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KAPITON Alla Myroslavivna,
doct. of ped. science, cand. of ec. science,
professor, professor of Department of Computer and
Information Technologies and Systems,
National University “Yuri Kondratyuk Poltava Polytechnic”,
Poltava, Ukraine
ORCID: <https://orcid.org/0000-0002-7845-0883>

TYSHCHENKO Dmytro Oleksandrovych,
cand. of ec. science, associate professor,
associate professor of the Department of Software
Engineering and Cyber Security,
State University of Trade and Economics,
Kyiv, Ukraine
ORCID: <https://orcid.org/0000-0002-2193-9012>

FRANCHUK Tamara Mykhailivna,
cand. of ec. science, associate professor of the Department
of Accounting, Audit, and Taxation,
National Academy of Statistics, Accounting and Audit,
Kyiv, Ukraine
ORCID: <https://orcid.org/0000-0001-7615-1276>

1.5. STRUCTURING AND MANAGEMENT OF INFORMATIZATION PROCESSES

Introduction. The global goal of informatization of the economy is to ensure the necessary level of information provision of enterprises, business associations, and industries, determined by the goals of the country’s socio-economic development. The main result

of the informatization of the economy should be the provision of free and timely access of all economic entities to the national and global information environment, the activation of competition and the formation of information needs in the process of economic activity.

Informatization is a complex multifaceted process that shapes and corrects the interests of organizations, institutions and enterprises, in whose activities the citizens of the country participate. Informatization of the national economy, depending on its course and results, can have various consequences, including negative ones. Therefore, it is necessary to implement control of the state and progress of this process and approval based on the control results of measures that will provide the greatest possible positive effect and prevent the negative consequences of informatization. This means that, firstly, in the course of informatization, it is necessary to receive reliable and complete assessments of the quality of the results and the efficiency of the informatization process, and secondly, to have management mechanisms that are developed on certain components of these assessments and apply the system of measures to ensure the correction of the informatization process in the necessary direction. The management of the digitization process should be understood as a system of interrelated actions affecting the process by redistributing financial baggage and certain resources between the main components of the information system, as well as decisive directions and directions of digitization. Based on the defined and proposed approaches, methods and main tasks of informatization, the management of the informatization processes itself should first of all be aimed at achieving the set goal – the creation and effective functioning of the system of information provision and information support for the tasks of socio-economic development, in particular, the improvement of automation of production and management activities.

Presentation of the main results of the study. Today, there is no development of provisions on conceptual changes in the labor market, and despite the growing number of scientific publications on the peculiarities and progressiveness of informatization processes, no one analyzes and forecasts the situation in this context. Therefore,

there is an objective need for a systematic study of the social aspects of the problem of informatization and dissemination of the obtained educational content by means of educational technologies. In the conditions of sustained intensification of informatization, each of the dialectically interconnected characteristic components of a person: physical, mental and social requires special consideration, because only in this case the new opportunities of the information society can be fully used for the comprehensive development of a person and for the benefit of social values. Disrespect for the specifics of these features and problems, that is, spontaneous informatization is fraught with difficult to predict fully negative social consequences of informatization of the national economy [1–3; 10].

Among the leading directions of the development of informatization of the economy, based on the defined tasks and goals, the following should be singled out:

- 1) carrying out comprehensive scientific research on informatics and informatization;
- 2) analysis and assessment of the state of processes of informatization of the economy and its components;
- 3) research and projection of the experience of leading informatization leaders in these developing areas;
- 4) research and projection of the experience of leading informatization leaders at the level of individual economic entities;
- 5) design, development and expansion of the material and technical base;
- 6) introduction of the latest modern information technologies;
- 7) development of software tools, expanding the capabilities of the IT industry;
- 8) shifting the focus of attention to state support for modernization and digitalization of economic processes and modification of relevant norms and standards;
- 9) providing all branches with trained personnel in the field of IT technologies;
- 10) study of the international experience of digitalization of the economy [7–9].

Among the leading principles of informatization, the following can be distinguished:

- 1) subordination of goals to general goals of socio-economic development;
 - 2) compliance of the structures and methods of informatization with the requirements for the improvement of the market economy;
 - 3) the benefit of informatization for society, its payback and profitability;
 - 4) paying attention to economic and social methods of information processing;
 - 5) competitiveness of ways of implementation of informatization, sources and forms its financing;
 - 6) activation of informatization, improvement, modification and self-development processes;
 - 7) compatibility of informatization with world analogues of informatization;
 - 8) development and spread of integration of information components;
- 9) transition to a new stage of intellectualization of work [7–9; 11; 12].

