Adapting to Change: The Continuous Development of Business and Management Education

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A R T I C L E I N F O

A B S T R A C T

Business and management education continues to experience dynamic development in line with continuous changes in the global business world. This research analyzes the factors driving change in business education, including technological advances, changing business paradigms, and the need for new skills in the digital era. This research uses the Systematic Literature Review (SLR) method by collecting and analyzing journals related to keywords. Based on the literature study conducted, it was found that the role important in teaching skills, knowledge, and understanding required for success in the continuous business world changed. Besides that education in the field of business also prepares individuals To face challenges and complex and ongoing market dynamics, thus increasing opportunity success and contribution positively in organizations and society. Thus, deepening studies in the field of business and management Not only gives superiority but also possible for individuals to become agents of adaptive and proactive change in facing changes that occur in a way Keep going continuously.

INTRODUCTION

Business and management education experience substantial transformation at the global level, which is reflected by impact a number of factor key like revolution industry 4.0, globalization economy , and change pattern consumption (Bauman & Lucy, 2021; Kraus et al., 2022) . Revolution Industry 4.0, which is characterized by integration digital technology and automation , have form paradigm new in the world of business , change method organization operate and innovate (Fischer et al., 2020; Goralski & Tan, 2020) . Globalization economy expand market coverage and demands understanding deep about diversity culture and policy international . Temporary that 's change pattern consumption create need will thinking creative and solutions innovative in face preference continued consumers change (Ratten & Jones, 2021b; Sholihin et al., 2020) . All change This give pressure addition to education business and management For produce capable graduates face challenge increasing business complex and dynamic (Bauman & Lucy, 2021; Brunetti et al., 2020; Ratten & Jones, 2021a) . With thus , curriculum and approach teaching in institutions education tall must Keep going adapt to be able to create competent and ready future leaders face reality changing business with fast .

At level local , institutional education business and management face series significant challenge . One of problem main is incompatibility between curriculum offered with need continuing industry developing (Hanelt et al., 2021; Ogbeibu et al., 2021; Thomsen et al., 2021) . This matter Can result gap skills in between graduates and demands work actual in the business world . Besides that's a limitation source power , fine from facet finance nor power teacher , be constraint Serious in increase quality education . Lack of access to facilities and materials cutting- edge learning can limit development required competencies in a dynamic business world (Azizi et al., 2021; Goralski & Tan, 2020; Ratten & Jones, 2021b) . Next , the lack integration with innovation technology can result graduate of No own adequate understanding to development latest , makes things difficult they For adapt with environment more work related with technology . Third issue this , if No handled with OK , potentially hinder ability graduate of For compete in a way effective in a growing job market competitive and volatile (Brunetti et al., 2020; Kraus et al., 2022; Ogbeibu et al., 2021; Thomsen et al., 2021) . Therefore that 's necessary exists effort collaborative between institution education and industry as well as investment in development source power for education business and management level local can more responsive to ongoing needs of the business world develop .

Ideally, education business and management must become vehicle For create graduates who don't only own understanding deep about concepts business and management , but also appropriate skills with demands current and future industry . Adaptive curriculum , which is capable respond change fast in the business world , being base main For ensure relevance material learning (Azizi et al., 2021; Hanelt et al., 2021; Rauf et al., 2021) . Method teaching innovation is also needed To use build Skills practical , solving

problems , and abilities think creativity in students (Brunetti et al., 2020; Thomsen et al., 2021) . Besides that is , integration technology in the learning process can give more experience interactive and supportive development competencies needed in this digital era (Ghafar, 2020; Hanelt et al., 2021) . With approach holistic This is education business and management can produce graduates who don't only Ready For face challenge industry moment this , but also have ability For adapt with continuous change taking place in a dynamic business world .

However , in the reality is , there is a number of institution education business and management still face challenge in accommodate changes the . Some of them Possible experience difficulty in adapt curriculum them so they can more responsive to dynamics industry (Rauf et al., 2021; Rindova & Courtney, 2020; Succi & Canovi, 2020) . Besides that , some institution may also face difficulty in respond development latest in the continuous business world develop with fast . Integration technology in learning is also possible become constraints , of which some institution Possible experience difficulty For fully integrate technology to in method teaching them (Brunetti et al., 2020; Hanelt et al., 2021; Mian et al., 2020; Thomsen et al., 2021) . Therefore that 's necessary exists effort continously For increase quality education business and management in order to be able to still relevant and effective in prepare graduate of For face complexity of the modern business world .

