International Journal on Science and Technology (IJSAT)
E-ISSN: 2229-7677 ● Website: www.ijsat.org ● Email: editor@ijsat.org

The Study of Commerce and Management in the Age of Industry 6.0

Dr. S. Ambika[1], Bala Suriya S[2]

[1]**M. Com., M.Phil., Ph.D.,** Assistant Professor, Agurchand Manmull Jain College, Meenambakkam, Chennai
[2]**M.Com (Computer Application),** K.R.P College of Arts and Science, Kakkivadanpatti, Sivakasi

Abstract

Industry 6.0, a new industrial era marked by the smooth integration of automation, artificial intelligence, hyper-connectivity, and human-centric solutions, has been ushered in by the rapid growth of technology. In the framework of Industry 6.0, this study examines how management and commerce are changing, examining how organizational strategies, workforce dynamics, and commercial practices have changed. It explores how supply chain management, decision-making procedures, and consumer interaction are being transformed by technologies including artificial intelligence (AI), the Internet of Things (IoT), blockchain, and robotics. It also looks into the issues raised by Industry 6.0, such as labor reskilling, ethical issues, and the socioeconomic effects of automation. With a focus on sustainable practices and the humanization of technology, the research seeks to offer a thorough knowledge of how businesses can adapt and prosper in this revolutionary era.

Keywords: Advanced AI, Blockchain technology, hyper-automation, IoT

I. INTRODUCTION

Industry 6.0 ushers in a revolutionary era that expands on the groundwork established by its forerunners. With the use of technologies like cloud computing, artificial intelligence (AI), and the Internet of Things (IoT), Industry 4.0 brought intelligent automation and digitalization. Industry 5.0 advanced this development by emphasizing human-machine cooperation and placing a higher value on sustainability, innovation, and creativity. However, Industry 6.0 goes beyond these turning points and ushers in a period of highly intelligent, human-centered, and interconnected systems that are intended to transform both industries and communities.

Fundamentally, Industry 6.0 refers to the smooth fusion of cutting-edge technologies like artificial intelligence (AI), robotics, blockchain, quantum computing, and cyber-physical systems to build ecosystems in which humans, machines, and environments live in harmony. In contrast to other industrial revolutions that prioritized cost reduction and manufacturing efficiency, Industry 6.0 places a strong emphasis on sustainability, human empowerment, and personalization. It ensures that innovation is in line with society demands, ethical considerations, and environmental obligations by fusing automation and human interaction.

The era of Industry 6.0 is significantly altering management and commerce. Conventional management techniques and company procedures are changing to satisfy the needs of an increasingly interconnected society. Digital technologies are becoming essential to decision-making, consumer interaction, and operational effectiveness; they are no longer only tools. While AI-driven analytics improve prediction capabilities in market trends, customer behavior, and resource optimization, blockchain is reimagining supply chains for transparency and traceability.

Additionally, Industry 6.0 presents the workforce with new prospects and challenges. Job responsibilities are changing due to automation and robotics, thus people must reskill and upskill in order to stay relevant in this changing environment. By promoting diversity, inclusivity, and employee well-being, organizations are embracing a human-centric strategy, realizing that innovation depends on the fusion of technology accuracy and human ingenuity.

The purpose of this study is to investigate the various effects of Industry 6.0 on management and commerce. It looks into how companies may use cutting-edge technologies to improve consumer experiences, generate long-term value, and stay ahead of the competition. It also looks at the ethical and socioeconomic issues raised by these technological developments, including worker displacement, data privacy, and digital inequality.

Businesses, politicians, and academics must comprehend the ramifications of Industry 6.0 as the world prepares to enter this transformative industrial era. Organizations may successfully manage the challenges of this era while promoting growth and diversity by implementing forward-thinking strategies and embracing the values of innovation, cooperation, and sustainability. The goal of this study is to provide a thorough framework for comprehending the dynamics of management and commerce in the era of Industry 6.0 and becoming ready for the chances and difficulties it brings.

II. OBJECTIVE

1. To investigate the main ideas and characteristics of Industry 6.0 and how they affect management and business.
2. To examine how cutting-edge technologies like robotics, blockchain, IoT, and AI are changing how businesses operate.
3. To investigate how Industry 6.0 affects company culture, skill needs, and workforce dynamics.
4. To analyze the ethical, social, and economic concerns involved with the implementation of Industry 6.0 technology.
5. To give companies strategic insights so they can innovate, adapt, and stay sustainable in the Age of Industry 6.0.
6. To look at how human-centered methods could help close the gap between technology and society in management and commerce

III. LITERATURE REVIEW

The evolving landscape of industrial revolutions has been widely studied, with scholars mapping out the significant shifts from Industry 1.0 to 5.0 and moving towards Industry 6.0. Industry 6.0 introduces a

blend of artificial intelligence (AI), hyper-automation, and blockchain technologies, which necessitate a deeper understanding of their impact on management and commerce (Schwab, 2016; Schwab & Davis, 2018). This review examines key theoretical perspectives and emerging concepts in Industry 6.0, focusing on technological advancements, their implications for commerce and management, and the theoretical frameworks needed to address these changes.

Brynjolfsson and McAfee (2014) and Agarwal &Brem (2012) explore the transition between industrial phases, noting how technological innovations have continuously redefined management and commerce. With the onset of Industry 4.0, the focus shifted towards integrating cyber-physical systems and big data. Industry 6.0 represents a new frontier, building on these developments by incorporating hyper-automation and decentralised technologies like blockchain, reshaping traditional management theories (Schwab, 2016). This evolution has spurred a need to rethink Taylorism and the Human Relations Movement, as they are insufficient in addressing the complexities of AI and datadriven decision-making (Kotter, 2012; Christensen, 2016)

Willcocks (2020) argues that automation in Industry 6.0 calls for management theories that integrate AI with decision-making processes, shifting away from human-led strategies to machine-assisted models. Similarly, Brynjolfsson, Rock, &Syverson (2017) discuss the "productivity jigsaw," in which AI and machine learning challenge previous models of labour and management, pushing businesses to reconceptualise roles and processes

Incorporating blockchain technology into commerce introduces a paradigm shift in trust, as Tapscott & Tapscott (2016) argue. Blockchain decentralises control, removing the need for intermediaries and creating new management challenges, especially concerning cybersecurity and data integrity. This shift challenges conventional frameworks of centralised authority in management and commerce (Solove, 2021). Theoretical perspectives on trust and control must evolve to accommodate these decentralised systems and ensure compliance with regulatory standards (Gartner, 2020).

