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MODEL OF WORLD PERCEPTION AS A MEANS OF SOCIAL RESPONSIBILITY MANAGEMENT

Ushkalyov Volodymyr

Candidate of Economic Sciences, Associate Professor,
Simon Kuznets Kharkiv National University of Economics

Corporate social responsibility is a form of business self-regulation in which the goal is to support not only its own activities but also assist the external community in solving its problems and meeting current needs. Therefore, the range of its potential goals and objectives can be very wide. Despite the fact that, recently, in European countries, legislative regulation of this area has become mainstream, regulating the involvement of business in the implementation of sustainable development goals, its effectiveness continues to be largely determined by the focus and peculiarities of perception of changes in the external environment. Depending on how these changes are interpreted by the company's management or owner (as a problematic situation or as quite acceptable), the company sets its own goals to help other entities and takes actions to preserve the environment. Of course, the presence of sustainable development goals as directives for the implementation of social activity in business simplifies the choice of specific forms of business participation in society. However, the problem of ensuring the correctness, relevance, expediency, and effectiveness of such a choice is not exhausted by knowledge of general goals alone.

In 1985, Warren Bennis and Bert Nanus introduced a concept that reflected the main properties of the modern world in which modern leaders are forced to act. In fact, it was a model of perception of modern reality that focused on global changes as a set of key characteristics of the world [1]. According to the authors, the world has lost stability and predictability and has acquired new properties associated with a significant share of threats and risks. It is these properties that require increased attention to prevent and overcome crises. The acronym VUCA was formed from the first letters of the key properties, which today designates one of the common concepts of world perception. Its four characteristics are:

Volatility (instability). Changes occur suddenly and without warning: sharp fluctuations in markets, political crises, and man-made disasters.

Uncertainty. It is impossible to predict the consequences of events. The future is opaque, and past experiences lose their significance.

Complexity. The system of relationships becomes too complicated. One change can cause a cascade of consequences in other areas.

Ambiguity. It becomes impossible to clearly understand the meaning of an event. Situations can be interpreted differently, and the same actions can lead to different results [1].

American futurist and anthropologist Jamais Cascio argued that the VUCA world has become outdated and even more rigid - now systems are not just complex, they break instantly and unexpectedly and create chaos. In 2018, he proposed his model, which differently defined the key properties of the world that continued to change -

BANI: Brittleness is manifested in the fact that systems only seem strong. However, they do not break gradually; they collapse quickly and irreversibly. Fragility often arises from the desire to achieve maximum efficiency and exhaustion of reserves. Anxiety arises from the understanding of the lack of a right choice: each alternative seems to lead to disaster. Non-linearity manifests itself in the loss of control over the situation, as causes and consequences become incommensurable. Incomprehensibility manifests as a loss of meaning and the absence of logical explanations for the events [2].

However, Kashio was not the only one who focused his attention on determining the properties of the new world. A significant number of other acronyms appeared. The abbreviation RUPT is among the most common today. It was developed by the American Centre for Creative Leadership [3]. The acronym is formed by such characteristics as:

Rapid – changes occur with unprecedented speed;

Unpredictable – future results are very difficult to predict;

Paradoxical – contradictory forces and trends often arise.

Tangled – problems are intertwined, which makes it difficult to solve them.

The practical value of each model lies not only in the fact that, with its use, it becomes easier to identify new threats, but also in the fact that each model focuses on developing means to counter these threats (Table 1).

It is important to understand that these models reflect only typical ways of subjective perception of reality by people and do not cover all possible options or objective properties of reality. The correspondence of models to the subjective picture of the world varies significantly across people, which is why the value of models differs for them. And this means there are many other ways to overcome the negative properties of the world identified by the models.

Despite the subjectivity and high variability of real-world properties, the models reflect typical threats and, accordingly, problems that arise in many. And therefore, they can be considered reflections of typical sources that give rise to people's problems in various spheres of life, including social responsibility. Each of the models in this case acts as a cognitive filter, leaving only that part of the information about the studied processes that should be sufficient for making the right decisions.

At the same time, the models do not deny or replace each other; rather, they intersect and layer, making the requirements for business increasingly stringent. If in the VUCA world it is enough to be flexible, then in the RUPT world it is no longer enough; you need to be able to resolve paradoxes instantly. The presence of certain key qualities or abilities can improve the results of interaction with the outside world. Thus, the use of models is not only a way to identify possible problems but also an opportunity to prevent them and determine potential ways to overcome them.