Study This aim For identify effective strategies in increase adaptability institution education business and management to change . One of possible strategy expressed is improvement curriculum , which involves adjustment material learning for more responsive to change in the industrial world (Ghafar, 2020; Ratten & Jones, 2021b; Rindova & Courtney, 2020) . Use technology in learning can also be done become strategy key , where integration technology can enrich experience Study students and help they develop appropriate skills with need today 's industry (Fischer et al., 2020; Goralski & Tan, 2020; Sholihin et al., 2020) . Engagement active with industry through collaboration , internship , or project together is other possible strategies ensure that institution education always connected with needs and development latest in the business world . Besides that 's strategy development relevant skills with demands Future industries can too become an integral part of effort increase adaptability educational institutions (Hanelt et al., 2021; Ogbeibu et al., 2021; Thomsen et al., 2021) . With identify and implement strategies This is expected institution education business and management can more effective in prepare graduate of For face ongoing dynamics changed in environment global business .

Identified research gaps in context This is lack of deep understanding about possible strategies in a way effective increase adaptability institution education business and management to global change (Ghafar , 2020; Rauf et al., 2021; Succi & Canovi, 2020) . Study This aim For fill in gap knowledge the with do investigation deep to practice the best and innovation possible adopted by the institution education . Focus study will given for identification strategy that has been proven succeed in respond change dynamic in the world of global business (Brunetti et al., 2020; Ratten & Jones, 2021b; Succi & Canovi, 2020) .

Through analysis deep to institutions education that has been succeed adapt self with global change , research This aim For produce valuable insights and recommendations practical . With So , it is expected results study This can give contribution positive to development strategy adaptability that can adopted by the institution education business and management in a way broad , filling gap existing knowledge , and support enhancement quality education in an era that continues changed this (Kraus et al., 2022) .

Novelty from study This lies in the approach holistic approach taken For integrate global and local aspects in context increase adaptability institution education business and management . Study This No only will consider strategies general can applied globally , but also will explore elements local can enrich and support adaptation institution education in the environment they . Approach This expected give more views comprehensive and contextual to challenge adaptability faced institution education (Azizi et al., 2021; Bauman & Lucy, 2021; Hanelt et al., 2021; Ogbeibu et al., 2021) . Besides that , research I also tried this give contribution through identification possible strategy implemented in a way practical , giving clear and applicable guide for institution education in face global change . Besides that , research This highlight innovation at play role key in push adaptation institution education business and management (Kraus et al., 2022; Ratten & Jones, 2021b, 2021a; Thomsen et al., 2021) . With focusing on innovation , research This try For disclose elements creative as you can be become catalyst change positive in context education business and management . With Thus , novelty research This lies in effort comprehensive For presenting a balanced , practical and innovative view to enhancement adaptability institution education in face global change .

Urgency study This appear from need urge For prepare graduate of business and management that owns readiness face future challenges . In an era of dynamics Fast business and continuous global change ongoing , institution education need ensure that curriculum and approach teaching they can fulfil demands growing industry (Bauman & Lucy, 2021; Ogbeibu et al., 2021; Sholihin et al., 2020) . Success institution education in adapt self to change This No only own impact positive on quality graduates , but also contribute in a way significant impact on sustainability and relevance education tall in a way overall (Azizi et al., 2021; Brunetti et al., 2020; Fischer et al., 2020; Ogbeibu et al., 2021) . Through study This is expected can found effective strategy and innovation For ensure that institution education business and management can play active role in prepare generation coming For face complexity and dynamics in the modern business world (Azizi et al., 2021; Mian et al., 2020; Succi & Canovi, 2020) . With Thus , research This own clear implications to repair continuous in education high and creating impact sustainable positivity in face future challenges .