Bessen (2019) and Brynjolfsson et al. (2017) argue that technological progress inevitably leads to skills obsolescence, requiring businesses to invest in continuous learning and workforce reskilling. Theoretical perspectives on human capital development are evolving to emphasise adaptability and lifelong learning. Implementing Industry 6.0 technologies poses a significant challenge, as businesses must adopt new tools and redesign their organisational structures to accommodate technological advancements (Willcocks, 2020).

IV. FOUNDATIONS AND CONCEPTUAL FRAMEWORKS EVOLUTION OF INDUSTRIAL PARADIGMS

A continuum of technological developments may be seen in the evolution of Industry 1.0 to 6.0. Industry 6.0 introduces the most complicated integration of technology to date. Every industrial revolution has brought about major changes in commerce and management methods. This growth makes it necessary to reconsider conventional management theories and create new frameworks in order to comprehend the intricacies of artificial intelligence, block chains, and hyper-automation.

RECONCEPTUALISING COMMERCE AND MANAGEMENT :

Efficiency and employee satisfaction were the main concerns of traditional management theories like Taylorism and the Human Relations Movement. These theories need to be rethought in light of Industry

6.0 in order to account for the digital transformation of business. In order to meet the needs of Industry 6.0, modern theories must now place a strong emphasis on agility, innovation, and data-driven decision-making.

V. CONCEPTUALIZING EMERGING TRENDS IN INDUSTRY 6.0

1. HYPER-AUTOMATION AS A CONCEPTUAL SHIFT

The combination of AI, machine learning, and sophisticated robotics is known as hyper-automation, and it signifies a dramatic change in the way that operational efficiency is thought of. As firms look to automate complicated processes and decision-making, this development calls for a reassessment of current management methods and business processes.

2. AI AND MACHINE LEARNING IN MANAGEMENT THEORIES:

AI and machine learning are increasingly central to the theoretical understanding of customer relationship management, supply chain optimization, and predictive analytics. These technologies challenge traditional management approaches, necessitating new theoretical models that incorporate AI-driven insights.

3. BLOCK CHAIN AND THE REDEFINITION OF TRUST:

Block chain technology introduces a new paradigm in trust and transparency, challenging traditional notions of centralized control. The decentralized nature of block chain calls for a redefinition of management theories, particularly in the areas of cyber security and data integrity.

4. PERSONALIZATION AND THE NEW CUSTOMER EXPERIENCE PARADIGM:

The emphasis on personalized products and services represents a paradigm shift in customer engagement. Businesses must now conceptualize new frameworks for understanding customer behaviour and preferences, driven by advanced analytics and AI-driven insights.

5. SUSTAINABILITY AND ETHICAL BUSINESS IN INDUSTRY 6.0

Industry 6.0 drives a focus on sustainability and ethical practices, requiring a rethinking of business models to incorporate eco-friendly practices and transparent supply chains. The conceptualization of ethical business practices in the context of Industry 6.0 is critical for aligning with regulatory requirements and consumer expectations.

VI. CHALLENGES IN COMMERCE AND MANAGEMENT WITHIN INDUSTRY 6.0

CONCEPTUALIZING TECHNOLOGICAL INTEGRATION

The challenge of integrating new technologies with existing systems requires a theoretical framework that addresses compatibility issues and the seamless transition to advanced systems. This integration poses significant conceptual challenges in managing change without disrupting business continuity.

1. ADDRESSING SKILL GAPS IN THEORETICAL MODELS:

The rapid advancement of technology creates a skills gap, challenging traditional human resource management theories. Businesses need to reconceptualise employee training and development strategies to equip their workforce with the necessary skills for Industry 6.0.

2. REGULATORY AND ETHICAL THEORIES:

The adoption of new technologies raises regulatory and ethical concerns that require new theoretical approaches. Concepts related to data privacy, intellectual property rights, and compliance with legal standards must be revisited in light of the challenges posed by Industry 6.0 .

3. PERSPECTIVES ON COST OF IMPLEMENTATION:

The financial burden of implementing advanced technologies can be substantial. This necessitates a theoretical analysis of cost-benefit frameworks that help businesses evaluate the return on investment for Industry 6.0 technologies.

4. DATA PRIVACY AND THEORETICAL CONSTRUCTS:

As data collection and analysis become more sophisticated, ensuring data privacy requires robust theoretical constructs to safeguard sensitive information. Businesses must adopt new conceptual frameworks for cyber security that address the unique challenges of Industry 6.0.

VII. CHALLENGES IN IMPLEMENTING INDUSTRY 6.0 TECHNOLOGIES

1. COST AND RESOURCE ALLOCATION

Implementing advanced technologies often comes with high upfront costs and requires significant resource allocation. Businesses must navigate these financial challenges by developing cost-effective strategies that balance innovation with budget constraints. The conceptual analysis of this challenge highlights the need for robust financial planning and risk management frameworks.

2. ORGANIZATIONAL CHANGE MANAGEMENT

The introduction of new technologies can disrupt existing organizational structures and processes. Businesses must manage this change effectively to avoid disruptions in operations. This challenge requires a theoretical understanding of change management that incorporates the unique demands of Industry 6.0, including the need for cross-functional collaboration and leadership buy-in.

3. ETHICAL AND REGULATORY COMPLIANCE

As businesses adopt new technologies, they must also navigate the complex landscape of ethical and regulatory compliance. This includes ensuring data privacy, protecting intellectual property, and adhering to industry-specific regulations. Theoretical perspectives on ethical compliance in Industry 6.0 emphasize the importance of developing governance frameworks that address these challenges while fostering innovation.

VIII. STRUGGLES IN THE AGE OF INDUSTRY 6.0

1. THE HUMAN ELEMENT IN TECHNOLOGICAL TRANSFORMATION

While Industry 6.0 offers numerous advantages in terms of efficiency and innovation, it also presents significant challenges for the human workforce:

2. JOB DISPLACEMENT AND RESKILLING

The automation of tasks traditionally performed by humans raises concerns about job displacement. Workers in industries heavily impacted by automation may find their skills obsolete, leading to job loss and economic instability. The conceptual understanding of this struggle highlights the need for comprehensive reskilling programs that provide workers with the skills needed for new roles in an automated economy.

3. PSYCHOLOGICAL AND SOCIAL IMPACTS

The rapid pace of technological change can create psychological stress and social challenges for workers. The fear of obsolescence, the pressure to constantly adapt, and the potential erosion of work-life balance are significant concerns that must be addressed. Theoretical perspectives on these struggles emphasize the importance of organizational support systems, including mental health resources and programs that promote work-life integration.