Table 1

Means and methods of overcoming threats in different models of world perception

Models	Properties of the world	Means and principles of overcoming threats
VUCA	Volatility	Vision – understand the direction of the company. Have a development vector and align goals with it
	Uncertainty	Understanding – be aware of external and internal factors that affect the business, and understand how they interact. Identify causes and predict consequences
	Complexity	Clarity – develop critical thinking, distinguish between objective and subjective, focus on the main thing, think constructively
	Ambiguity	Agility – quickly notice changes, assess them correctly, respond to changes and adapt to them
BANI	Brittleness	Develop flexible resilience. Have clear goals and stable values, but easily switch to other ways of achieving the goal depending on the situation
	Anxious	Leadership with attentive empathy. Understand not only the motives and interests of others, but also emotions and moods. Increase sensitivity to weak signals
	Non-linear	Develop neuroflexibility, take neurodiversity into account, demonstrate improvisational thinking, think outside the box
	Incomprehensible	Respond with interconnected, full-spectrum perspectives. Have behavioural scenarios. Consider probabilities
RUPT	Rapid	(New) Reality – rely on facts, abandon illusions, assess threats and risks, think metaphorically
	Unpredictable	Understanding – transform data into knowledge, develop a shared understanding, form a holistic picture
	Paradoxical	(New) Possibilities – not to dwell on problems, to look for new ways and chances, to think integratively
	Tangled	Transparency – openness of processes and communication, increasing trust and reducing fear of the unknown

Another important point is that the properties of the world specified in the models are only cognitive assessments. Their source is human consciousness. Uncertainty, incomprehensibility or paradoxicality do not arise in the world separately from man. They are generated by him, amplified to threatening scales and, obviously, only by him can they be reduced, neutralised, or replaced with something else. The ability of a person to reflect on their own activities and their consequences best corresponds to ensuring socially responsible behaviour, improving the outcomes of cognitive activity, and, as a result, improving business outcomes. So let's reflect on the previously mentioned trends in the development of social responsibility to identify threats and potential risks within each of the models of world perception.

The leading modern trend in CSR development has been the practical implementation of the idea of its global normative regulation. Let's try to identify potential threats that could prevent its practical implementation from the perspective of the VUCA world.

Volatility: The eight Millennium Development Goals, which have never been fully achieved, have been replaced by seventeen Sustainable Development Goals, the sustainability of which is also not guaranteed, and the likelihood of achieving them by 2030 is highly questionable. Society and knowledge about the world are constantly changing. Therefore, CSR regulation will lead to increased bureaucratisation of CSR and constant changes in the requirements for businesses in this area. CSR is increasingly becoming a "Grey responsibility" due to blurred boundaries, the presence of many performers who arbitrarily define their own, and the absence of a coordinator to distribute task scope and coordinate performer interactions.

Due to a lack of coordination, some global goals receive increased attention from business, while others will experience chronic deficits. The situation is further exacerbated by the fact that, in fact, this method of "solidarity social responsibility", when everyone is responsible for everything, is the second coming of the "tragedy of the commons", with the difference that in this situation, businesses have no opportunity to refuse to share resources, because this resource becomes responsibility itself.

Uncertainty: the legislative requirement for businesses to participate in CSR to achieve sustainable development goals does not, in reality, define specific goals and priorities for companies, which will need to determine them on their own (or with the help of external auditors).

Complexity: even if companies retain the freedom to choose specific areas of social participation, it is very difficult to make the right choice, given the significant number of criteria (profitability, sociality, environmental friendliness, digital ethics, and others). To optimise the choice, companies will have to involve external experts, which will increase costs, or make a choice intuitively, which will reduce their social effectiveness.

Ambiguity: the legislation's requirement that companies choose the sustainable development goals relevant to them and their region of residence is not unambiguous, since relevance in this context is determined by three different subjects. Relevant goals from the company's perspective may not align with the local community's current expectations. And the company's and the community's goals may differ from those an external auditor or international organisation considers relevant. The difference in determining priorities will negatively affect both the company's activities and its interaction with other stakeholders.

The company's ability to influence legislative processes is very limited. Therefore, the company is unable to influence the existing trend. But the identified threats can be addressed through appropriate measures.

1. The remedy for instability: vision. Understanding the external environment's development trends allows the owner and management to unite staff around a meaningful social mission and enlist their support before the company encounters new obstacles. Staff support gives management more flexibility in making important decisions.

2. The remedy for uncertainty: understanding. To optimally select goals, the company can use collective understanding: turn to stakeholders and jointly determine priorities. In this case, it will be more difficult for external organisations to overcome the symbiosis between the community and the company.

