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**NEW THEORY OF MANAGEMENT AS A FACTOR IN THE
FORMATION OF AN ECOLOGICALLY BALANCED AND SOCIALLY-
ORIENTED ECONOMY IN THE CONDITIONS OF INDUSTRY 4.0**

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Abstract. The relevance of this topic is due to the processes of INDUSTRY 4.0, which takes place in a new industrial revolution and requires the formation of a new management theory as a factor in creating an environmentally balanced and socially oriented economy, aimed at increasing the welfare of the population and improving the environmental performance. **The purpose of the study** is the conceptualization of the new theory of management as a factor in the creation of an environmentally balanced and socially oriented economy, and the methodology of analysis. **Objectives of the study:** using the methodology of system analysis, to form a new management theory as a factor in the formation of an environmentally balanced and socially oriented economy in the conditions of Industry 4.0, as the current management paradigm is deeply constrained. **Analysis of recent research and publications**, which launched the solution to this problem. Works by Macston Graham and Randers Jorgen. "In search of prosperity. Managing Economic Development to Reduce Unemployment and Climate Change "(Kyiv: Pabulum, 2017) and Meadow Donnelly, Meadow Denis, Rangers Jorgen. "The limits of growth. 30 years later "(Kyiv:, Pabulum, 2018) discusses the challenges facing the developed world today, including steady unemployment, growing inequality of property, and rapid climate change. Until today, most of the solutions to these problems were politically unacceptable for a world focused on short-term benefits and a desire for continued economic growth. The scientific novelty of the research is to identify the problems of interaction between man, society, nature in the conditions of INDUSTRY and the conditions for their overcoming, which contribute to the formation of a new theory of management as a factor in creating an environmentally balanced and socially oriented economy. The results of the study: the conditions for the formation of a stable society, based on which the creation of an environmentally balanced and socially oriented economy; the definition of sustainable development of society and the mission of a new management theory are revealed, which should change the dominant social philosophy, which is based on the paradigm of how people look at the world. **Conclusion** - the basis of the new theory of management - the improvement of the world, challenging many economic and managerial concepts of INDUSTRY 4.0, which are based on "the limits of growth."

Key words: new theory of management, ecologically balanced and socially oriented economy, boundaries of growth, "welfare for all", industrial management

Problem solvency in general and its contacts with important scientific or practical tasks.

Relevance of research topic.

The new management theory as a factor in creating an environmentally balanced and socially-oriented economy under the conditions of Industry 4.0 aims to increase the welfare of the population and improve the environmental performance. Indicator of "human welfare" describes respectively the quality of life of the average resident of the planet, including both material and non-material components. In general, human welfare increases when people are more satisfied with their lives. The ecological imprint of mankind is increasing when resource extraction, pollutant emissions, land erosion or the destruction of biodiversity increases without simultaneously reducing other environmental impacts of mankind [1].

An analysis of the latest research and publications, which initiated the solution of this problem, which the author is based on

It is in the works of Macston Graham and Randers Jorgen. "In search of prosperity. Managing Economic Development to Reduce Unemployment and Climate Change" (Kyiv: Pabulum, 2017. 320 p.) And Meadow Donnelly, Meadow Denis, Rangers Jorgen. "The limits of growth. 30 years later" (Kyiv: Pabulum 2018. 464 pp.) Discusses the problems of economic growth and climate change. Until today, most of the solutions to these problems were politically unacceptable for a world

focused on short-term benefits and a desire for continued economic growth. "Subconsciously, we feel that our management is outdated. We know that his traditions and established practice have a somewhat ridiculous appearance at the beginning of the 21st century", - notes Lalu Frederic in the "Company of the Future" (Kharkiv, 2017, 543 pp.).

"Companies of the Future" is a great find for the more educated century as it reveals the organizational model of the future, which is a company of the 5th order, or "higher degree". The new theory of management and business outlook as a factor in the emergence of an environmentally balanced and socially-oriented economy under Industry 4.0, is the creation of a new organizational paradigm in which the old ways of organization and education based on productivity and repetition are dying [2].