4. INEQUALITY AND ACCESS TO OPPORTUNITIES

Industry 6.0 may exacerbate existing inequalities, as access to new technologies and the benefits they offer is often unevenly distributed. Workers in developing regions or industries with limited technological infrastructure may find themselves at a disadvantage, widening the gap between the technology haves and have-nots. Conceptual frameworks must address these disparities by promoting inclusive strategies that ensure all workers have access to the opportunities created by Industry 6.0.

IX. RESEARCH METHODOLOGY

Sample Size	254 Responses in total
Sample Technique	Random Sampling
Study Area and Period	India (Particularly Virudhunagar and Chennai area) and Upto 20th Jan 2025
Data Collection	Primary Data – Questionnaire
Target Population	Students & Graduates

X. DATA ANALYSIS AND INTERPRETATION

GENDER :

GENDER	NO.OF.RESPONDENTS	PERCENT
MALE	113	44
FEMALE	129	51
PREFER NOT TO SAY	09	4
TOTAL	254	100

Table 1.1

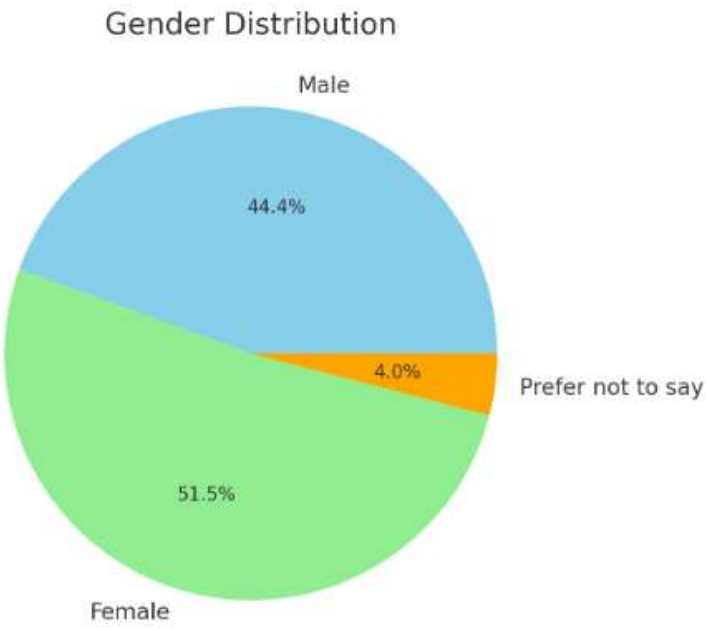

Fig 1.1

Interpretation :

A nearly equal distribution between males (44%) and females (51%), with 4% preferring not to disclose their gender, indicating balanced participation.

AGE :

AGE	NO.OF.RESPONDENTS	PERCENT
Below 20	63	25
21 – 30	162	64
31 – 40	21	8
41 And Above	8	3
Total	254	100

Table 1.2

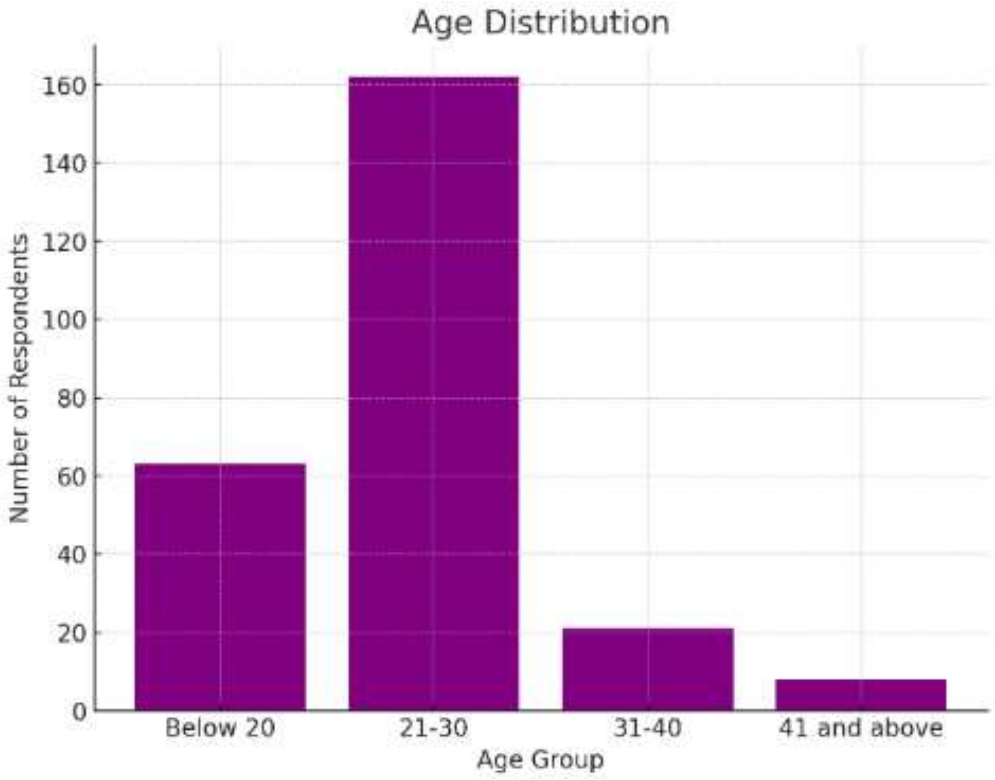

Fig 1.2

Interpretation :

The majority are aged between 21–30 years (64%), highlighting a focus on younger respondents, followed by those below 20 years (25%). Participants aged above 40 years form only 3% of the sample.