3. The remedy for complexity: clarity. Involving external stakeholders and own staff in the interaction can allow a better understanding of both the relevance of the goals and the company's potential to achieve them.

4. The remedy for ambiguity: agility. Since there is no single right solution, you need to act flexibly: test hypotheses quickly, make mistakes early on, and adapt instantly to new inputs, establishing new contacts and gaining more and more information for analysis and decision-making.

The BANI worldview concept adds new potential threats.

Brittleness is manifested in the fact that the system of legal regulation of CSR, for all its external strength and stability, may at the same time lose its meaning if measures are taken in one or more countries that will level the collective contribution to achieving global goals. This may be the organisation of production with large-scale environmental pollution, purposefully caused man-made disasters or as a result of hostilities, which will lead to the sudden complete irrelevance of global goals, and all costs to achieve them will immediately turn out to be in vain.

Anxious: the desire of a business to avoid fines and other sanctions for imperfect implementation of CSR requirements may increase owners' anxiety and push them towards unethical behaviour and participation in corruption schemes to preserve the business.

Non-linear: the lack of a direct connection between the social contribution required by law and the effects of increased profitability or improved business reputation may lead business owners to view CSR activities as an unnecessary expense.

Incomprehensible: ignoring basic management concepts in the system of legislative regulation of CSR (for example, such as: consistent achievement of goals is always more effective than simultaneous attempts to achieve several; coordination allows optimizing the use of resources; the specificity of the goal facilitates its achievement, etc.), the lack of clear criteria for social participation and the incomprehensibility of the final result contribute to a change in the attitude of business towards CSR from “an opportunity to create competitive advantages” to “a new kind of tax”. In a world where everyone simultaneously becomes socially responsible (as required by law), CSR ceases to be a source of competitive advantage and is viewed by businesses as just another expense to be minimised. Of course, companies that manage to make “successful social investments” do not fall into this circle. But because there is no transparent mechanism for distributing “social tasks,” most companies will be forced to contribute to social projects with minimal or negative profitability.

With such developments in events, the motivation for CSR also changes significantly. Instead of managing motives, behaviour management through a system of sanctions and negative consequences comes to the fore. For a while, such a strategy simplifies management and improves the system's manageability. However, management through sanctions and coercion always suppresses creativity and imagination; as a result, the quantity and quality of innovations deteriorate significantly, and they become even more scarce.

As a result of the above changes, CSR is increasingly becoming an independent business: more and more companies are emerging whose mission is education,

consulting, auditing or certification in the field of CSR. At the same time, even the sale of social responsibility standards becomes a business subject. The social mission of business is emasculated, losing its social function.

The BANI world (fragile, anxious, nonlinear, incomprehensible) requires business not just plans and reports, but ultra-high viability. Classic financial reports are of little use here, since they show the past, while business needs require managing the future.

1. The remedy for fragility: resource sustainability. The focus should shift from maximum cheapness to maximum autonomy. If the CSR regulatory system proves ineffective, it should come as a surprise to the company, and its activities should continue.

2. The remedy for anxiety: human capital. Employees under constant stress work inefficiently. Key KPIs should not only focus on hard skills, but also on mental health, psychological safety, and inclusion (DEI – Diversity, Equity, Inclusion). A company that systematically invests in its personnel's psychological resilience maintains its operational capacity even in the face of a crisis.

The essence of the DEI concept is the formation of a sustainable organisational ecosystem, where the heterogeneity of human resources is transformed into an institutional advantage by ensuring legal, procedural, and socio-psychological justice, as well as by fostering an inclusive culture of socio-cultural involvement.

Diversity in the sociological and managerial context is defined as the heterogeneity in the composition of a social group or organisational structure, as determined by fixed characteristics.

Justice in the DEI system is a methodological approach to the distribution of resources, rights, and obligations, based on the principle of differentiation rather than linear equality.

Inclusion is defined as a dynamic process and an integration state of organisational culture, in which all heterogeneous elements of the system are integrated into its functional processes without losing their uniqueness.

3. The remedy for nonlinearity: social capital. In the BANI world, minor events can have significant consequences (for example, a single post on social media can bring down stock prices). Therefore, the company's activities should emphasise radical transparency and ethics. Of course, this is difficult to do when ethical criteria are blurred in the global system. When contradictions and hypocrisy are demonstrated in assessments of social events and phenomena: recognizing the rights of some and denying the same rights to others, recognizing some features as discriminatory and ignoring others, recognizing activities that kill animals as unethical, but financing weapons production that kill people, recognizing doing business with some aggressors as unethical and doing intensive business with others - all this generates distrust of all participants in the process: states, international organizations, businesses.