Preparation, introduction and adjustment of legal and economic norms that ensure the necessary rates of digitization of economic processes in Ukraine, for which the following are necessary:

- 1) development and introduction of regulations on property in IT;
- 2) expansion of provisions on the legal status of information;
- 3) state support for the development, implementation, and optimal use of tools and products for digitalization of the economy;
- 4) functioning of the intellectual property protection package;
- 5) comprehensive support of the financing system;
- 6) digitization processes, and primarily for information and information services;
- 7) the spread of legal responsibility of persons who used access to the information environment in order to cause damage to all business entities and the state;
- 8) solving legal issues related to computer crimes;

9) carrying out activities aimed at changing management and other structures and related to the creation of the material, technical and technological base of informatization, software industry, information infrastructure and information processing industry;

10) development and introduction of preferential financial policy in the IT industry; tax policy in the field of informatization;

11) certification and standardization of the information products [8–9; 11–12].

Based on the above-mentioned tasks and the goal set, determining the leading ideas and methods of implementation digitization economy, we consider it appropriate to define the following components its development:

1) carrying out comprehensive scientific research on informatics and informatization;

2) research of theoretical issues, practical experience, results of implementation, modification and application of domestic and foreign experience of informatization processes;

3) creation and development of the material and technical base of informatization;

4) constant improvement of existing information solutions, development of modern IT methods and means of forming new knowledge by means of digitalization of the economy;

5) implementation of ideas for the spread of IT production and development of the software products industry;

6) activation and support of the development of IT infrastructure by the state at all levels;

7) training of qualified specialists, modernization and updating of educational programs of higher education institutions;

8) modification of legal and economic norms;

9) strengthening international cooperation and division of labor in the IT industry [8–9; 11–12].

In our opinion, the informatization of society is somewhat broader than that of the economy. The main goal of informatization of the sphere of material production is informational support for the technical rearmament of the branches of social production.

Let's define and analyze the constituent elements of informatization of the national economy and justify their content and the most significant problems. The informational component is characterized by the appropriate content of information and information processes of informatization. The dependence of the success of informatization on the understanding of the strategic importance of information. The influence of information on the development of the national economy is so great and significant that, within the limits of theory and practice, information is singled out as an independent resource, information policy is developed and implemented by state and regional management bodies. Information is studied and analyzed from the standpoint of a product, a strategic resource, and information relations – as commodity relations and a basis for the development of the entire complex of the socio-economic sphere. Countries with national economies that receive advantages in the development of the information environment and have a great potential of information resources are undergoing radical changes in economic, social and others relations. The regularity of today is such that information turns into a strategic economic resource, which becomes one of the most important factors of production, the basis for the effective use of other resources and the condition of effectiveness of digitization.

In Ukraine, with the transition to market relations, the expansion of activities outside the country, the informatization of all components of life. There is an insufficient maturity of market structures and the slowness of their development, which causes the unreadiness of many economic objects to perceive information systems. Therefore, for most entrepreneurs, economic activity is effective is impossible without constant analysis and accounting of flows of information and knowledge and active use of information standards, assessment of processes mediating acts of purchase and sale of information products and services [2; 8].

It is considering the concept of information as a source, basis, product and the result of the work of specialists, it has two product properties. First, information has a consumer value, it satisfies a certain

human need. Secondly, information has an exchange value (value), replacement can be performed for other goods in certain proportions. In the conditions of the current state of the economy in Ukraine, information is one of the main resources, which is mediated by the following levers:

- 1) analysis and systematization of results;
- 2) interaction with state authorities and local self-government by means of modern IT technologies;
- 3) remote work with suppliers, consumers, financial institutions, in the information environment using software products and network technologies;
- 4) the effectiveness of the functioning of the internal environment of enterprises and organizations is considered through the prism of current DBMS [1; 6].

This list can be continued and expanded with a detailed description of the continuous flow of information. All this is an informational activity aimed at achieving the main goals and solving the tasks of enterprises and organizations. The economic component is characterized by special forms of activity organization and activation of the possibility of obtaining profit, the accumulated information resources, becomes quite acute, because it is the owner who receives the profit. The certain complex of relations, a multidimensional and multi-level phenomenon, a certain socio-economic process, which is characterized by polyfunctionality and polyresultativeness and is studied by various social sciences.

