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DOI <https://doi.org/10.30839/2072-7941.2018.155563>**SUSTAINABLE DEVELOPMENT MANAGEMENT CONCEPT IN
FOURTH WAVE OF GLOBALIZATION (GLOBALIZATION 4.0)**

© MELNYK, V. V.

National Pedagogical Dragomanov University (Kyiv, Ukraine)

E-mail: doc.v.melnik@mail.ru, ORCID: 0000-0001-5976-5823

Abstract. The urgency of the research looking for sustainable development management strategies under conditions of "globalization 4.0" has great theoretical and practical significance and is an innovative concept of the present, since civilization cannot exist without balanced development. Under conditions of "globalization 4.0", people begin to rethink problems that are arising during development of technologies that changed the world. The purpose of the research is in conceptualization looking out strategies for management of balanced development under conditions of the fourth wave of globalization (Globalization 4.0). The purpose of the article: to identify the problems of contemporary socio-economic development, which distinguishes exceptional dynamics and unpredictability of processes; to carry out analysis of the term "strategic management of sustainable development"; to disclose strategies for managing sustainable development under conditions of the fourth globalization wave (Globalization 4.0), both national and regional; to form the concept of sustainable development management in conditions of "globalization 4.0". **An analysis of recent research and publications from which the solution to this problem began.** We are relying on the papers of Donnelly Meadow, Dennis Meadows and Jorgen Randers, "Growth limits. 30 years later "(Kiev, 2018) - a renewed study based on new data on the trends of human civilization. **Methodology of research.** The model is based on the methodology of system dynamics and modern computer capabilities. **Scientific novelty** - in revealing the problems of "globalization 4.0" and formation of the balanced development concept of civilization. **The results of the research:** revealed problems of socio-economic development, based on which the exceptional dynamism and unpredictability of economic processes, defeat of the "fourth industrial revolution"; carrying out analysis of the term "strategic management of sustainable development"; Sustainable Management Development Strategies in the Fourth Wave of Globalization, both National and Regional Levels; the first approaches to the development of the concept of sustainable development management under the conditions of the fourth wave of globalization (globalization 4.0) have been formed. **Conclusion** - we formed first approaches to the search for strategies that underlie the concept of sustainable management in context of the fourth globalization wave (Globalization 4.0).

Key words: strategies, the concept of sustainable development management, sustainable development, the fourth wave of globalization (globalization 4.0).

**Problem solvency in general and
its connection with important
scientific or practical tasks****Introduction.**

The relevance of the research looking for sustainable management development strategies in context of

“globalization 4.0” is of great theoretical and practical importance, since without balanced development, the functioning of modern civilization is impossible. The main themes of the World Economic Forum -2019 are the consequences of globalization and

industrial digitalization, the general motto: "Globalization 4.0: the creation of global architecture in the era of the fourth industrial revolution. Professor Klaus Schwab, Chief Executive Officer of the World Economic Forum, glanced that the fourth wave of globalization should be human-centered, comprehensive and sustainable. "We are entering a period of deep global instability caused by a technological breakdown of the Fourth Industrial "He believes. The main theme of the World Economic Forum (WEF) in 2019 was international cooperation in the era of the development of new technologies, including the blockchain." [9;10].

The World Economic Forum in Davos-2019 discussed issues of international cooperation in the era of technology development, the digital economy, crypto currency, market development, cyber security, global financial risks, energy projections, social inequalities [2;1].

An analysis of recent researches and publications, from which author has begun solution of this problem

We rely on the work of Donella Meadows, Dennis Meadows and Jörgen Randers, "Increase boundaries: 30 years after" - an updated study that is based on new data on the trends of human civilization, an improved model and methodology of system dynamics and modern computer capabilities. " Updated historical reports of the Club of Rome model possible scenarios for the development of the world economy depending on the answers of mankind.

The authors analyze the options for the transition of mankind to a balanced development - the creation of a balanced and socially-oriented economy, which will ensure well-being for all [3]. An answer must be found to the question of what can be done to create an environmentally balanced and socially oriented economy that will bring prosperity for all. Everyone strives for economic growth, but it has its limits. In order to achieve the living standards of developed countries in this world, the size of the resources required for this requires several planets Earth. Since we have one planet, we should reconsider the worldview, patterns of behavior and policies of states, learn to look far ahead, learn to adapt and plan more rationally. The critical approach of the authors of this book is a wonderful life-giving ground for the expansion of horizons, the formation of a world view and a change of policy [4].