But a loyal community of customers and an impeccable reputation for CSR work as a "safety cushion". When a crisis occurs, stakeholders support the brand, not its rationality, economy or profitability.

4. The remedy for incomprehensibility: data and meaning. Events seem meaningless without a clear reference point. When data is contradictory, decisions are

made based on values. If a company has a clear, measurable social goal (for example, “high-quality higher education of personnel by 2030”), this greatly simplifies decision-making in times of chaos.

The RUPT view of potential threats and risks is the most radical. If BANI focuses on fragility and anxiety, then RUPT emphasises the speed and inextricable complexity of all processes.

Rapid. Events develop faster than the human brain has time to realise them. Traditional annual planning loses its effectiveness. Initially defined by the organisation for the implementation of sustainable development goals at the time of reporting, they may become irrelevant.

Unpredictable. The inability to predict even the next step and direction of changes in CSR legislation. Previous experience becomes unnecessary. Mathematical forecasting models do not allow choosing the optimal option for the company's activities due to the large number of criteria and incomplete data on the available options.

Paradoxical. The 17 declared sustainable development goals are inconsistent with one another and often contain contradictions within a single goal. Thus, the goal: "Conserve and rationally use the oceans, seas and marine resources for the benefit of sustainable development" is internally contradictory, as it combines two opposing processes: "conservation" and "use".

Tangled. All global development goals are separate but interconnected: the intensification of one problem or the improvement in one area will always be reflected in the state of others. It is impossible to choose separate goals for your own company and be sure that their impact will improve the overall situation in the system.

Given the worldview through the prism of RUPT, of course, the means of the previously considered models no longer allow you to successfully overcome new difficulties. And the concept offers its own, which significantly changes adaptive behaviour:

1. The remedy for the speed of change in the world is to overcome the speed of decision-making. It should be higher than the speed of change. There is no point in waiting for the legislation to be established and perfect. It is worth seeking new opportunities and acting in line with current conditions. The speed of decision-making is determined by the presence of clear criteria, an understanding of the advantages, and the ability to correctly classify situations. Experience and knowledge take a back seat, giving way to algorithms, skills, and intuition. The ability to listen to one's emotions and use them as a resource becomes important.

2. The remedy for unpredictability is flexibility. Successful people, projects and companies have rigid goals and flexible ways to achieve them. Unsuccessful ones - on the contrary, they easily change their own goals, but demonstrate constant erroneous strategies of behaviour. Constant experimentation can overcome external imperfection: it allows you to understand the limits of the possible and find unexpected resources. Becoming flexible requires changing established patterns of thinking and abandoning the idea that there is only one right way. Systematic efforts to continue searching for other options for achieving goals, even when an acceptable option already seems to

have been found, contribute to the development of a more useful habit: concentrating on searching for all available alternatives and choosing the best one only after that.

3. The remedy for paradox is the rejection of binary thinking (black/white, good/bad, useful/harmful, etc.) in favour of integrative thinking: instead of solving a dilemma, try to find common ground for two options, which allows you to combine them. This is manifested in determining the positive and negative sides of legislative imperfection and focusing on the content, not the form; understanding that the decision is not final and can be revised in the future; constant practice of integrative decisions, a characteristic feature of which is finding one's own goal, which is consistent with the goals of sustainable development, and which will not lose relevance for the company even if the goals of sustainable development are changed over time.

The development of this ability requires systematic training in complex and multi-criteria evaluation, aimed at identifying both the advantages and disadvantages of available solution options. At first glance, this ability denies quick decision-making. However, in reality, this is not the case: speed primarily concerns the application of criteria and the simplification of evaluation procedures. But this does not mean abandoning integral assessments and giving preference to extreme options.

4. The remedy for confusion is cooperation. After all, in cooperation, there are the greatest chances to clarify the situation, understand the systemic connections and get tips from the direct participants in the process. Differences in perception among people and parties to the interaction can build a much more detailed picture of the problem than considering it from any single angle. Diversity, which can generate confusion and complexity, becomes, in this case, a source of opportunities and additional resources. In general, in the world of RUPT, social responsibility serves as the social “glue” that keeps complex systems from falling apart. A company can use it to quickly adjust its goals while maintaining ethical criteria and values.

Developing the ability to interact without offline communication requires special attention to means and forms. Online communication only seems simple at first glance. It imposes strict restrictions on the interlocutor's multi-channel perception. At the same time, it places higher demands on the skills of receiving and providing feedback. Most communication techniques are also undergoing transformation.

