

**МІЖНАРОДНА НАУКОВО-ПРАКТИЧНА  
ІНТЕРНЕТ-КОНФЕРЕНЦІЯ**

**«ТЕНДЕНЦІЇ ТА ПЕРСПЕКТИВИ РОЗВИТКУ  
НАУКИ І ОСВІТИ  
В УМОВАХ ГЛОБАЛІЗАЦІЇ»**



**ВИПУСК 121**

**30 вересня 2025 р.**

**м. Переяслав**

УНІВЕРСИТЕТ ГРИГОРІЯ СКОВОРОДИ  
В ПЕРЕЯСЛАВІ

Рада молодих учених університету

Матеріали  
Міжнародної науково-практичної інтернет-конференції  
**«ТЕНДЕНЦІЇ ТА ПЕРСПЕКТИВИ РОЗВИТКУ  
НАУКИ І ОСВІТИ В УМОВАХ ГЛОБАЛІЗАЦІЇ»**

30 вересня 2025 року

Вип. 121

Збірник наукових праць

Переяслав – 2025

УДК 001+37(100)  
ББК 72.4+74(0)  
Т 33

Матеріали Міжнародної науково-практичної інтернет-конференції «Тенденції та перспективи розвитку науки і освіти в умовах глобалізації»: Зб. наук. праць. Переяслав, 2025. Вип. 121. 222 с.

**ГОЛОВНИЙ РЕДАКТОР:**

**Коцур В. П.** – доктор історичних наук, професор, академік НАПН України

**РЕДАКЦІЙНА КОЛЕГІЯ:**

**Воловик Л. М.** – кандидат географічних наук, доцент

**Гузун А. В.** – кандидат біологічних наук, доцент

**Євтушенко Н. М.** – кандидат економічних наук, доцент

**Кикоть С. М.** – кандидат історичних наук (відповідальний за випуск)

**Носаченко В. М.** – кандидат педагогічних наук, доцент

**Руденко О. В.** – кандидат психологічних наук, доцент

**Садиков А. А.** – кандидат фізико-математичних наук, доцент (Казахстан)

**Скляренко О. Б.** – кандидат філологічних наук, доцент

**Халматова Ш. С.** – кандидат медичних наук, доцент (Узбекистан)

**Юхименко Н. Ф.** – кандидат філософських наук, доцент

Збірник матеріалів конференції вміщує результати наукових досліджень наукових співробітників, викладачів вищих навчальних закладів, докторантів, аспірантів, студентів з актуальних проблем гуманітарних, природничих і технічних наук

*Відповідальність за грамотність, автентичність цитат, достовірність фактів і посилань несуть автори публікацій*

©Університет Григорія Сковороди  
в Переяславі

©Рада молодих учених університету

Так і виходить що маркетинг-це зовні, менеджмент – це всередині.

Як тільки власник звів свій фокус уваги до менеджменту, він загруз у операційній системі і він вкрав енергію у маркетингу, тому компанія перестає зростати. Маркетинг це як гормон росту у людини, так само і в бізнесі, якщо у нього не вистачає гормон росту він не зростає. Тому необхідно підвищити концентрацію маркетингу при цьому необхідно спочатку побудувати менеджмент.

Менеджери та маркетологи відіграють ключову роль у розвитку сучасного бізнесу. Їхні функції взаємодоповнюють одна одну, забезпечуючи стабільність внутрішніх процесів та успіх компанії на ринку.

Менеджери і маркетологи працюють у тандемі: перші керують внутрішніми процесами, другі – забезпечують зовнішній успіх компанії на ринку.

#### ДЖЕРЕЛА ТА ЛІТЕРАТУРА

1. Новітній маркетинг: навч. посіб. / Савельєв Є.В., Чоботар С.І., Штефанич Д.А. та ін.; за ред. Є.В. Савельєва. Київ: Знання, 2016. 420 с.
2. Основи менеджменту: підручник / за ред. А.А. Мазаракі: Харків: Фоліо, 2017. 846 с.
3. Психологія менеджменту. Теорія і практика: Навч. посіб. / Лозниця В.С. Київ: ТОВ «УВПК» «Ексоб», 2016. 512 с.
4. Гордієнко П.Л. Менеджмент: навч. посіб. Київ: Алерта, КНТ, 2015. 505 с.
5. Маркетинг: навч. посіб. / Корж М.В. Київ: Центр учбової літератури, 2018. 344 с.
6. Маркетинг промислового підприємства: навч. посіб. / Бойчук І.В., Дмитрів А.Я. Київ: Центр учбової літератури, 2016. 620 с.