Expected that results study This will give guide practically valuable for institution education business and management in effort increase level adaptability they to change . Implications from findings study This can covers recommendation concrete related change in curriculum , with ensure that

material learning reflect dynamics latest in the business world . Besides that's the implication practical can penetrate to development source Power human , with highlighting importance development appropriate skills and competencies with need industry (Ghafar, 2020; Ogbeibu et al., 2021; Ratten & Jones, 2021b) . Integration technology can too become focus important , with study This give contribute to the ways innovative For combine technology in the learning process (Ghafar, 2020; Rindova & Courtney, 2020; Succi & Canovi, 2020) . With give guide practical in aspects key This is expected institution education can implement sustainable and relevant change , so increase adaptability they in face continuous change takes place in the business world . Implications study this , because That does not only will beneficial For institution education , but also can impact positive on quality education business and management in a way whole.

LITERATURE REVIEW

Overview theories Which outlined in study This originate from a number of previous study Which relevant , as base framework theory, determination, and analysis study. Furthermore, on part This displayed consecutive discussion about

Business and Management Education Sustainable

Development education business and management sustainable covers various theory that provides base thinking and direction for development curriculum , methods teaching , and strategy adaptive learning (Audet et al., 2019; Maula et al., 2019) . First , theory Continuing Education System put forward that education must consider interaction complex between humans , the environment and the economy For reach sustainable and relevant learning with future needs . Next , development education business and management sustainable give deep view about existing theories base for development education in the field This . One of reference relevant journals is "Sustainable Development in Business Education: A Literature Review and Research Agenda" by (Winther et al., 2020) , which proposes framework conceptual For development curriculum sustainable in education business . In context This is theory Continuing Education System become important Because underline interaction complex between aspect environmental , social and economic in formation responsive curriculum to future needs .

Second , theory Development Curriculum Responsive emphasize necessity responsive curriculum to change environment business , technology and social For produce graduates who have relevant skills and knowledge (Fernandes et al., 2021; Green-Weir et al., 2021; Semenets-Orlova et al., 2021) . Theory Development Curriculum Responsive highlighting importance development capable curriculum adapt with changes that occur in environment business , technology , and social (Green-Weir et al., 2021; Mozgalova et al., 2021; Semenets-Orlova et al., 2021; Ubfal et al., 2022) . Responsive curriculum expected can produce graduates who have appropriate skills and knowledge with need actuality in the job market . In context continued business change ,

like progress digital technology , change in practice business , and dynamics social influences organization , curriculum responsive ensure that material learning and methods teaching follow development latest . Third , theory Innovation Learning highlighting importance introduce method learning innovative like simulation business , project collaborative , and digital technology for increase engagement and results Study student . Besides that's a reference other journals such as "Developing Sustainable Management Education: A Constructive Approach" by (Cripps & Smith, 2023) propose approach constructive in development education considerate management continuity economic , social and environmental . Theory Innovation Learning also becomes relevant in context this , especially in implementation method innovative and responsive learning to change technology and business .

Fourth , theory Leadership Transformational emphasize role important leader education in lead change , push creativity , and creating culture innovative and adaptive learning . "Leadership for Sustainability in Management Education: Mapping the Territory" by (Guerrero, 2021) highlighting role leadership in promote education sustainable and adaptive . Theory Leadership Transformational reinforced by referrals This emphasize role important leader education in lead change going to innovative , value - oriented and sustainable learning . Besides that's a reference journal "Continuous Professional Development in Business Education: An Empirical Study" by (Mielikäinen, 2022) underline importance development professional sustainable for teachers and staff educator in follow development latest in education business and management. Lastly, theory Development Professional Continuous underline importance development sustainable self for teachers and staff educators so they can follow development latest in education business and management as well as give experience quality learning for students (Amunga, 2021; Kostikova et al., 2021; Kukah et al., 2022; Ubfal et al., 2022) . With combine various theory This is education business and management can Keep going develop in a way sustainable in accordance with ongoing demands of the times changed.