They are these authors who posed the question: what can be done to create an environmentally balanced and socially-oriented economy that will bring prosperity to all; which should be managed and relied on to address these challenges with global resonance and long-term impact. Everyone wants economic growth, but it, like everything else, has its own limits. To achieve world standards of living in developed countries, in terms of the volume of resources needed for this, we would need some more planets of Earth. Since we have the same planet, we will have to revise the worldview, patterns of behavior and politics, learn to look ahead better

and adapt more intelligently to plan - there is no other way out [3].

Work "The limits of growth. 30 years later" - a great nourishing ground for the thinking of managers of the XXI century, expansion of the horizons of governance, the formation of a new outlook - information and policy change," because we must be architects of the future "[12, p. 9]. It is necessary to identify relationships, patterns, defining trends, simulate scenarios of development, draw scripts to preserve life on the planet and ensure the welfare of humanity. Donnelly Meadows, Dennis Meadows, Jorgen Randers's Critical Approach and Scientific Findings are based on computer modeling of "World3" to combine data and theories related to growth and new management theory. With this model we can develop internally consistent scenarios for the development of the world [4].

Selection of previously unsettled parts of the general problem which this article is devoted to.

The unresolved issue is the new theory of management of the 21st century, which is based on the fact that global environmental constraints (relating to the use of resources and emissions) in the 21st century have been devoid of significant influence on world development. In order to overcome these limitations, mankind will have to invest a lot of capital and labor force, call for profound, proactive social innovations in the context of technological cultural and institutional changes in order to avoid an increase in the "ecological imprint" of mankind, which goes beyond the

ecological capability of the Earth planet. It is necessary to form a new ideology of sustainable development of society in order to rebuild the societies of the rich countries in such a way that they operate in the interests of the majority, and not only the richest 1%. This means that the ideas of a free market - minimum regulation, free trade and the competition in which the strongest survive - are no longer useful, "said Macston Graham and Randers Jorgen [12, p.283]. Stable unemployment and rising inequalities are two of the most important issues faced by rich countries in the world; the gap between the poor and the rich countries of the world is increasing. This fact is baffling, because over the past thirty years, there has been a sharp increase in almost all the time, which should have led to a reduction in inequality [5].

The purpose of the article is the conceptualization of the new theory of management as a factor in creating an environmentally balanced and socially oriented economy and methodology of analysis.

Formulating the goals of the article:

- to identify the conditions for the formation of a sustainable society, in the context of which the conceptualization of the new theory of management as a factor in creating an environmentally balanced and socially oriented economy;

- to define the sustainable development of society, analyzing its problems;

- to uncover the mission of a new theory of management, through which

the change of the dominant concept of social philosophy, should take place and how people look at the world, what is the interaction of man, nature and society;

- to open up a new model of organizational structure which is based on extremely deep changes in consciousness, culture and social systems, which we are witnessing at present in an increasing number at this stage of human evolution, in which the transformation of the consciousness that is happening all over the world [6].

Methodology of the research

To create a new theory of management as a factor in creating an environmentally balanced and socially oriented economy, it was chosen:

1) standard scientific and economic theories about the global system;

2) data on world resources and the environment;

3) a computer model that helped us to synthesize information and design effects.

However, to analyze these components, it was necessary to choose a systematic approach that helped to form the paradigm of this kind of economy, which helped to address the problems in a new way and open unexpected results. The result of modeling most scenarios is the outflanking and collapse of the economy and the planet's population. Currently, the main problems are unemployment, unfair income distribution and deterioration of the environment, - Graham Macston and Jorgen Randers [11, p. 281]. In order

to overcome these phenomena, it is necessary to form a new set of values, needs, motivations, moral norms, worldviews, including a set of values of a new governance paradigm of the XXI century [7].

