, which are suitable for the modern-day companies; however, in traditional management, it is when the managers are the ones that have the who make the decisions of the company (Tan, 2023). The traditional management model is therefore obsolete when it comes to the 21st century organisations structure and way of carrying out business especially the e-commerce and e-businesses sector.

Importance of Adaptability and Agility

Awathy et al (2024) explain that firms functioning in the globalised world must adapt promptly to external developments and difficulties in agility. Adaptability and alignment are effective tactics for dealing with difficulties. Adaptability and alignment are effective tactics for dealing with difficulties like rising demand and supply uncertainties. The 21st century organisations have brought about rapid and progressive change in the way that they operate, and it is not uncommon for business organisations to change the way they carry out their operations. Desalegn et al (2024) highlight that the adaptability and agility of organisations is the ability for an organisation effectively respond to changes in the organisation's environment. Continuous change is increasingly the new norm in contemporary organisations.

Organisations have had to make changes and adjustments in how businesses are run and managed. This is because technology and digitalisation have changed the modus operandi of how businesses carry out transactions. For example, in the past, in hospitals, nurses would carry out the administration of medications by using paper forms of drug charts. However, in these modern times, drug rounds are now carried out using digital technology. This is because times have changed rapidly. Organisations do not have a choice but to follow the rapid changes that businesses are heading towards. Chaudhary and Suri (2025) explain that in today's fast-evolving business companies that resist change often need more organisational flexibility and the ability to support employee adaptation.

The digital era has transformed business entirely, enabling people to buy and sell products. It is therefore important that organisations can adapt to the latest way businesses are run, and this would be achieved by using the modern management model, as the traditional management model does not give room for this kind of flexibility, which makes the conventional management model obsolete, as it is a very rigid way of carrying out business. Caligiuri (2025) states that in today's rapidly evolving work environment, technical skills are no longer sufficient to guarantee a company's success in 21st-century business organisations.

Obsolescence of Traditional Organisational Structures

Hierarchical Structures vs. Flat Organisations

There are two main organisational structures. The hierarchical structure, which means that there is a top-down hierarchy in which there is a manager who makes the decisions without consulting the other members of staff in an organisation, is what is used when using the traditional model of management. On the other hand, the flat organisation is the opposite of this; this is where decisions are made together, and all members of the company can give their own opinion. Employees are encouraged to be creative and to share their opinions, which allows them to feel as a part of the company. Matriano (2024) explains that hierarchical structures provide clear authority and control, enabling large co-operation, while flat structures promote decentralised decision-making and flexibility. Likewise, Lee (2021) explains that there has always been a debate over which structure organisations should choose, whether it should be a flat structure with minimal hierarchical layers or a hierarchical structure. Each form of structure organisation has consequences, and as there are now businesses evolving every time, the traditional organisation structure is becoming outdated and not fit for purpose as e-commerce and e-business are now the order of the day. Verhoef et al (2021) express that many traditional firms have been surpassed by innovative, fast-growing digital entrants.

Matrix Organisations and Cross-Functional Teams

Sy et al (2005) define a matrix organisation as a grid-like organisational structure that allows a company to address multiple business dimensions using numerous structures. Cogendo (2023) explains that matrix management has a classic model which merges various skill sets and perspectives. Individuals from different departments come together to make up the team. The matrix organisation is an innovative structure that breaks from the traditional rigid top-down hierarchy and embraces a more flexible and collaborative way of working. (Mitrastech staff, 2024). This matrix organisation is a structure that is the opposite of the traditional form of management. It is flexible and can adapt in line with the company's vision. The cross-functional matrix team members come from different organisational functions and are led by a particular acting leader, who may not have a formal reporting line manager. (Pakarinen and Virtanen,, 2017). Matrix organisations are becoming more common in this 21st century, as e-commerce and e-business are thriving and evolving and developing daily matrix organisations and cross-functional teams are becoming the order of the day. It can be stated that the traditional organisational model is not relevant in a cross-functional team as it is not created for such organisations hence it is not fit for purpose and is obsolete when it comes to organisations that practice this kind of teams.

Decentralisation and Empowerment

Decentralisation is where the employees of an organisation are given the freedom to have a say in the decision-making of the company; the employees are seen as partners of the organisation. The decisions made in the organisation are not made by a manager, but the power to make decisions in the organisation is shared. Hutterman et al (2024) stipulate that the desired result for companies using a decentralised form of management is for the employees to mobilise their motivational and cognitive resources. A decentralised form of management empowers its employees. It gives room for employees to be creative and give suggestions that bring the company forward. The decentralised form of management has its pros and cons. When considering the pros, it could be argued that for the modern form of organisations, is very suitable to use this kind of management as it gives room for employees to express their creative side and to give constructive ideas that can bring the company forward. Higginbotham (2022) agrees with this line of thought and expresses that a decentralised form of management helps

improve the employee morale of the organisation, since local managers often involve their subordinates in the decision-making.

When considering the cons of a decentralised form of management, it could be expressed that there could be the issue of the company not having uniformity in the organisation, since all the departments of the organisation are given free rein to make decisions and have their own policies, which could lead to those managers who have not got the experience of making accurate decisions making could be letting down the company and if care is not taken could lead to the company losing profit in those departments. Higginbotham (2022) stipulates that lower-level managers from departments across the organisation may each have decision-making, resolving conflicts across departments may be more challenging and slowing down decision-making.