LEVEL OF EDUCATION :

PARTICULARS	NO.OF.RESPONDENTS	PERCENT
SECONDARY	24	9
GRADUATE	139	55
POST GRADUATE	91	36
ILLITERATE	0	0
TOTAL	254	100

Table 1.3

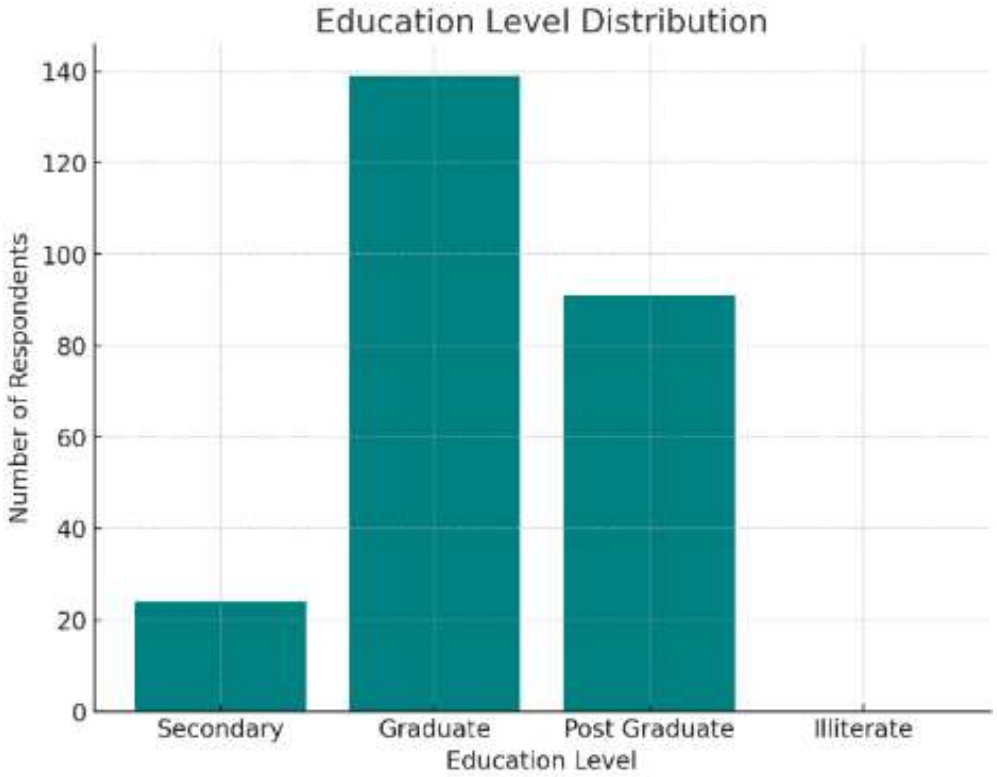

Fig 1.3

Interpretation :

Most respondents are graduates (55%), followed by postgraduates (36%). Only 9% have completed secondary education, and none are illiterate, reflecting a well-educated group.

DISCIPLINE

DISCIPLINE	NO.OF.RESPONDENTS	PERCENT
ARTS	24	9
COMMERCE	139	55
MANAGEMENT	89	35
SCIENCE	2	1
TOTAL	254	100

Table 1.4

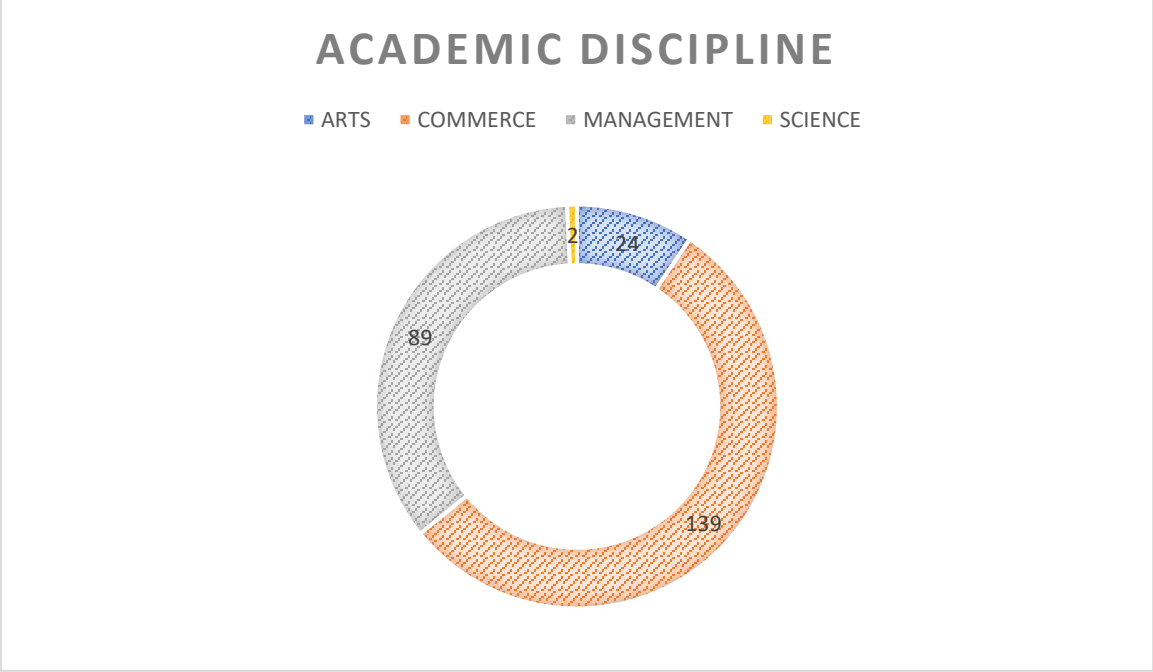

Fig 1.4

Interpretation :

The majority of respondents are from the Commerce discipline (55%), followed by Management (35%), Arts (9%), and Science (1%), indicating a strong representation from commerce and management fields, with minimal participation from science.

I AM AWARE OF THE CONCEPT AND PRINCIPLES OF INDUSTRY 6.0

PARTICULARS	NO.OF.RESPONDENTS	PERCENT
STRONGLY AGREE	174	69
AGREE	36	14
NEUTRAL	23	09
DISAGREE	19	07
STRONGLY DISAGREE	02	01
TOTAL	254	100