УДК 005.33

*Sofia Ternopolska, Maryna Vyshnevskaya  
(Kyiv, Ukraine)*

#### THE IMPACT OF ARTIFICIAL INTELLIGENCE ON MANAGEMENT DECISION-MAKING

*This article discusses how artificial intelligence is radically changing management decision-making. It examines the role of AI in reducing uncertainty, ethical aspects, its impact on human behaviour, the professional identity of employees, and the transformation of management practices. The key idea is to balance technological innovation and human judgment.*

**Key words:** artificial intelligence, decision-making, management, ethics, strategy.

*У статті проаналізовано трансформаційний вплив технологій штучного інтелекту (ШІ) на процеси прийняття управлінських рішень. Авторами розглядаються такі аспекти цього впливу: зменшення рівня невизначеності, етичні імплікації, модуляція поведінки персоналу та трансформація професійної ідентичності. На основі проведеного дослідження обґрунтовується необхідність синергії між інноваційним потенціалом ШІ та когнітивними здібностями людини.*

**Ключові слова:** штучний інтелект, прийняття рішень, менеджмент, етика, стратегія.

Recently, artificial intelligence has transformed how we make decisions in business. With its ability to analyse vast amounts of data, find patterns in it, and make predictions, AI has become an indispensable tool for managers. We increasingly rely on algorithms when we need to solve complex problems, allocate resources optimally, or find the right approach to employees. However, this technology is definitely not just about efficiency. It also gives us serious challenges:

how to remain human in a digital world, maintain trust within the team, and make decisions responsibly. Now a new question arises: not how to completely delegate everything to a machine, but how to find the right balance between the technological power of AI and human wisdom.

Truthfully, one of the main advantages of artificial intelligence in management is its ability to work in conditions of chaos and uncertainty. We all agree that people often lack information, and our decisions are influenced by bias and emotions. AI, on the other hand, can instantly process incredible amounts of data, find hidden connections in it, and suggest a reasonable course of action.

It is fair to say that AI becomes an absolute godsend when the situation changes rapidly and the old tried-and-tested methods no longer work. So, it speeds up decision-making, makes decisions more accurate, and helps flexibly adapt the strategy to market requirements. By analysing data in real time, artificial intelligence allows you to anticipate risks and opportunities, making your company more resilient to disruptions. However, it is important not to overdo it. If you blindly rely on algorithms, you will probably lose your intuition and creativity, one of the most important qualities that make a manager human. Therefore, the ideal tandem is when technology complements, rather than replaces, the common sense and experience of a manager [2, c. 9].

Nevertheless, despite all the advantages of artificial intelligence, such as increased efficiency and predictive power, its introduction into the decision-making process raises a number of ethical dilemmas. Moreover, we are gradually transferring to algorithms what was once exclusively a human prerogative. That is why this change forces us to consider who is responsible for the consequences of automated decisions, how transparent they are, and whether we can consider them truly fair.

The truth is, artificial intelligence is increasingly being used in human resources, for example, for recruitment, performance evaluation, or promotion decisions. On the one hand, it helps to avoid human bias, but on the other, it can unexpectedly exacerbate inequality if the training data contains hidden stereotypes. Therefore, such systems must be developed with fairness, transparency, and openness in mind. It is not only the accuracy of the algorithm that matters, but also the ethical implications of delegating human destinies to a machine [3, c. 853]. For this reason, this issue goes far beyond technology, as it touches on the very essence of management. When AI affects employee well-being, career growth, or workplace safety, combining technology with moral principles becomes not a desire, but a necessity.

In addition to technical aspects, it is worth paying attention to how AI affects people themselves, including their behaviour, desire to act, and sense of responsibility. Although AI does increase accuracy and reduce errors, it also has a downside: it can really increase dependence and passivity in decision-makers. If managers rely too much on AI systems, they risk losing their critical thinking skills, problem-solving creativity, and even their sense of responsibility for the outcome [1, c. 9].

Moreover, excessive trust in algorithms becomes particularly dangerous in areas where life and safety are at stake, such as medicine, aviation, or education. An algorithm error in such industries can be very costly. This also creates a paradox: on the one hand, AI increases safety by reducing the human factor, but on the other hand, it creates new risks by transferring responsibility to machines. Organisations must not simply implement AI blindly, but build systems that enhance human capabilities rather than replace them [1, c. 14].