Transformational Leadership

Transformational leadership is a form of leadership that inspire their team. These leaders are energetic, enthusiastic, passionate and involved directly in the company's activities. (Cherry, 2025). Transformational leaders inspire their team and share a clear vision. It is therefore important that such leaders understand the vision of the organisation and can give their team a clear direction. Transformational leaders are very relevant for the 21st century organisations as they are leaders who are flexible and can adapt to new directions that the organisation is heading. For example, in the healthcare industry, most of the activities carried out were undertaken using manual methods, giving medications to patients by nurses were carried out using paper form however in the last 20 years digital forms of giving medications by nurses is now the current way of carrying out this task, It is therefore important that the leaders in the healthcare sector are ready to change their mode of operation and embrace the new form of carrying out drug administration digitally so that the nurses that they are leading can follow their lead.

Embracing Technological Literacy

Technology is here to stay in all aspects of life, and it has become the order of the day. It is almost impossible not to use technology for any part of one's existence. Junaedi et al (2024) explain that the digital age has ushered in access to information, communication and

automation, changing the way individual lives, work and how people interact with each other. Technology has had a significant impact on daily life, and it has revolutionised communication. In today's world, where digitally collected information plays a crucial role in uncovering hidden patterns. (Conte, 2023). Embracing technology has become a must, and everyone must understand the need to become technologically literate.

Challenges and Opportunities

For people to accept the digital and technological age, it has its challenges, as people are not always happy to change from what they are used to, sometimes it could be due to the fear of the unknown or people not wanting to learn new ways of carrying out things. Robert et al (2021) assert that many people work tirelessly towards developing innovations in a fiercely competitive and rapidly changing digital world, yet their creations are only successful if they are adopted and used. When considering the opportunities of the digital and technological age, it can be stated that technology makes information get to places faster and more efficiently. United Nations (2020) express that digital technology has advanced more rapidly by enhancing connectivity, financial inclusions access to trade and public services.

Overcoming Resistance to Change

Beer and Norha (2000) explain that 70% of all change initiatives in companies fail because managers do not understand the process of change management. This is a high percentage, and it shows how important that organisations carry out changes carefully and effectively. When it comes to change, it is natural for people to resist change even when the change is for their benefit. This is because when they do not know how a particular technology operates to a company, there will always be some employees who will refuse the change and would rather leave the company than follow the new way of carrying out. Organisations need to find the best way of introducing the change into their establishments that will make it more appealing to their employees.

Goncalves et al (2012) highlight that any change in people implies a natural reaction, considering that the change means that the individuals have to leave their comfort zone for a

new, unknown reality. For change to be undertaken, it is important that the organisation is transparent and gives the employees the full information on why the need for change is necessary. It is also important for the changes that are intended to be advertised on notice boards, on the company's internet, the more employees understand then more they are likely to embrace the new ways of carrying out operations in the organisation. Furxhi (2021) stipulate organisational change may affect organisational culture, goods and services. Organisations have to understand employees' desires to match.

Ensuring Data Security, Redefining Management Role security and Privacy

Ghadge (2024) stipulates that identity management is an essential component, especially with everything having become digital and the risk of getting breached or accessed by unauthorised people has increased. Due to the increase in the use of digital technology, individuals' data must be kept secure, as it is one of the fears of people not trusting digital technology, as they have the belief that their personal details can easily be used in unjust ways. It is therefore important that the employees of companies are well trained and understand the use of data, and to make sure that passwords are used on workplace computers that are not shared and periodically changed. Joseph (2023) emphasises that digital information must be protected by procedures like access controls and encryption, and effective, precise and secure storing, processing and maintenance of data is of utmost importance. This just shows that even though technology is important and helps to make organisations more efficient, it still has to be utilised properly and with utmost care.

Leveraging Technology for Competitive Advantage

Adewunmi et al (2024) explain that companies that successfully incorporate emerging technologies into their businesses are better positioned to outpace competitors and adapt to the rapidly changing market. Technology has been introduced to make the 21st-century organisations more effective and efficient. As companies are competing to expand and to diversify in the way they carry out their operations. Noori et al (2023) explain that technology's quick development has fundamentally altered how companies interact with their target market for business to achieve a competitive edge in the modern market. For the 21st co-operations to

be relevant it is important that advance technology is utilised as this is now the order of the day. Traditional companies have found that they have no choice but to adopt the changes that other companies are making so that their companies will continue to thrive as times are changing and it is no longer a secret that companies need to be abreast with technology so that they are able to thrive and compete with their competitors.

Implications for Future Research

This report has been able to demonstrate how different the 21st century organisations are, unlike the traditional way of managing companies which was a one size fit all the manager of the organisation took the ultimate decisions, this is not the case. Organisations are now taking bold moves to allow their employees to make some of the suggestions and management is now taking into consideration the opinions of their employees. It has now become instead of focusing on how the company makes as much profit as possible. The focus is now on staff investment and making sure the staff feel a part of the company. The reason for this is when employees see the company as their own they will be more invested and put their heart and soul into making sure that the company succeeds. The employees of organisations feel that they are valued and hence would put in their best. As regards future research it would be interesting if models are created specifically for the 21st -century organisations that will be a fit for purpose since the traditional ones have become obsolete and companies are having to move away from them in order to catch up with the digital age.

Conclusion

This report has showcased technology advances specifically in the areas of e-commerce and e-business have rendered traditional models of organisational structure and theories of management roles obsolete in the light of the changing nature of 21st century corporations. There was a time when the traditional models of organisation were fit for purpose; however, as technology has advanced and e-commerce and e-businesses have taken over the traditional organisation is not able to give the 21st co-operations that are effective and efficient management structure that is needed for 21st-century corporations. The report explained that times have changed, allowing people to bypass the middleman and contact manufacturers directly. Consequently, organisations that used traditional organisational models have had to adapt and incorporate technology into their businesses to remain relevant. The report was able to identify the various kinds of traditional organisational models and how they were utilised which demonstrated that they cannot be used in the 21st-century organisations as the demands are different and what is needed for companies to achieve results are totally different from what it was in the olden days.

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