

Rethinking Stakeholder Engagement: A Critical Re-evaluation of Conventional Paradigms in Management Science

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Abstract. The contemporary landscape of management science necessitates a fundamental reassessment of stakeholder engagement methodologies. This article examines traditional paradigms and proposes a novel framework that integrates stakeholder theory with dynamic capabilities. Utilizing a mixed-methods approach comprising extensive qualitative interviews and quantitative surveys, we uncover the limitations of existing engagement strategies and present evidence-based recommendations for practitioners. Our findings highlight the importance of adaptive stakeholder relationships in fostering organizational resilience and innovation. This study contributes to the theoretical discourse by reconceptualizing stakeholder engagement as a dynamic continuum rather than a static process, ultimately providing a pathway for future research in management science.

Keywords: stakeholder engagement, management science, dynamic capabilities, organizational resilience, adaptivity in management

Introduction

In the rapidly evolving business environment of 2024-2026, organizations face an unprecedented array of complexities that challenge traditional management practices. One of the most pressing issues is the evolving nature of stakeholder engagement, which has

been largely influenced by globalization, technological advancement, and shifting socio-economic paradigms. Stakeholders today are not merely passive entities; they are active participants in the co-creation of value, demanding greater transparency, accountability, and responsiveness from organizations. The increasing diversity of stakeholder interests necessitates a re-evaluation of established engagement frameworks that have historically prioritized organizational objectives over stakeholder concerns. This article aims to address the critical gap in current management literature by proposing a comprehensive rethinking of stakeholder engagement strategies. We argue that conventional paradigms often overlook the intricate dynamics of stakeholder interactions, leading to ineffective engagement practices that can undermine organizational legitimacy and performance. Our research advocates for a paradigm shift towards a model that views stakeholder engagement as an ongoing, dynamic process rather than a series of discrete transactions. The paper is structured as follows: we begin with a literature review that delineates the historical context and evolution of stakeholder engagement theories, followed by a detailed explanation of our research methodology. We then present empirical findings that illustrate the limitations of existing engagement strategies and propose a new framework that integrates stakeholder theory with the concept of dynamic capabilities. Finally, we discuss the implications of our findings for management practice and suggest avenues for future research.

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