Presentation of the main research material with the substantiation of the received scientific results

The basis of new management theory as a factor in creating an environmentally balanced and socially oriented economy is the sustainable development of society, which will help to provide material benefits to all people and lead to the creation of an environmentally balanced and socially oriented economy. The authors of this book believe that humanity will develop the understanding, institutions and ethics necessary to achieve an attractive sustainable society [8].

To do this, we must minimize the school's impact on the planet and society; to form tools for helping the global community to move to a sustainable state. Economists believe that "the problem of inequality and unemployment must be fought by increasing infrastructure costs, thus creating jobs, making changes to intellectual property rights laws, making new ideas and technologies more accessible to people and changing educational systems, encouraging more entrepreneurs" [12, p. 32].

The authors are convinced that its main features will manifest itself over the next two decades. However, a new theory of management, aimed at

achieving sustainable development of society, is also needed for this purpose. A number of possible options for the future contains a large variety of ways. There is a probability of an unexpected collapse; Also it is possible to a smooth transition to sustainability. The only real option is to bring resource flows that support human activities to a sustainable society [12, p. 50].

The new theory of management, as a factor in creating an environmentally balanced and socially oriented economy, is aimed at developing a sustainable society that is sufficiently far-sighted, flexible and wise enough not to undermine its supporting physical or social systems [12, p. 385]. From a systematic point of view, a stateless society has information, social and institutional mechanisms to control the cycles of positive feedback, which causes an exponential increase in population and capital. In order for society to be constant, the ratio of the number of people and the amount of capital must be adjusted so that the material standard of living is sufficient and guaranteed for all and fairly distributed [9].

The new theory of governance as a factor in creating an environmentally balanced and socially oriented economy forms a stable society, which should be interested in qualitative development, rather than in physical expansion. A stable state will not lead to a society of decline or stagnation, unemployment or bankruptcy, which is experiencing the current economic system [14]. There is no reason why a sustainable society

should be technically or culturally primitive; it is a possible breakthrough in technology and culture; can support the constant development and improvement of society [10].

"We hope that at this stage it is already evident that the necessary transition will not take place by itself. It will require more state giving to the markets and society. The free market cannot solve the modern problems of humanity, as well as big business, church or thousands of initiatives from below. Public administration has to play a much larger role if humanity wants to avoid a decline, "Graham Macston and Jorgen Randers note in" In search of prosperity. Managing Economic Development to Reduce Unemployment and Climate Change "[12, p.278]. It is known that Japan and South Korea have been able to significantly increase their well-being during the second half of the twentieth century through active state planning. "If radical changes do not occur in the direction of economic development, then, according to Pickett," the past will absorb the future, "and those few decades during the second half of the twentieth century, when the middle class was enjoying relative comfort, would be demolished to history textbooks just as interesting, but a temporary social phenomenon "[12, p. 31].

In our opinion, in addition to strengthening the role of public administration, the countries of the world would have to agree on some sort of global governance system that would more effectively address the most urgent problems, including climate change, migration and conflict

resolution. Perhaps this is too far-sighted hope, but effective global governance will be more than necessary in the coming decades. In addition to strengthening the role of public administration, a change in the dominant social philosophy, which is based on the paradigm of how people look at the world, should take place [15].

The miracle of the life on Earth lies in the fact that its four fundamental elements - pure air, water, soil and photosynthesis - are closely linked together and thus ensure all processes on the planet, in which non-viable and destructive systems remain in the past. "Therefore, society, both rich and poor, must once again discover for itself one of the basic principles of a traditional economy in its original form - effective management is limited to the resources to achieve the best result in the interests of most people with due respect for nature." - Graham, Macston and Jorgen Randers [16].

Whatever the political or economic system is created, it must rely on the basis that makes life possible: clean air, clean water, clean soil and food, photosynthesis and biodiversity [13].

The protection of these components should be the highest priority for all people and systems, because they are crucial for our survival and well-being and are governed by the laws of nature that we cannot change. The new management theory, as a factor in creating an environmentally balanced

and socially oriented economy, must challenge the existing economic system, move to an environmentally safe world and focus on the erosion of an environmentally balanced and socially oriented economy based on a better way forward and a real way to improve the average living standard. [17; 18].