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The purpose of the study is to conceptualize the search for balanced development management strategies in the fourth wave of globalization (globalization. 4.0).

The formulation of the objectives of the article:

- to identify the problems of the modern socio-economic space, which are distinguished by exceptional dynamism and unpredictability of economic processes;
- to analyze the term "strategic management of sustainable development";
- to reveal sustainable development management strategies in the conditions of the fourth wave of

globalization (globalization. 4.0) (both national and regional or local);

- to form the concept of sustainable development management in the conditions of the fourth wave of globalization (globalization 4.0).

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

The modern socio-economic space is distinguished by exceptional dynamism and unpredictability of economic processes causing an extremely volatile (turbulent) space, which requires the formation of the concept of strategic management of sustainable development [6]. Practical experience shows that most of the strategic decisions of sustainable development management are made with limited resources, time and high unpredictability.

Philosophical dimensions of strategic management of sustainable development are a set of ideas, attitudes, principles, methods, representing a special class of management processes as opposed to regulation, current, operational, tactical management. The concept of a search for sustainable development management strategies in the fourth wave of globalization (globalization 4.0) represents a special matrix or set of variables that should lead to sustainable development. The fuller and deeper the variable concepts represent the organization's strategy, the more practical they are. Promising is the development of sustainable development management strategies in the fourth wave of globalization (globalization. 4.0). "Achieving sustainability is a complex process that includes cooperation at all levels

(national, scientific, local, media level, etc.). Each of the above sectors should make a contribution to this "culture of sustainable development" [3].

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

In the first approximation, the search for sustainable development management strategies in the conditions of the fourth wave of globalization (globalization. 4.0) is associated with transition states in the life of organizations, with the processes of their translation into qualitatively new states [7]. The increasingly popular use of the term "sustainable development management strategy" reflects a trend towards a more comprehensive assessment of the objectives, means, results and management environment. In business practice, the concept of sustainable development management strategies relates primarily to the activities of senior managers. In educational practice, sustainable development management strategies represent a kind of trope, which is aimed at developing a sustainable development strategy and is based on such areas as marketing, information systems, operational management, finance, and personnel management. In essence, sustainable development management strategies are a way of structuring the views of decision-makers on the states of managed systems and the corridors of their variability, on practical approaches to the development and implementation of strategies [4].

Sustainable development management strategies in the fourth wave of globalization (globalization. 4.0) (both national and regional or local) are closely linked and practically intertwined with the ideas of human development that are prevalent throughout the world. The concept of "human development" means that the goal of social development, including economic development, should be the expansion of people's choices in parameters of their lives and the prospects for personal development [8]. Three components are monitored - human well-being, human health and education, which together contribute to the development of human potential as a driving force for sustainable development, their influence on economic and social processes, environmental conservation and balanced development. "The global challenge can be formulated simply: in order to achieve sustainability, it is necessary to increase the consumption level in the poor countries of the world, while at the same time reducing the overall imprint of mankind" [9]. Unfortunately, the ecological imprint of humanity continues growing despite in technological progress and institutions. It is becoming a more and more serious problem, because humanity is already in the territory of insecurity [10]. Mathis Vakerenagel and his colleagues measured the "ecological imprint" of mankind and compared it with the "ecological capabilities" of the planet. They identified the environmental footprint as an area needed to provide resources

(grain, feed, wood, fish and urban areas) and carbon sequestration (carbon dioxide) of the world community.

Looking sustainable development management strategies under conditions of the fourth wave of globalization (globalization 4.0) is associated with the “Millennium Development Goals” (MDGs) defined by the world community at the beginning of the 21st century, which serve as a guideline for the development of civilization in the context of globalization. Having created their own data “accessible to the territory”) Matis Wackernagel made a painful impression, because at that moment the ecological resources of the planets were about 20% [5].

The concept of strategic management of sustainable development was the outcome of a discussion on global development policy, taking into account new principles and needs.

1) The term “sustainable development” means a global concept that claims not only the role of a leading concept for the entire global community.

2) The term “sustainable development” is transformed into the concept of balanced development, which is trying to provide answers to the most acute problems of our time [11].