Digital Era Business and Management Education

Business and management education in the digital era involves various reference journal that provides outlook about challenges , opportunities and approaches in integrate digital technology in curriculum education . First , references journal by (Béchard & Grégoire, 2020) review importance development responsive curriculum towards the digital era, with focus on integration intelligence artificial intelligence , data analysis , and deep blockchain technology context education business . Second , research by (Firman et al., 2020; Priyono et al., 2020; Sansone et al., 2021; Zulfiqar et al., 2021) highlights role big data technology and analytics predictive in support taking smart decision in management business , as well the implications to curriculum and methods teaching . Besides that's a reference journal by (Ernawati1 et al., 2021) researched influence learning based technology to enhancement skills and creativity student in context business and management . Next , research by (Audet et al., 2019) discusses strategy learning oriented

effective technology in increase understanding draft business , skills analysis , and creativity students in the digital era. Lastly , references journals by (Martínez-Gregorio et al., 2021; Secundo et al., 2020; Wishnu Wardana et al., 2021) explore an integrated blended learning approach online and offline learning for create experience interactive , collaborative and relevant learning with demands current digital business This . Through integration various reference journal this , study theory in education digital era business and management produces deep understanding about How technology can applied in a way effective in increase quality education and readiness student face challenges in the future.

Business and Management Education Environment Global Business

Business and Management Education Environment Global Business is becoming two field important in context development expertise and understanding in an increasingly business world complex and global (Caeiro - Rodriguez et al., 2021; Fernández-Arias et al., 2021; Kostikova et al., 2021; Kukah et al., 2022) . Second field This each other related in give comprehensive perspective to practice sustainable and responsible business answer in a way environment . Business Education give base knowledge and skills managerial requirements For manage aspect business in a way effective , temporary Management Environment Global Business focuses on integrating strategies and policies continuity environment to in operation global business .

First , research by (Raharjo et al., 2023) shows that Business Education focuses on development Skills leadership , innovation , and adoption decision strategic play role key in form leader possible future business face global challenges . Second , a study by (Muhammad Ridwan et al., 2020) suggests that integration draft continuity in Business Education curriculum can increase understanding student about not quite enough answer social and environmental in context global business .

Third , research by (Nowiński & Haddoud, 2019) highlights importance Management Environment Global Business in develop strategy sustainable consideration impact business to global environment . Fourth , the study by (Tu & Wu, 2021) shows that integration technology and innovation in Management Environment Business can increase efficiency operations and sustainability environment in context global business .

Finally , research by (Sun & Razzaq, 2022) highlights importance collaboration cross boundaries and understanding deep about global market dynamics in Management Environment Global Business for create mark added sustainably for company . With combine innovative Business Education approach with strategy Management Environment Sustainable Global Business , organization can obtain superiority competitive and contribute to development sustainable global economy.

METHODOLOGY

Study this uses systematic literature (Systematic Literature Review /SLR) which discusses problems in Adaptation with Change : Sustainable Development of Business and Management Education . Literature review research is a process or activity of collecting data from various literature sources such as books and journals and comparing the results of one research with the results of other research (Maqtary et al., 2019) .

The aim of this literature review is to obtain a theoretical basis that can support solving the problem under study and to identify various theories related to the case. More specifically, in this research, researchers investigate issues in adapting to change: Developing Sustainable Business and Management Education. This literature review is a comprehensive summary of several studies based on a specific topic. The data used in this research is not direct observation data, but secondary data obtained from the results of previous research.

The secondary data sources taken are articles from well-known journals on certain topics. In this literature study, the Emerald Insight, Taylor & Francis Online, and Scientdirect databases were used for the literature search. When searching for articles published in the above search engines, the following keywords were used: "Adaptation to change: Sustainable development of business and management education". The search process uses search engine dimensions (https://www.emerald.com/insight/) to search for relevant sources of information to answer the problem formulation/research question (RQ) and other relevant references used to obtain it.

Table 1. Search strings in Emerald Insight, Taylor & Francis Online and Scientdirect

Databases	Keywords
Emerald Insight	TITTLE-ABS-KEY "adapt" OR "change" And "business and management education"
Taylor & Francis Online	("adapt" OR "change" And "business and management education"))
Scientificdirect	"adapt" OR "change" And "business and management education"