The study conclusion and perspectives of further exploration in this direction

1. The new theory of governance, as a factor in creating an environmentally balanced and socially oriented economy, should radically revise the existing globalized economic system by asking important questions that have been ignored for too long: what does a socially-oriented and balanced economy require? Are there really no limits? How much will it be enough? Have we become happier by getting everything created for today's economy? The ideology of a free market is fully or at least partially supported by the majority of the inhabitants of the rich countries of the world who are more interested in the short-term growth of consumption than in the welfare of present and future generations. In this focus on short-term benefits, we see another significant obstacle to be overcome [17].

2. Innovative solutions should be introduced that would be attractive to all, and then they will support such a transition; due to unconventional approaches, the general level of well-being may increase, and unemployment and inequality - will

decrease simultaneously and most people will benefit at once. Unless there is a change in direction, the unemployment rate in the next 20 years in the rich countries of the world will increase rapidly due to the development of new technologies. Distribution of computerization will increase company revenue, improve productivity and create many new opportunities for entrepreneurs. It will also argue for economic growth, but it will also increase unemployment and deepen the gap between the rich and the poor [18].

In conditions of informative social development, globalization forms new type of economy of no-sphere type, built on the intellectual and informative and communicative component. In order to achieve social sustainable development, information and communication and computer technologies that change rules of the game in business and society should be developed. "We have watched numerous technological booms and rules, saw that the allegedly doomed to the success of the company suddenly lost their relevance, and technology in germ, which nobody took seriously, suddenly changed the world", - noted in the work "ZH. Who knows how in the future will be "[19, p. 11]. New technologies create ecosystem of new services, jobs, business models and industries that will lead to sustainable development of society.

New management concept is aimed at gaining new information technologies that complement each other and add value by formulating new values, skills, competencies,

behavior patterns, terminology, expectations and aspirations. Artificial intelligence and robotics complement information and communication and computer technology can transform the world and make it better, as it will contribute creation of new types of work and employment and with them the expansion of human capabilities.

The new concept of management aimed at sustainable development forms a new type of sustainable development economy based on the intellectual and creative component. Taken together, it is the "social intelligence" that accumulates in the intellectual part of society and constitutes a "breakthrough" in the development of sustainable development, which is sufficiently innovative, as it is a "society of innovation". Therefore, our problem of research is a society of sustainable or balanced development, representing the essence of the society of social intelligence, which is based on intelligence as the driving force of social development. A society of balanced development will develop when the strategy of development of nature and the strategy of human development will not contradict each other, but coincide.

The no-sphere economy as an economy of balanced development is an educational and intellectual economy in which education serves as the "basis of the basis" of spiritual and material production, based on the no-sphere-technological basis, which involves the subject in technological and innovation transformations and socio-cultural activities. The no-sphere economy as an economy of

balanced development includes in its laws the specific laws of the development of individual local civilizations and regions, taking into account the law of energy value, the specific conditions of interaction of the economic-natural system with the regional peculiarities of the homeostatic mechanisms of the biosphere and the planet Earth. The no-sphere economy is the economic and economically basic of socio-natural evolution management of mankind on the social intelligence background and educational society (Vernadsky, 1989).

Society as an open system is directed towards the development, evolution, reproduction of its parts and contributes to the formation of universal human cultural paradigms and values. The basis for sustainable development of the entire planet Earth can be the concept of a new no-sphere management development. In accordance with this concept, the notion of "information", from which the purity of our world depends, consciousness, culture, is put on the foreground. The no-sphere as a theory, outlook, and way of thinking acts as an aggregate of intelligence that promotes the formation of information society that evolves into smart society.