Table 2.1

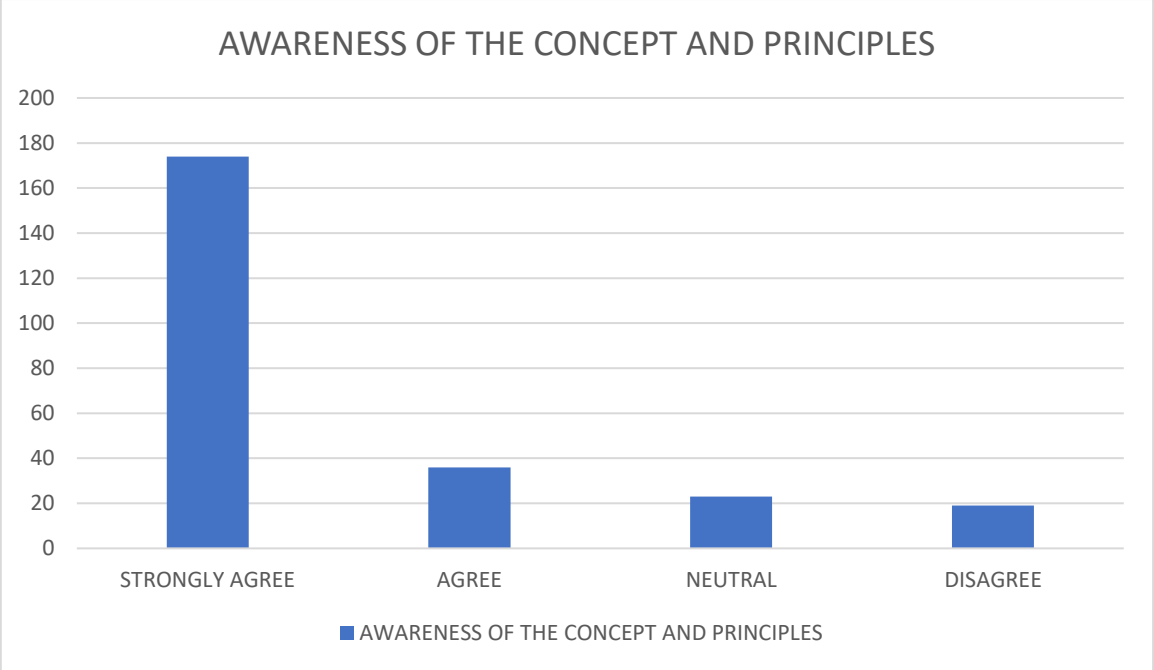

Fig 2.1

Interpretation:

The survey results indicate a **strong positive perception** of Industry 6.0's impact on commerce and management. A **majority (69%) strongly agree**, while **14% agree**, making a total of **83% positive responses**. **Neutral responses (9%)** suggest some uncertainty, whereas **7% disagree** and **1% strongly disagree**, indicating minimal resistance.

EXISTING MANAGEMENT THEORIES ARE SUFFICIENT TO ADDRESS THE CHANGES BROUGHT BY INDUSTRY 6.0

PARTICULARS	NO.OF.RESPONDENTS	PERCENT
NOT FAMILIAR	87	35
SOMEWHAT FAMILIAR	72	28
VERY FAMILIAR	68	27
TOTAL	254	100

Table 2.2

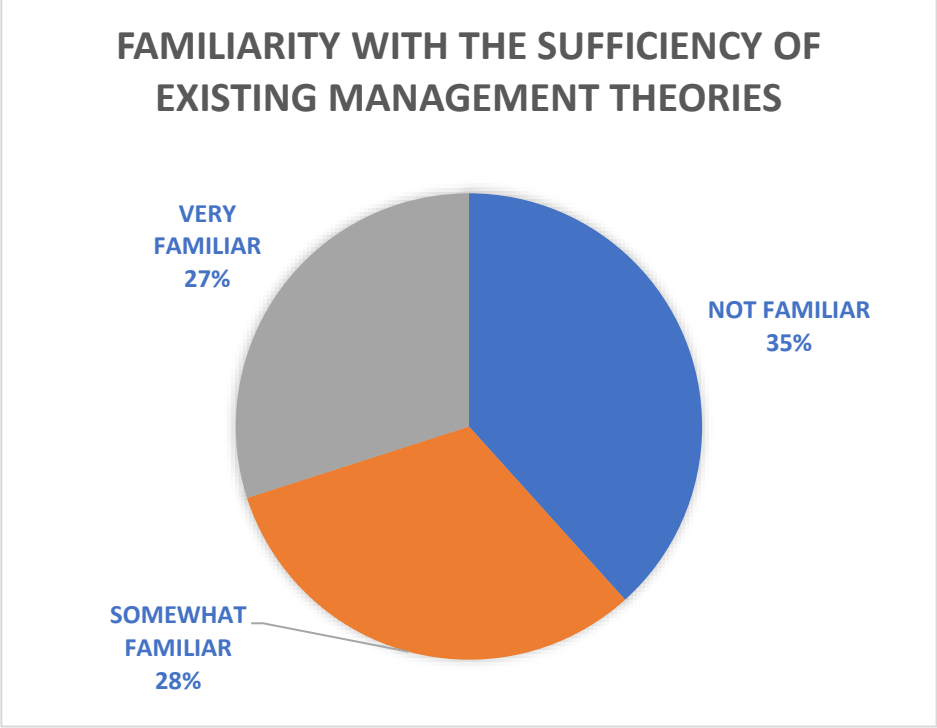

Fig 2.2

Interpretation:

The findings suggest that while some respondents (27%) have a solid grasp of the subject, a **majority (63%)** either lack familiarity or have limited knowledge.

THE INTEGRATION OF ADVANCED TECHNOLOGIES LIKE AI AND IOT IS ESSENTIAL IN THE INDUSTRY 6.0 FRAMEWORK

PARTICULARS	NO.OF.RESPONDENTS	PERCENT
STRONGLY AGREE	174	69
AGREE	36	14
NEUTRAL	23	09
DISAGREE	19	07
STRONGLY DISAGREE	02	01
TOTAL	254	100