From the identification results, more than 105 articles were obtained.0 articles came from Emerald Insight. Next, articles were filtered according to access criteria, year, type of content and abstract analysis. As a result, we obtained 5 articles with 5 article titles. From the title of the article, it was then filtered based on the suitability of the digital transformation topic through abstract analysis, resulting in 4 articles. In detail, it looks like in the following picture.
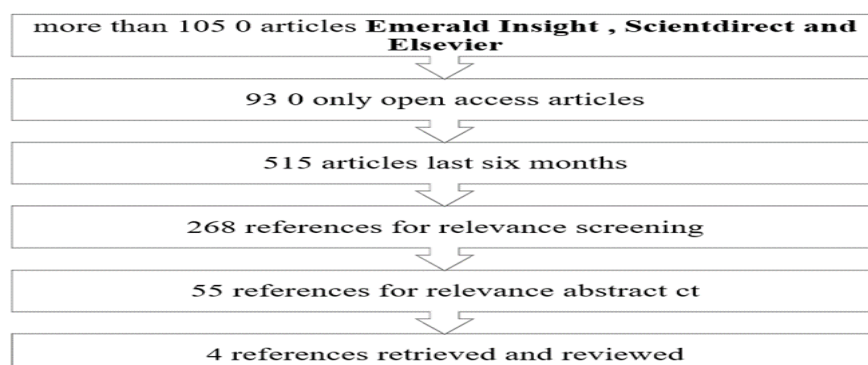
Figure 1. Article Filtering Flow Diagram

RESEARCH RESULT

The results of the review of selected articles answer the problem formulation regarding the distribution of journals discussing the Development of Sustainable Business and Management Education, as follows:

Table 2. Distribution of Journals on the Development of Sustainable Business and Management Education

No	Journal Name	Journal Link	Indexation	Amount
	The Journal of Business Education	The Journal of Business Education	Taylor & Francis Online	Taylor & Francis Online	2
	The International	Education + training| Emerald Insight	Emerald Insight	5
	Journal of Small Business and Enterprise Development	Journal of Small Business and Enterprise Development	Emerald Insight	Emerald Insight	2
	Journal of Asian Business and Economics Studies	Journal of Asian Business and Economic Studies	Emerald Insight	Emerald Insight	2

Source: processed researcher, 2024

Journal The Journal of Business Education taken become reference as many as 2 journals and The International taken as many as 5 journals that discuss related , development education five years of sustainable business and management to front will experience significant transformation . Revolution industry 4.0 will push integration more technology deep in curriculum , incl use intelligence artificial , massive data analysis , and blockchain technology for support strategy Innovative global business . Collaboration between institution education , industry , and government will the more tightly For produce responsive curriculum to need continuing industry developing , with emphasis on development Skills soft like creativity , leadership , and ability think critical (Jardim et al., 2021; Martínez-Gregorio et al., 2021; Onjewu et al., 2021; Ratten & Usmanij, 2021) .

Integration technology in learning will too the more expanding , utilizing digital platforms and simulations business virtual reality based for enrich experience Study students (Kostikova et al., 2021; Kukah et al., 2022) . Besides that is , awareness will sustainability and responsibility answer social will become focus main , with issues like ethics business , impact environment , and responsibility answer social company become an integral part of curriculum , form leader future businesses that do n't only success in a way economy but also responsible answer in a way social and environmental .

Whereas Journal of Small Business and Enterprise Development as many as 2 journals as references and Journal of Asian Business and Economics Studies as many as 2 journals discuss related Development education business and management in the digital era of marking profound transformation in method We learn , teach , and understand the world of business . The digital era brings change significant in paradigm learning , with technology become part not inseparable from the educational process . Use of online learning platforms , mobile applications , and resources other digital power possible more access broad and flexible for students , it is possible they For Study When just and everywhere (Audet et al., 2019; Hopp & Sonderegger, 2019).

Apart from that, the digital era has also changed the way we understand business and management. Data analysis is becoming more important in decision making, with big data and analytics becoming invaluable tools for identifying trends, measuring performance and designing effective business strategies. Concepts such as platform-based business, e-commerce, and digital marketing are at the core of modern business education curricula (Béchard & Grégoire, 2020; Miftakhu Rosyad et al., 2022). Not only that, the importance of digital skills is also increasingly emphasized. Students must master not only traditional business concepts but also technical skills such as data analysis, application development, and digital project management. This requires strong integration of business theory and information technology practice in the educational curriculum.