Also, when AI starts making decisions for people, it can significantly impact how employees see themselves and their role in the company. Imagine this: suddenly, an algorithm takes over tasks that have always been your area of responsibility and expertise. You feel like your experience has suddenly become useless, and your knowledge has lost its value. This may cause internal resistance, dissatisfaction with work, and even conflicts within the team. People may feel useless and redundant, as if their professional identity has lost its meaning. What previously made them irreplaceable specialists is now being done by the system. Hence, the introduction of AI is not only a technical issue but also a challenge for corporate culture [5, c. 15]. It is important that people do

not feel replaced by machines, but see technology as a tool that helps them work more efficiently, not as something that replaces their uniqueness, but rather complements it.

Still, at the same time, artificial intelligence can be a powerful assistant that does not replace people, but complements their capabilities. It can free us from routine tasks and allow us to focus on what is really important: strategic thinking, creativity, and complex tasks that require a human perspective. Whether AI will become a threat to professional identity or a tool for its development depends mainly on the approach of management [5, c. 18]. It is managers who must show that technology is not a replacement, but a resource for growth. This requires not only words but also concrete actions: training programmes, open dialogue with the team, and a well-thought-out process of implementing change. When people understand how to work with AI, when they see it as a partner rather than a competitor, trust emerges, resistance disappears, and true synergy is born. It's safe to say that intelligent machines and humans together can achieve much more than they can separately.

More to that, the impact of artificial intelligence on management goes far beyond individual decisions, as it changes the very logic of how we run our businesses. It is safe to say that AI does not simply complement existing processes, but redefines them: the roles of employees, organisational structures, and even our ideas about what is possible are changing. This transformation affects all aspects of a company's work, from strategic planning and performance evaluation to customer service and the search for innovative solutions. AI is definitely becoming not just a tool but a new way of thinking about management.

That is why artificial intelligence is now more than just a tool; it is a strategic partner. Because it forces us to take a fresh look at how companies are structured and how they create value. Traditional hierarchies are gradually giving way to flexible, data-driven networks, where algorithms have a significant say in strategic decision-making alongside humans. But this also means that modern managers need to relearn. Traditional skills are no longer enough because it is important to understand how technology works, make decisions with ethics in mind, and be able to collaborate with specialists from different fields [4, c. 340]. And those who ignore these changes risk being left out of the game in a world where technology sets the rules.

To sum everything up, research shows that the impact of artificial intelligence on decision-making is quite ambiguous. On the one hand, it opens up incredible opportunities: it increases efficiency and accuracy and helps people adapt in chaotic conditions. But on the other hand, it creates new challenges: ethical dilemmas, the risk of over-reliance on technology, and even a crisis of professional identity.

So, perhaps the future of successful management will lie in finding a golden mean between human wisdom and machine capabilities. AI should be seen not as a competitor that replaces people, but as a partner that expands our own capabilities. This will require not only reliable technical solutions but also a mature organisational culture that combines the efficiency of technology with human creativity and responsibility.

Additionally, artificial intelligence is radically changing how we make management decisions. It helps us navigate uncertainty, increases efficiency, and even changes old approaches to management by giving companies powerful tools to compete in a fast-paced world. However, these opportunities also come with serious challenges: ethical dilemmas, changes in employee behaviour, and organisational transformations. Technology gives us great power, but with that power comes great responsibility.

In the end, how artificial intelligence will influence management decisions will depend on one thing: whether we can combine technology with what remains most important, namely, human understanding, ethical responsibility, and flexibility in decision-making. AI is not just another tool in a manager's toolbox. It is becoming a catalyst for a real revolution in management, forcing us to rethink old approaches and find new ways to be effective in the digital world. It's accurate to say that the future will belong to those who understand that technology should complement human potential, not replace it.

#### REFERENCES

1. Ahmad S. F., Han H., Alam M. M., Rehmat M., Irshad M., Arraño-Muñoz M., Ariza-Montes A. Impact of artificial intelligence on human loss in decision making, laziness and safety in education. *Humanities and Social Sciences Communications*. 2023. Vol. 10(1). P. 1–14.
2. Bannikov V., Havran V., Hulko O. The influence of artificial intelligence on managerial decision-making in conditions of uncertainty and rapid changes. *Академічні візії*. 2024. Вип. 35. С. 1–11.
3. Bankins S. The ethical use of artificial intelligence in human resource management: a decision-making framework. *Ethics and Information Technology*. 2021. Vol. 23(4). P. 841–854.
4. Shtepa S., Bao Y., Osiyevskyy O. The impact of artificial intelligence on management practice. *Research Handbook on Digital Strategy*. Cheltenham: Edward Elgar Publishing, 2023. P. 324–341.
5. Strich F., Mayer A. S., Fiedler M. What do I do in a world of artificial intelligence? Investigating the impact of substitutive decision-making AI systems on employees' professional role identity. *Journal of the Association for Information Systems*. 2021. Vol. 22(2). P. 9.