3) The concept of sustainable development is distinguished by far-reaching criticism of the traditional ways of social development and at the same time the demand for new thinking and the reorientation of society.

4) The concept of sustainable development is a dynamic concept that requires the development of new management strategies designed for the future [6].

The concept of "sustainability" as the main link in the concept of balanced development management strategies is practically the survival management of each organization and society as a whole; therefore each organization must develop a strategic management concept for the survival of its organization and achieving the sustainability boundary.

Looking for sustainable development management strategies in the fourth wave of globalization (globalization. 4.0) comes down to:

1) determining the direction of innovative changes as a way to maintain the stability and dynamism of the development of organizations;

2) the priority of ecological balance of society, societies, settlements as the goal of harmonization of life activity;

3) greening technologies, adapting them to local conditions and independent energy sources, their focus on increasing the self-sufficiency of living conditions in accordance with the principles of social justice;

4) a change in the philosophical values of human life, society, which should be based on cultural and spiritual traditions, social and ecological integrity of the environment [12].

The development strategy is to make the transition from two-dimensional (environmental-economic) to three-dimensional

(socio-environmental-economic). Moreover, in this triad the social factor became the leading one. The dangers and problems that the technogenic type of development of civilization brought with it led to the formulation of the question of the need to transition to a fundamentally new type of development of the global community, which was called "sustainable development" [7].

Important principles for building a mechanism for the concept of strategic management of sustainable management, aimed at forming a strategy for the sustainable development of a country (organization or enterprise) are:

- 1) adaptability;
- 2) progressiveness;
- 3) complexity;
- 4) intellectuality.

The stability of the process of evolution of the organization is achieved through a democratic political system of society. The key to solving the problem of the socio-economic sustainability of the country (enterprise) is in development, capital increase, and a fair distribution of the enterprise's income between owners and employees. The development of countries (enterprises) is due to competitiveness and investment attractiveness, which, in turn, are provided with technology and innovation [8].

Maintaining a high level of industrial innovation is a prerequisite for the economic and political stability of Western countries. The concept of strategic management of sustainable development of the country (organizations) in the context of

theoretical and methodological measurements is aimed at:

- 1) the formation of a sustainable development strategy for the future;
- 2) the formation of organizational and business mechanisms for strategic development;
- 3) the development of mechanisms for the investment attractiveness of the organization;
- 4) the development of the human factor, aimed at introducing the concepts of socially oriented policies;
- 5) development of risk management mechanisms in order to exit the organization and the country as a whole from a systemic crisis [13].

These problems can be implemented by the system using two classes of mechanisms - adaptive and bifurcated. Bifurcation mechanisms allow achieving the most favorable conditions for the development and dramatically increasing the pace of development. All processes of functioning and development of the concept of strategic management of sustainable development of an organization are carried out on the basis of interaction of three essential principles - energy potential, information reality and synergetic approach, which forms the organization as a single social organism due to the development of algorithms of information and computerization. Steiner Christopher in the book "Total Automation. How computer algorithms change life" points out that "The boundaries of the algorithm's operation are displaced day by day. They change people in an ever wider range of activities, often where people work well. They are

smarter than us, cheaper than us ... get full power and independence ". [9].

The concept of strategic management of sustainable development is the process of harmonizing the productive forces, ensuring that the necessary needs of all members of society are met, while maintaining and gradually restoring the natural environment, creating opportunities for balance between its potential and the needs of people of all generations [14].

The strategic goals of the concept of sustainable development are to ensure stable socio-economic growth, taking into account the existing state of affairs, the restoration of natural resources, and the humanization of society.

The methodological complexity of perceiving the concept of sustainable development is aggravated by the fact that we are actually talking about the need to manage the state of the existing systemic whole (man-nature-society), in turn, due to the levels of homeostasis of the three systems:

- 1) the human body
- 2) the biosphere;
- 3) economy.

In order for the mentioned triune systemic whole (human-biosphere-economy) to retain its stability, it is necessary to maintain the stability of each of these systems. The essence of the concept of strategic management of sustainable development comes down to high-quality progressive transformations of production systems, economic relations and social structure.

It can be said that the concept of strategic management of sustainable

development attempts to integrate principles into the system:

- 1) ensuring economic efficiency;
- 2) social security;
- 3) environmental safety [15].