Table 2.3

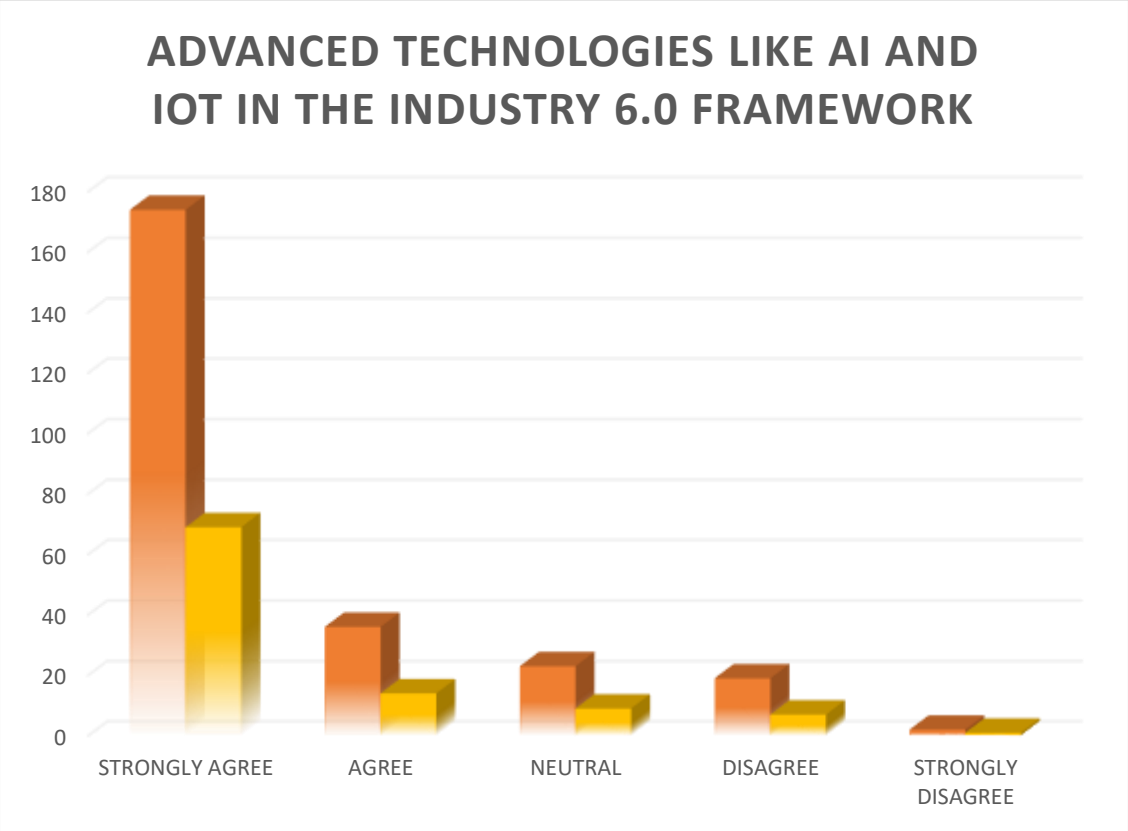

Fig 2.3

Interpretation:

With **83% of respondents expressing agreement**, there is a **strong consensus** that AI and IoT are essential components of Industry 6.0. However, the **16% neutral or disagreeing responses** highlight the need for further discussion on challenges, potential limitations, or alternative approaches to technological integration.

I BELIEVE THAT INDUSTRY 6.0 WILL SIGNIFICANTLY TRANSFORM GLOBAL COMMERCE.

PARTICULARS	NO.OF.RESPONDENTS	PERCENT
STRONGLY AGREE	102	40
AGREE	51	20
NEUTRAL	39	15
DISAGREE	44	18
STRONGLY DISAGREE	18	07
TOTAL	254	100

Table 2.4

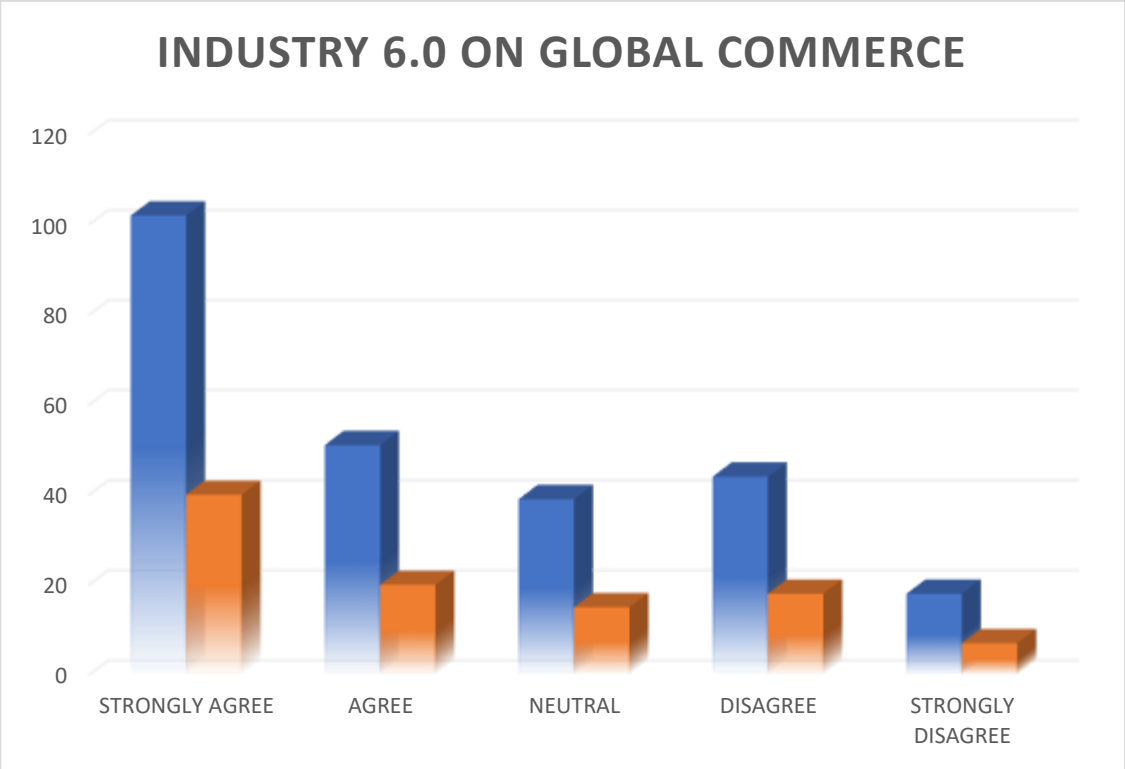

Fig 2.4

Interpretation:

With **60% of respondents in agreement**, there is a general belief that Industry 6.0 will significantly change global commerce. However, **25% expressing disagreement** highlights concerns or doubts about its impact. The **15% neutral responses** suggest a need for more awareness and information on how Industry 6.0 will shape global trade and business.

INDUSTRY 6.0 WILL INCREASE THE FOCUS ON EMOTIONAL INTELLIGENCE IN LEADERSHIP ROLES.