In order to achieve sustainable development of society, information, communication and computer technologies that change the rules of the game in business and society should be developed. "We watched the numerous technological booms and rules, saw that supposedly

doomed to the success of the company suddenly lost their relevance, and technology in the germ, which nobody took seriously, suddenly changed the world" - noted in the work "ZH.Kh, who knows what will be the future " [19, p. 11]. New technologies create the ecosystem of new services, jobs, business models and industries that will lead to sustainable development of society.

New management concept aims to acquire new information technologies that complement each other and add value, form new values, skills, competencies, behavior patterns, terminology, new expectations and aspirations. Artificial intelligence can transform the world and make it better, as it contribute to the creation of new work and employment types and with them the expansion of human capabilities. Added reality will enable people to do what was impossible. New concept of management as a concept of sustainable (balanced) development is a concept of social intelligence and thrifty production that should be in harmony with man, nature and society.

Thus, it should be:

1. To develop "breakthrough technologies" based on nano - and biotechnologies, robotics and artificial intelligence, and socio-humanitarian technologies, representing the essence of "public intelligence", whose breakthrough is carried out on already existing markets and new opportunities?

2. An example of such an aspiration could be the slogan:

"Access to information in this world", whose mission is to change the world, to disseminate knowledge of innovators that are superior to all the capabilities of the current technology. Every company that is trying to build a future must think in the future, heading for the achievement of "welfare for all" and the presence in the technological world that transforms our being.

3. To develop a new conception of "scenario planning" management, which is based on the forecasting of "viable strategies" that function in a functionally different future. The main thing is to think more flexibly, imagine as many variants and scenarios as possible for the development of "breakthrough technologies", to develop viable strategies, which should take into account their own resources and horizons of forecasting.

4. Network platforms are powerful tools for shaping the economy of the future generation; therefore, a new social (educational) environment should be developed, where learning, creativity and human effort are valued much more than today. Added reality gives you the opportunity to do what was still not possible, which will be

the basis for all, but creativity and prosperity should prevail. The analysis of technological, demographic and economic trends and the unwavering desire to build a "better world for all" will bring us a rebirth and the opportunity to open the no-sphere economy and savvy production in a new way, for which we should develop a new management concept.

5. Technology is an instrument for solving problems to build the infrastructure of the future; it is a means of humanitarian activity, penetration into the soul of people and the creation incredible beauty of art works, one should expect inventions that will open up a wonderful future. Humanity is capable of overcoming serious recruitment. Our main asset is mind, creativity, intelligence, creativity, our moral choice, mutual help, great dreams that will enable us to solve big problems.

Prospects for further research

- the basis of the new theory of management - the improvement of the world, challenging many economic and managerial theories and concepts of society, while continuing economic growth, aimed at destroying the nature of society and human health.

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НОВА ТЕОРІЯ УПРАВЛІННЯ ЯК ЧИННИК СТАНОВЛЕННЯ ЕКОЛОГІЧНО ЗБАЛАНСОВАНОЇ І СОЦІАЛЬНО-ОРІЄНТОВАНОЇ ЕКОНОМІКИ В УМОВАХ INDUSTRY 4.0

Анотація. Актуальність даної теми зумовлена процесами INDUSTRY 4.0, що відбувається в умовах нової промислової революції, що вимагає формування нової теорії управління як чинника створення екологічно збалансованої і соціально-орієнтованої економіки, яка націлена на збільшення добробуту населення та покращення екологічного показника. **Мета дослідження** — концептуалізація нової теорії управління як чинника створення екологічно збалансованої і соціально-орієнтованої економіки та визначення методології її аналізу. **Завдання дослідження:** використовуючи методологію системного аналізу, сформуванню нову теорію управління як чинника становлення екологічно збалансованої і соціально-орієнтованої економіки в умовах Industry 4.0.