Apart from that, the digital era also opens up new opportunities for collaboration and connections between students, teachers and business practitioners. Virtual internship programs, webinars, and online collaborative projects are becoming the norm in supporting a more diverse and holistic learning experience (Audretsch & Link, 2019; Iqbal & Dastgeer, 2021; Nowiński & Haddoud, 2019). Thus, the development of business and management education in the digital era not only changes the way we learn and teach, but also changes the business paradigm itself, preparing a new generation of business leaders who are ready to face the challenges and opportunities in an ever-evolving digital world.

DISCUSSION

Change is fundamental aspects of development continously in education business and management , esp in context environment dynamic and fast global business changed moment this (Audretsch & Link, 2019; Ghina, 2019; Küttim et al., 2019) . Adaptation This covers various dimensions , incl design curriculum ,

methodology teaching , relevance industry , and integration technology . One of the crucial focus areas is adjustment of educational programs with emerging trends and challenges in the business world . As example , research by (Rauf et al., 2021) highlights importance integrate Skills digital literacy and data analysis to in education business For equip student with required competencies in Revolution Industry Fourth . Besides the , global market evolution and improvement connectedness economy demand more understanding wide about management cross culture and strategy business international , as emphasicated in study by (Yago et al., 2018) .

Besides that , development continously in education business and management are also involved formation of an entrepreneurial mindset and innovation - driven learning . This matter supported by research from (Juwairia et al., 2023) , which emphasizes role learning based experience and partnerships industry in grow Skills entrepreneurship among student . Besides that , the emphasis is increasing increase in sustainability and responsibility answer social company in practice business emphasize importance integrate framework taking decision ethical and principled continuity to in education business , as suggested by a study by (Mulyono, 2023) .

Importance adapt with change in development continously education business and management No can doubtful Again . This matter caused by the environment always business changed with fast , fine from facet technology , market trends , as well as regulations . In context This is education business and management need Keep going develop yourself so you can produce ready graduates face challenge and exploit opportunities that arise in the dynamic business world (Audet et al., 2019; Hopp & Sonderegger, 2019; Juricic et al., 2021) . One of aspect important is use technology in learning , like integration digital literacy , data analysis , and intelligence artificial in curriculum education business . Besides that 's important teach Skills adaptation and innovation to students also become attention main , remembering rapid change need ability For think critical and creative in face problem complex business .

Besides technology and skills adaptation , aspect globalization is also necessary noticed in development education business and management . Student need own deep understanding about global markets, strategies business international , as well management cross culture For can compete in a way effective at a global level . Besides those , values ethics and responsibility answer Social is a must too integrated in education business , remembering demands consumers and society to practice sustainable and responsible business answer the more increasing (Kakouris & Liargovas, 2021; Kovacs & Zarandne, 2022; Martínez-Gregorio et al., 2021; Semenets-Orlova et al., 2021) .

With So , adapt with change become key in ensure that education business and management can give mark significant addition for students , industry and society in a way whole . Development continously in curriculum , methods teaching , and paradigm education become important For guard relevance education business and management in face dynamics continued business changed in the era of globalization This . By The point is , adapt with change in education business and management need diverse approaches that pay

attention progress technology , global perspective , thinking entrepreneurship , and leadership ethical , which is ultimately prepare student For developing in the middle landscape fast business changing and complex.

CONCLUSIONS AND RECOMMENDATIONS

The conclusion of the importance of adapting to change in the continuous development of business and management education is that this is the key to success in producing graduates who are ready to face the challenges of the dynamic business world. In an era that continues to change rapidly, the ability to adapt and follow technological developments, market trends and regulations is a very necessary competency. Therefore, business and management education must continue to develop itself by integrating technology, adaptation skills, global understanding, ethical values, and social responsibility into the curriculum and teaching methods.

So that For study furthermore can notice a number of matter namely for reach development education sustainable business and management , some step key need done renew curriculum in a way periodically in accordance with development technology and issues sustainability , interweaving collaboration tightly with industry through internship and work programs The same project , focus on development Skills soft like creativity and leadership , integration technology in the learning process , as well increase awareness will sustainability and responsibility answer social in every aspect education business and management.

ADVANCED RESEARCH

This research still has limitations so it is necessary to carry out further research related to the topic "Adapting to Change: The Continuous Development of Business and Management Education" to perfect this research, as well as increase insight for readers.

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