Under sustainable development should be understood such development, which does not impose additional costs on the next generation, minimizes the negative external effects between generations. Within the framework of sustainable development, humanity should live only on interest from natural capital, without affecting it. At the same time several criteria for sustainable development are proposed, among which are:

1. The amount or possibility of biomass production of renewable natural resources (land, forest, etc.) should at least not decrease over time, that is, they should be provided with a mode of their simple reproduction.

2. It is necessary to maximally slow down the rate of exhaustion of reserves of uninspired natural resources with the prospect of replacing them in the future with other unlimited types of resources.

3. There should be a minimization of waste based on the introduction of low-waste and resource-saving technologies [11].

4. In the future, environmental pollution should not exceed its current level; pollution should be minimized to a socially and economically acceptable level. "But since the economy has changed, our indicators should also change. In the second era of machines, we care more and more about ideas, and not about things - mind, not matter, bits, not atoms,

interaction, and not transactions. The irony of the infomithic era is that we actually know less about the sources of value in the economy than fifty years ago, "note Brignollsson E., Makafi E. in the paper *The Second Age of Machines: Work, Progress and Prosperity in Emergency Times technologies*" [1, p. 87].

We can note that the sustainable development of society in the context of the concept of strategic management is a rather complex synergistic process in which all peoples, countries and civilizations are involved. Formation and development of the concept of strategic management of sustainable development in the conditions of civilizational development is the creation of such a management strategy that would contribute to the economic, political and social self-organization of society, provide solutions to the problems of environmental and industrial policy, based on sustainable development.

Achieving sustainable development should be based on the economic aspect, based on:

1) the economic activity of mankind, which focuses not on increasing the consumption of biosphere resources, but on their rationalization;

2) further development should proceed not from an increase in material production, but from the intensification of the economy at the expense of information technologies;

3) sustainable development is focused on overcoming a large difference in income levels and quality of life between different

countries, different groups and different strata;

4) any economic decision should take into account the near and far social and environmental consequences. At the same time, the formation and development of the concept of strategic management of sustainable development includes various strategies, as the authors of the monograph under the ed. M. Lepsky:

1) development strategy;

2) a strategy of limited development;

3) focusing strategy;

4) the strategy of globalization of national cooperation;

5) savings strategy;

6) survival strategy;

7) innovation strategy;

8) competition at different stages of the industry life cycle;

9) the strategy of change of course, restructuring;

0) diversification strategy;

11) cluster strategy [1, p.75].

Of course, each of these strategies makes its own contribution to the development of the concept of sustainable development (homeostasis), according to which certain countries and peoples follow.

We agree with the authors of this collective monograph, but at the same time tend to use the concept (mechanisms, principles, ideas) of the dynamic equilibrium of a social system and the conditions for its sustainability. Obviously, every social system has its limits of social sustainability. Since the quantitative level of organization of the economic and political subsystems and the

public system is expressed in economic efficiency, then we are talking about the economic boundary conditions of social sustainability of the social system, which develop as complex systems. As David Rose points out, "important two systems of thinking are: systems that are self-regulated through feedback loops, and complex, with a large number of components that interact with each other and affect each other and, to some extent, are able to learn, change, and to adapt "[11, p. 248].

Social sustainability has a minimum and maximum boundaries expressed by the limiting values of dynamic equilibrium, within which society develops steadily, that is, it has sustained economic growth. At the same time, it should be borne in mind those two types of development mechanisms are involved in the development of a social system:

1) bifurcation, corresponding to crisis processes;

2) adaptation, corresponding to the processes accompanied by high rates of economic growth.

Therefore, the state of dynamic equilibrium of a social system between its two extreme values has two forms:

1) stable equilibrium;

2) unstable equilibrium.

The unstable equilibrium corresponds to the bifurcation processes of development, when a new structure of connections of the system is being formed, and exists until the moment when the structure of the system is formed; stable equilibrium corresponds to adaptation processes — high rates of economic

growth. At the same time, globalization creates the conditions under which external factors play a decisive role in raising the level of development of countries that are developing, including for Ukraine [16].

At the same time, there are important external factors promoting sustainable development:

1) international cooperation in the field of finance;

2) cooperation regarding the transfer of new technologies;

3) the establishment of equitable international trade;

4) general actions in ensuring military, economic, social and other types of development security.