Аналіз останніх досліджень і публікацій, в яких започатковано розв'язання даної проблеми. В роботах Макстон Грема і Рандерс Йоргена. «У пошуках добробуту. Керування економічним розвитком для зменшення безробіття та змін клімату» (Київ: Пабулум, 2017) та Медоуз Донелли, Медоуз Деніса, Ранджерс Йоргена. «Межі зростання. 30 років потому» (Київ: Пабулум, 2018) розглядаються проблеми, що стоять сьогодні перед розвиненим світом, що включає стале безробіття, зростаючу майнову нерівність та стрімкі зміни клімату. До сьогодні більшість рішень цих проблем були політично неприйнятними для світу, орієнтованого на короткострокові вигоди та бажання постійного економічного зростання.

Наукова новизна дослідження – виявлення проблем взаємодії людини, суспільства, природи в умовах INDUSTRY та умови їх подолання, що сприяють формуванню нової теорії управління як чинника створення екологічно збалансованої і соціально-орієнтованої економіки.

Результати дослідження: виявлено умови становлення сталого суспільства, в основі якого створення екологічно збалансованої і соціально-орієнтованої економіки; представлено визначення сталого розвитку суспільства та розкрито місію нової теорії управління, завдяки якій має відбутися зміна домінантної соціальної філософії, в основі якої парадигма того, як люди дивляться на світ. **Висновок** – в основі нової теорії управління - вдосконалення світу, що кидає виклик багатьом економічним та управлінським поняттям INDUSTRY 4.0, в основі яких подолання «меж зростання».

Ключові слова: нова теорія управління, екологічно збалансована і соціально-орієнтована економіка, межі зростання, «добробут для всіх»

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НОВАЯ ТЕОРИЯ УПРАВЛЕНИЯ КАК ФАКТОР СТАНОВЛЕНИЯ ЭКОЛОГИЧЕСКИ СБАЛАНСИРОВАННОЙ И СОЦИАЛЬНО-ОРИЕНТИРОВАННОЙ ЭКОНОМИКИ В УСЛОВИЯХ INDUSTRY 4.0

Аннотация. Актуальность данной темы вызвана процессами INDUSTRY 4.0, которые происходят в условиях промышленной революции, которая требует формирования новой теории управления как фактора формирования экологически сбалансированной и социально-ориентированной экономики, нацеленной на улучшение благосостояния населения и улучшения экологического показателя.

Цель исследования- конкретизация новой теории управления как фактора формирования экологически сбалансированной и социально-ориентированной экономики и определение методологии ее анализа. Задачи исследования: используя методологию системного анализа, сформировать новую теорию управления как фактора формирования экологически сбалансированной и социально-ориентированной экономики в условиях Industry 4.0.

Анализ последних исследований и публикаций, в которых представлено решение данной проблемы. В работах Макстон Грема и Рандерс Йоргена. «В поисках благосостояния. Управление экономическим развитием для уменьшения безработицы и изменения климата» (Киев: Пабулум, 2017) и Медоуз Донеллы, Медоуз Дениса, Ранджерс Йоргена. «Границы роста. 30 лет после» (Киев: Пабулум, 2018) рассматриваются проблемы, которые сегодня стоят перед странами развитого мира, которые включают безработицу, увеличивающееся имущественное неравенство и стремительные изменения климата. На сегодняшний день большинство решений этих проблем были политически не воспринятыми для мира, ориентированного на краткосрочные преимущества и желание постоянного экономического роста.

Научная новизна исследования - выявление проблем взаимодействия человека, общества и природы в условиях INDUSTRY 4.0 и направления их преодоления, которые содействуют формированию новой теории управления как фактора создания экологически сбалансированной и социально-ориентированной экономики; представлено определение устойчивого развития общества и раскрыта миссия новой теории управления, благодаря которой может произойти изменение доминантной социальной философии, в основе которой парадигма того, как люди смотрят на мир. Вывод - в основе новой теории управления - усовершенствование мира, которое бросает вызов многим экономическим и управленческим понятиям INDUSTRY 4.0, в основе которых преодоление «границ роста».

New theory of management as a factor in the formation of an ecologically balanced and socially-oriented economy in the conditions of INDUSTRY 4.0

Ключовые слова: новая теория управления, экологически сбалансированная и социально-ориентированная экономика, границы роста, «благополучие для всех».

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