The separation of political, moral, ideological aspects of property has become widespread, but important among them are the economic and legal understanding of many properties, which are not identified and not opposed. The internal structure of ownership is formed by several types of relations, that is, relations of use, disposal, possession, alienation and appropriation (economic content represented by the entire system of economic relations). Legal science considers ownership from two sides: firstly, as an expression and consolidation of real economic relations, secondly, as a condition necessary for the implementation of these economic relations (the legal meaning

is expressed by the system of property rights). The socio-economic essence of property lies in the plane of “person-person” interactions.

Property, as a legal category, is characterized by a “person-thing” communication system. It can be noted that the information economy itself is changing, processes of deconcentration, individualization of production, etc. are taking place, which leads to a direct combination of labor and means production at the time of possible loss of property objects during the change, and expansion of the share package and corporatization relations. At the current stage, when informatics turns into a leading link of the production process, and information into a form of wealth, a dominant object of ownership, the spiritual property of society is formed, the consequence of which is the accumulation of its intellectual potential. In contrast to ownership of tangible means of production, intellectual property cannot develop exclusively on pure private property.

The market component determined by the presence of components of the market mechanism and the active activity of the laws of the market for informatization services. It is formed within the framework of the assessment of supply and demand, price indicators, marketing policy, and other purely market characteristics. Informatization services are a component (the relevant segment of the information market). The social component is characterized by the presence of social factors that determine the peculiarities of informatization processes both within society and in the projection of the national economy. This component also has a two-sided character. First, it forms the nuances of social adaptation and information technologies and procedures of the informatization process. Secondly, it forms a social need for informatization, which is satisfied within the economic activity of business entities. Provided awareness and analysis the framework of the assessment of this component, the entire range of informatization processes of the social sphere and its business entities is determined, and this is a significant segment of the information market.

Conclusions. The national economy lacks a modern information infrastructure that should serve all business entities, here in Ukraine,

with the transition to market relations, the expansion of activities outside the country, the processes of digitization of all industries are mediated by the demand for quality work with content, which determines the level of improvement requirements for specialists. Unsatisfactory saturation of market structures and an insufficient pace of their modification and strengthening of requirements for information culture are constantly observed, as a result of which it is not possible to use the full potential means of digitization.

The normal functioning of a modern civilized market, which is characterized by an excess of supply over demand (and only such a market is characteristic of a social market economy in which the interests of the producer are subordinate to the interests of the consumer), cannot be ensured without the fulfillment of certain mandatory conditions. One of these conditions is the possibility of obtaining complete, reliable and timely business information by market subjects.

However, the existing information infrastructure in Ukraine not only does not provide market entities with such an opportunity, but is also unable to provide the necessary informational support for the processes of the transition of the economy to market relations. Therefore, without informatization of the country, the transition to real market relations, contributing to the achievement of the goals of social and economic development, will be practically impossible.

Taking into account the conducted analysis, we can conclude that the main direction of further development of modern civilization is the transition of the advanced countries of the world from the post-industrial to the information society, in which information resources and the obtained research results and knowledge will become, in the future, the main direction and focus of improving the competencies of specialists in all fields. Note that during the specified period that many new opportunities open up for enterprises and entire industries and for people. If in the pre-information period of its development, society effectively used a person's desire for security and material comfort as a stimulus for action, then during the transition to the information society, the effect of these stimuli weakens sharply,

since the tolerable satisfaction of a person's physiological needs requires little effort.

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VESOLOVSKA Mariia Kimsanivna,

PhD in public administration, associate professor,

Department of Management of Organizations,

Lviv Polytechnic National University,

Lviv, Ukraine

ORCID: <https://orcid.org/0000-0002-3151-6435>

1.6. EMOTIONAL INTELLIGENCE IN DIGITAL CRISIS MANAGEMENT: THEORETICAL FRAMEWORK AND UKRAINIAN PRACTICE

Introduction. Emotional intelligence is a critical component of modern management that significantly influences the effectiveness of decision-making, particularly in crisis situations characterized by high levels of stress, limited resources, and uncertainty. In the context of digital transformation, the integration of emotional intelligence into managerial processes becomes increasingly relevant, especially when decision-making is supported by digital tools and platforms. Contemporary management approaches often emphasize rational and technical factors, yet insufficiently address the emotional dimension, which directly affects communication quality, conflict resolution, and employee motivation – particularly in digital and remote work environments.

The growing prevalence of global challenges such as economic crises, pandemics, and armed conflicts, especially in Ukraine, highlights the urgency of developing management models that incorporate emotional components within digital ecosystems.