PARTICULARS	NO.OF.RESPONDENTS	PERCENT
STRONGLY AGREE	80	31
AGREE	87	35
NEUTRAL	31	12
DISAGREE	38	15
STRONGLY DISAGREE	18	07
TOTAL	254	100

Table 2.5

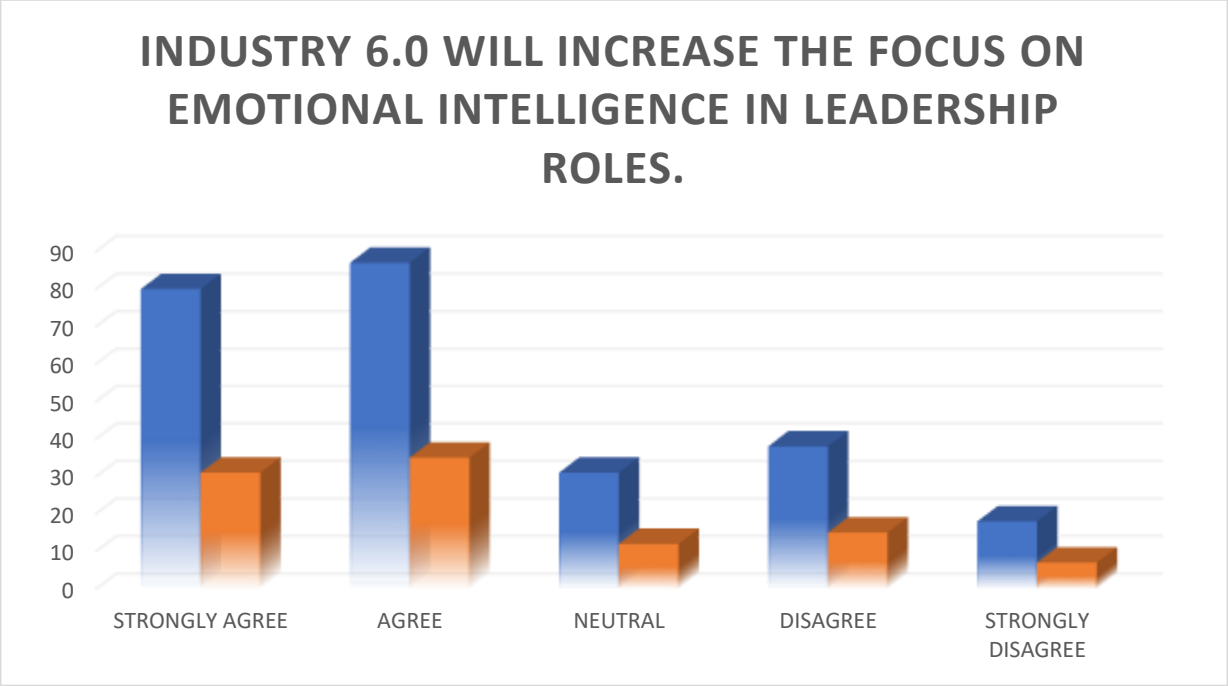

Fig 2.5

Interpretation:

With a **majority (66%) supporting the idea**, there is a strong belief that **Industry 6.0 will require leaders to focus more on emotional intelligence**, likely due to increased human-AI collaboration and evolving workplace dynamics. However, the **22% disagreement** and **12% neutral responses** suggest that some individuals may still question the extent to which emotional intelligence will be prioritized in leadership roles.

COLLABORATIVE INNOVATION WITH AI AND HUMANS WILL BE CENTRAL TO INDUSTRY 6.0 PRACTICES

PARTICULARS	NO.OF.RESPONDENTS	PERCENT
STRONGLY AGREE	93	37
AGREE	61	24
NEUTRAL	44	17
DISAGREE	33	13
STRONGLY DISAGREE	23	09
TOTAL	254	100

Table 2.6

Fig 2.6

Interpretation:

With **61% of respondents in agreement**, there is a strong belief that **AI-human collaboration will drive innovation in Industry 6.0**. However, the **22% disagreement** and **17% neutral responses** indicate that some individuals either **question the feasibility of AI-human synergy** or are **uncertain about its impact** in the evolving industrial landscape.

LACK OF A SKILLED WORKFORCE IS A MAJOR CHALLENGE FOR BUSINESSES ADOPTING INDUSTRY 6.0

PARTICULARS	NO.OF.RESPONDENTS	PERCENT
STRONGLY AGREE	65	26
AGREE	79	31
NEUTRAL	42	09
DISAGREE	37	15
STRONGLY DISAGREE	30	19
TOTAL	254	100

Table 2.7

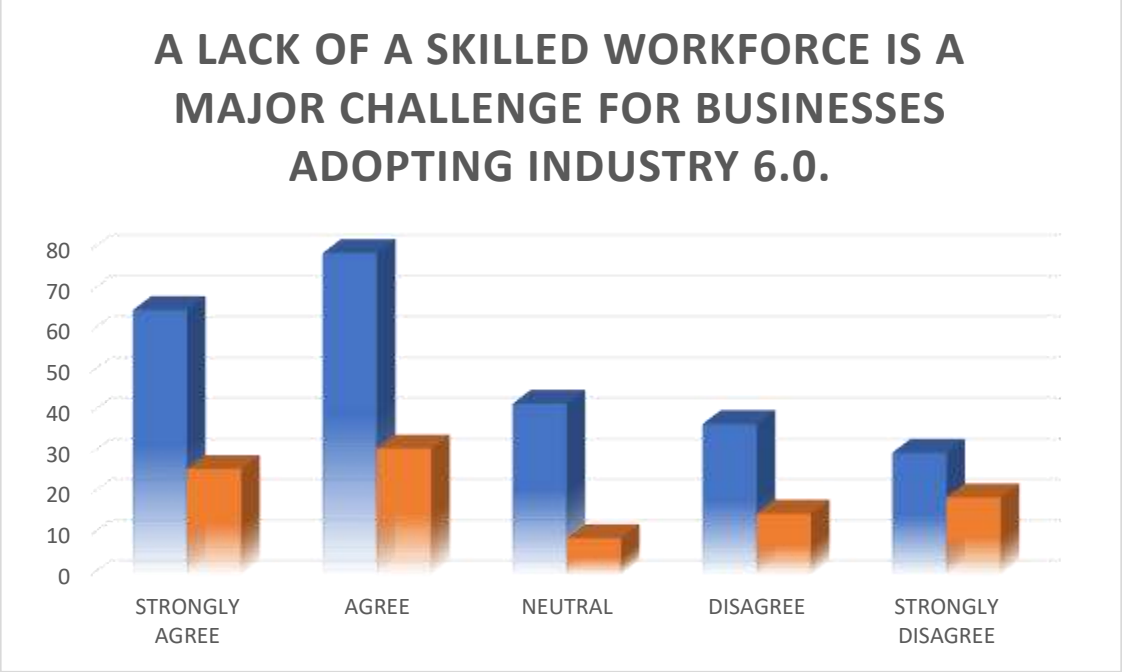

Fig 2.7

Interpretation:

While 57% (26% strongly agree, 31% agree) recognize these issues as deterrents, a notable 34% disagree, showing a divide in perception.