Ukraine should create favorable environment for implementation of the sustainable developmental process. The necessary conditions for sustainable development include:

- the democratization of society and government;

- improvement of the environment;

- creating a favorable climate for investment;

- pursuing a fair social and economic policy;

- development of democratic institutions of civil society;

- the rule of law; - overcoming corruption; - ensuring gender equality;

- guaranteeing fundamental human rights and freedoms.

This requires an assessment of all investment projects in terms of their compliance with sustainable development criteria. Conditions for the transition to sustainable development should be created in the context of legal, institutional, research

and educational activities aimed at strengthening social capital, developing human potential, preserving and renewing biosphere capital and creating the necessary mechanisms to implement the concept of strategic management of sustainable development. The policy of many countries is based on the concept of sustainable development, which includes economic, social and environmental potential [16].

According to many philosophers, sustainable development is the transition from the internally contradictory social sphere, in which the bio-destructive technical sphere and the internally harmonic no sphere coexist. In this regard, it is necessary to emphasize that the environment functions on the basis of its own laws, the study of which by humanity was a bit late, as the world civilization, in order to survive, must not only discover new laws of the functioning of the biosphere, but strictly adhere to them. "At the beginning of the twentieth century. most Europeans have been unable to separate the universal ideas and benefits of mass production from their unique American environment of origin. As a

result of the whole generation, these progressive ideas have been rejected. Our main task today is not to repeat this mistake for the second time," said James P. Womack, Daniel T. Jones, Daniel Rus in *The Machine That Changed the World. History of line production - dark weapons "Toyota" in automotive wars* [12, p. 18].

Conclusions

Outside - and the decline later - public welfare will be a consequence of insufficient preparation of society for the future. Welfare deterioration will occur, for example, when there is no ready-made oil substitution, rare fish in the wild and ever more expensive tropical wood, as these resources will just begin to deteriorate. The situation will become even worse when the resource base is destroyed and destroyed when it is out of the way. Then the society may experience a collapse.

Globalization 4.0 should take into account the interests of all members of society, largely based on the principles of morality. "We need the remoralization of globalization," concludes the executive chairman of the forum K. Schwab [9;10].

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МЕЛЬНИК, В. В. – кандидат філософських наук, доцент кафедри управління, інформаційно-аналітичної діяльності та євроінтеграції, Національний педагогічний університет імені М. П. Драгоманова (Київ, Україна)
E-mail: doc.v.melnik@mail.ru, ORCID: 0000-0001-5976-5823

КОНЦЕПЦІЯ МЕНЕДЖМЕНТУ СТАЛОГО РОЗВИТКУ В УМОВАХ ЧЕТВЕРТОЇ ХВИЛІ ГЛОБАЛІЗАЦІЇ (ГЛОБАЛІЗАЦІЇ 4.0)

Анотація. Актуальність дослідження пошуку стратегій розвитку менеджменту стійкого розвитку в умовах «глобалізації 4.0» має велике теоретичне і практичне значення і є інноваційною концепцією сучасності, тому що без збалансованого розвитку цивілізація існувати не зможе. В умовах «глобалізації 4.0» починають переосмислюватися проблеми, які виникли в часи розвитку технологій, що змінили світ. **Мета дослідження** - концептуалізація пошуку стратегій менеджменту збалансованого розвитку в умовах четвертої хвилі глобалізації (глобалізації 4.0). **Мета статті** : виявити проблеми сучасного соціально-економічного розвитку, які відрізняють винятковий динамізм та непередбачуваність процесів; здійснити аналіз терміну «стратегічний менеджмент стійкого розвитку»; розкрити стратегії менеджменту стійкого розвитку в умовах четвертої хвилі глобалізації (глобалізації 4.0) як національного, так і регіонального масштабів; сформулювати концепцію менеджменту стійкого розвитку в умовах «глобалізації 4.0». **Аналіз останніх досліджень і публікацій, з яких започатковано розв'язання даної проблеми.** Ми спираємося на роботу Донелли Медоуз, Денніса Медоуз і Йоргена Рандерса «Межі зростання. 30 років потому» (Київ, 2018) - поновлене дослідження, що базується на нових даних про