One can spend a long time trying to figure out what the world really is and argue about which model of world perception most accurately reflects the features of the existing reality. However, it seems more productive to use an integrative approach in this situation. Given that the world is constantly changing, unevenly and nonlinearly, its perception can be quite dynamic. Taking this thesis as a basis means that companies should be prepared to manifest the properties of any of the above models simultaneously. And the optimal way to adapt a business to changes should be based on an understanding of the principles for overcoming negative trends.

It is worth noting that world perception models can serve as tools for addressing potential difficulties. At the same time, each specific model has key areas where its use can maximise results. In the context of applying models of corporate social responsibility, this instrumental nature is manifested in the following:

VUCA is a tool for improving business reputation.

BANI is a tool for increasing security and empathy.

RUPT is a way of navigating a system where everything is interconnected and contradictory.

In a changing world, the structural elements of social responsibility are also undergoing changes (Table 2).

Table 2

**Trends in the development of the structure of social responsibility,
determined by models of world perception**

Characteristics	VUCA	BANI	RUPT
Main CSR Goal	Adaptation: adjusting to market changes and societal demands	Resilience: strengthening internal supports and crystallisation of values	Antifragility: Turning chaos and paradoxes into new opportunities
Focus on Employees	Learning new skills, flexible schedules, and involvement in decision-making	Mental state: psychological support, combating anxiety	Radical autonomy: Empowering teams to make ethical decisions in the here and now
Environmental Approach	Reducing negative environmental impact	Regeneration: restoring what has already been destroyed	Cyclicity: Completely changing the business model to solve paradoxes
Community Engagement	Sponsorship, charitable events and one-time grants	Localisation: investing in the security and development of the infrastructure of the region where the company is located	Ecosystemicity: Partnering with competitors and the state to unravel problems
Reporting and Data	Annual sustainability reports (ESG-reporting)	Transparency: simply explaining complex processes	Monitoring: Real-time digital dashboards of impact. Accessibility and responsiveness

Thus, the use of VUCA, BANI and RUPT models in the context of CSR enables businesses to move from passive response to strategic risk management. They allow them to identify weaknesses, prepare the business system for various forms of destabilisation, increase efficiency, prevent disasters, and balance values. Social responsibility is an element of modern culture and modern ethics. Therefore, it results from understanding certain relationships and mutual influences among ethical categories. It is impossible to determine which business actions should be considered socially responsible or which principles and norms a business should be guided by without understanding the leading ethical categories that serve as evaluation criteria and moral standards.

Today, there is no single answer to which actions in business should be considered positive for society, since assessments of past events may change over time. In addition to the fact that any organisation constantly generates internal experience of moral assessment, it also interacts with the external environment - other organisations, government agencies, individuals - which further stimulates the processes of

developing individual moral criteria and standards. The number of objects in relation to which the organisation's behaviour must be socially responsible is also growing.

To assess how well the organisation's activities meet social expectations and ethical standards, it is no longer enough to consider the behaviour of its individual representatives (even though the organisation's owner or management usually has the greatest influence). It is necessary to take into account the impact this activity has on all participants in the organisation, society, and the local community, as well as how perceptions of this impact change over time.

The emergence of futuristic models of worldview was associated with the desire to improve adaptability. That is, it concerned the level of social responsibility, defined in classical terminology as "social response".

Social response is the level of responsibility of the organisation, at which the organisation not only operates in full compliance with the requirements of current legislation and produces products of proper quality, but also responds to those problems that arise in the life of the community, or that are revealed in the process of interaction of the organisation with external stakeholders. By solving these problems, the company improves the general situation and social life. And since such intervention in social life by the organisation is not regulated by legislation, but is carried out on its own initiative, then such a response to the emergence of problems and, accordingly, their solution should already be considered socially responsible behaviour.

However, an integrated approach to the use of perception models in the process of strategic planning of companies' activities allows businesses to move to a higher level of social responsibility - the level of social contribution. Social contribution is the highest level of social responsibility of organisations, characterised by compliance with the requirements of the law and the presence of effective actions aimed not so much at eliminating existing problems as at preventing future ones. At this level, the company's activities are aimed at preventing the deterioration of society's life. And since any problem is easier to prevent than to eliminate later, the organisation demonstrates the highest level of social efficiency, thereby minimising social costs. In this situation, the effect of the company's socially active actions will be at its maximum. Of course, it is this behaviour of the organisation that should be considered the most desirable, and therefore, the highest manifestation of social responsibility.

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