INDUSTRY 6.0 WILL OPEN NEW AVENUES FOR GLOBAL COLLABORATION IN COMMERCE AND MANAGEMENT.

PARTICULARS	NO.OF.RESPONDENTS	PERCENT
STRONGLY AGREE	89	35
AGREE	72	28
NEUTRAL	37	15
DISAGREE	43	17
STRONGLY DISAGREE	13	05
TOTAL	254	100

Table 2.8

Fig 2.8

Interpretation:

With **63% of respondents in agreement**, there is a strong belief that **Industry 6.0 will foster international cooperation in commerce and management**. However, the **22% disagreement** suggests that some individuals may have concerns about **technological barriers, regulatory differences, or geopolitical challenges** that could limit collaboration. The **15% neutral responses** indicate a need for more awareness and discussion on how Industry 6.0 will shape global business interactions.

XI. FINDINGS

- The **Commerce discipline** has the highest representation (55%), followed by **Management (35%)**, showing strong participation from business-related fields.
- A smaller proportion of respondents belong to **Arts (9%)** and **Science (1%)**, indicating limited engagement from these disciplines.
- The dominance of commerce and management disciplines suggests a high interest in Industry 6.0's impact on business strategies, workforce dynamics, and organizational changes.
- The minimal representation from science indicates a potential lack of awareness or perceived relevance of Industry 6.0 in scientific fields.

XII. SUGGESTION

Businesses and educational institutions need to take a more open and multidisciplinary approach in order to successfully manage the shift to Industry 6.0. The necessity to increase understanding and involvement in the arts and sciences is highlighted by the respondents' current predominance in management and commerce. To guarantee that students from all disciplines comprehend the effects of cutting-edge technologies like artificial intelligence (AI), the Internet of Things (IoT), blockchain, and automation, universities should incorporate Industry 6.0 concepts into a variety of curriculum. Promoting interdisciplinary research and cooperation can help close the gap between the business, creative, and technology sectors, creating a workforce that is well-rounded and capable of meeting the needs of the digital age.

Additionally, through seminars, internships, and real-world case studies, schools should collaborate closely with industry to give students practical exposure to Industry 6.0 technologies. Companies should fund workforce reskilling initiatives to keep a human-centered approach while preparing workers for AI-driven changes. To enable responsible usage of digital technology, educational training should place a high priority on ethical considerations, cybersecurity awareness, and sustainable business models. Businesses and academic institutions can develop a workforce that is both skilled and flexible enough to adjust to the quickly changing industrial landscape by encouraging a balanced integration of technology and human intelligence.

XIII. CONCLUSION

The study's conclusions highlight Industry 6.0's growing significance in influencing management and business practices in the future. Professionals in management and commerce are well-positioned to take advantage of these developments for strategic decision-making and operational efficiency as digitalization and automation become more and more integrated into business processes. To guarantee

that all sectors profit from Industry 6.0 advances, there is a need for greater awareness and inclusion, as seen by the underrepresentation of the arts and sciences.

Businesses must strike a balance between technology breakthroughs and ethical and human-centric considerations as they continue to implement AI-driven tactics, blockchain-based transactions, and hyper-automated systems. Businesses that successfully include these components will improve their competitiveness and promote inclusion, sustainability, and creativity. To fully realize Industry 6.0's potential in management and commerce going ahead, interdisciplinary cooperation, ethical governance, and continuous learning will be essential. This will guarantee a workforce prepared for the future and a robust corporate environment.

XIV. FUTURE SCOPE AND RECOMMENDATION

Industry 6.0 in management and commerce offers enormous potential for workforce development, technology breakthroughs, and environmentally friendly corporate operations. Businesses need to concentrate on ongoing innovation and strategic adaptation as AI, IoT, blockchain, and hyper-automation continue to reshape industries. To guarantee appropriate technological adoption, future studies should examine the long-term effects of Industry 6.0 on regulatory frameworks, ethical issues, and job arrangements. To improve human-machine cooperation, further research is also required on the function of emotional intelligence in leadership and decision-making in AI-driven contexts.

To ensure that graduates are adequately equipped for the changing industrial landscape, educational institutions must incorporate interdisciplinary learning models that blend technology know-how with business acumen. Future research should also look into Industry 6.0's socioeconomic effects, especially in emerging nations where digital revolution can either reduce or increase economic inequality. Policymakers, business, and academia working together will be essential to promoting innovation while upholding moral governance. In order to maximize the advantages of Industry 6.0 while minimizing its drawbacks, companies and societies must take a proactive approach to research, policy-making, and skill-building as they get ready for the next wave of digital change.

XV. BIBLIOGRAPHY

1. Bala Suriya S (2024). “Commerce and Management in the age of Industry 6.0 : Emerging Concept and theoretical perspective”. Journal of Inventive and Scientific Research Studies.

2. Agarwal, R., & Brem, A. (2012). "Innovation and Technological Change: Theories and Evidence." International Journal of Technology Management.

3. Bessen, J. E. (2019). "AI and Jobs: The Role of Demand." NBER Working Paper Series.

4. Brynjolfsson, E., & McAfee, A. (2014). The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies. W. W. Norton & Company.

5. Brynjolfsson, E., Rock, D., & Syverson, C. (2017). "The Productivity Jigsaw." NBER Working Paper Series.

6. Christensen, C. M. (2016). The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail. Harvard Business Review Press.

7. Elkington, J. (1997). Cannibals with Forks: The Triple Bottom Line of 21st Century Business. Capstone Publishing.

8. Gartner. (2020). Hype Cycle for Emerging Technologies.

9. Kotter, J. P. (2012). Leading Change. Harvard Business Review Press.

10. Marr, B. (2020). Artificial Intelligence in Practice: How 50 Successful Companies Used AI and Machine Learning to Solve Problems. Wiley.

11. Schwab, K. (2016). The Fourth Industrial Revolution. Crown Publishing Group.

12. Schwab, K., & Davis, N. (2018). Shaping the Future of the Fourth Industrial Revolution. Crown Publishing Group.

13. Smith, A. (2021). "The Role of Personalization in Customer Experience." Journal of Marketing Research.

14. Solove, D. J. (2021). Understanding Privacy. Harvard University Press.

15. Tapscott, D., & Tapscott, A. (2016). Blockchain Revolution: How the Technology Behind Bitcoin Is Changing Money, Business, and the World. Penguin.

16. Willcocks, L. (2020). The Automation Advantage: Embrace the Future of Work with Artificial Intelligence. Kogan Page.