тенденції розвитку людської цивілізації. **Методологія дослідження.** В основі моделі - методологія системної динаміки та сучасних комп'ютерних можливостей. Наукова новизна - у виявленні проблем «глобалізації 4.0» та формуванні концепції збалансованого розвитку цивілізації. **Результати дослідження** - виявлено проблеми соціально-економічного розвитку, в основі яких знаходиться винятковий динамізм та непередбачуваність економічних процесів, поразка «четвертої промислової революції»; здійснено аналіз терміну «стратегічний менеджмент стійкого розвитку»; розглянуто стратегії менеджменту стійкого розвитку в умовах четвертої хвилі глобалізації як національного, так і регіонального рівня масштабів; сформовані перші підходи до вироблення концепції менеджменту стійкого розвитку в умовах четвертої хвилі глобалізації (глобалізації 4.0). **Висновок** - нами сформовано перші підходи до пошуку стратегій, що лягли в основу концепції менеджменту стійкого розвитку в умовах четвертої хвилі глобалізації (глобалізації 4.0).

Ключові слова: стратегії, концепція менеджменту стійкого розвитку, стійкий розвиток, четверта хвиля глобалізації (глобалізація 4.0).

МЕЛЬНИК В. В. – кандидат философских наук, доцент кафедры управления, информационно-аналитической деятельности и евроинтеграции, Национальный педагогический университет имени М. П. Драгоманова (Киев, Украина)

E-mail: doc.v.melnik@mail.ru, ORCID: 0000-0001-5976-5823

КОНЦЕПЦИЯ МЕНЕДЖМЕНТА УСТОЙЧИВОГО РАЗВИТИЯ В УСЛОВИЯХ ЧЕТВЕРТОЙ ВОЛНЫ ГЛОБАЛИЗАЦИИ (ГЛОБАЛИЗАЦИИ 4.0).

Аннотация. Актуальность исследования поиска стратегий развития менеджмента устойчивого развития в условиях «глобализации 4.0» имеет большое теоретическое и практическое значение и является инновационной концепцией современности, так как без сбалансированного развития цивилизация существовать не сможет. В условиях «глобализации 4.0» начинают переосмысливаться проблемы, которые возникли во времена развития технологий, которые изменили мир. Цель исследования - концептуализация поиска стратегий менеджмента устойчивого развития в условиях четвертой волны глобализации (глобализации 4.0). Цель статьи - выявить проблемы современного социально-экономического развития, которые отличаются исключительным динамизмом и непредсказуемостью процессов; осуществить анализ термина «стратегический менеджмент устойчивого развития», раскрыть стратегии менеджмента устойчивого развития в условиях четвертой волны глобализации (глобализации 4.0) как национального, так и регионального масштабов; сформировать концепцию менеджмента устойчивого развития в условиях «глобализации 4.0». **Анализ последних исследований и публикаций, из которых начато решение данной проблемы.** Мы опираемся на работу Донелли Медоуз, Денниса Медоуз и Йоргена Рандерс «Пределы роста. 30 лет спустя» (Киев, 2018) - обновленные исследования, основанные на новых данных о тенденциях развития человеческой цивилизации. **Методология исследования.** В основе модели - методология системной динамики и современных компьютерных возможностей. Научная новизна - в выявлении проблем «глобализации 4.0» и формировании концепции устойчивого развития цивилизации. **Результаты исследования:** выявлены проблемы социально-экономического развития, в основе которых лежит исключительный динамизм и непредсказуемость экономических процессов, поражение «четвертой промышленной революции»; осуществлен анализ термина «стратегический менеджмент устойчивого развития»; рассмотрены стратегии менеджмента устойчивого развития в условиях четвертой

Sustainable development management concept in fourth wave of globalization (globalization 4.0)

волны глобализации как национального, так и регионального уровня; сформированы первые подходы к выработке концепции менеджмента устойчивого развития в условиях четвертой волны глобализации (глобализации 4.0). **Вывод** - нами сформированы первые подходы к поиску стратегий, которые легли в основу концепции менеджмента устойчивого развития в условиях четвертой волны глобализации (глобализации 4.0).

Ключевые слова: стратегии, концепция менеджмента устойчивого развития, устойчивое развитие, четвертая волна глобализации (глобализация 4.0).

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