

# “NICOLAE BĂLCESCU” LAND FORCES ACADEMY OF SIBIU



The 32<sup>nd</sup> INTERNATIONAL SCIENTIFIC CONFERENCE

## KNOWLEDGE-BASED ORGANIZATION

*CIVIL-MILITARY COLLABORATION FOR FOSTERING RESILIENCE IN CONTEMPORARY SOCIETY:  
BETWEEN VUCA AND BANI PARADIGMS*

**CALL FOR PAPERS**



 Paradigm

June 11-13, 2026  
SIBIU

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## DEADLINES

- Extended paper submission: ~~May 1, 2026~~ *May 10, 2026*
- Notification of paper acceptance: ~~May 22, 2026~~ *May 29, 2026*
- Payment confirmation: *June 5, 2026*

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## REGISTRATION

- Information about registration and paper submission are available at:  
**<https://www.armyacademy.ro/engleza/conference.php>**
- An author can submit two papers at most; max. three authors per article.
- All accepted papers are published in the Conference Proceedings.
- Presentation of articles according to conference sections / poster exhibition in designated rooms.

### Payment details:

- 160 Euros/article, for the publication in the conference proceedings (includes lunch, dinner and presentation materials for one author);
- 20 Euros/person/day for accommodation and breakfast (subject to availability);
- 55 Euros/person, for co-authors of an article, regardless of the institution they belong to (includes lunch, dinner and presentation materials if they physically participate);
- 270 Euros/2 articles (includes lunch, dinner and presentation materials for one author).

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- The fee is not to be paid until you receive the evaluation results.

## **SECTIONS OF THE INTERNATIONAL SCIENTIFIC CONFERENCE**

### **Central Topic**

## ***CIVIL-MILITARY COLLABORATION FOR FOSTERING RESILIENCE IN CONTEMPORARY SOCIETY: BETWEEN VUCA AND BANI PARADIGMS***

### **Panel I: ECONOMIC AND FINANCIAL CHALLENGES IN FOSTERING RESILIENCE**

#### **Topics:**

- Economic Governance and Human Capital Dynamics in Building Resilient Entities
- Financing Resilience: Innovative Budgeting and Funding for Civil-Military Cooperation
- Strengthening Economic Sustainability and Societal Resilience in a Changing Strategic Environment
- Building Resilient Supply Chains and Critical Infrastructure: Economic Vulnerabilities and Solutions
- The Economics of Sustainable Resilience in the Context of Green Transition and Energy Challenges

### **Panel II: COMPLEX SYSTEMS RESILIENCE MANAGEMENT**

#### **Topics:**

- Innovation and Experimentation/Experimentalism to Increase Organizational Resilience
- Successful Organizational Collaborative Models
- Management of Projects and Programs Specific to Complex Systems
- Managerial Resilience: Development Methods and Tools
- Challenges of the Management of Security and Defense Organizations
- Operationalizing the VUCA-BANI Continuum: Tools, Frameworks, and Methods for Managing Extreme Uncertainty
- Resilience beyond Stability – Preparing Civil-Military Actors for Managing Crises in a VUCA-BANI World
- Decision-Making under Radical Uncertainty: Integrating AI Technologies

### **Panel III: AUGMENTING TECHNICAL INTEROPERABILITY OF COMPLEX SYSTEMS**

#### **Topics:**

- Dual-Use Technologies and Contemporary Funding Mechanisms for Security
- Biotechnologies in Warfare Civilian Sectors
- Cyber Resilience Applications Trends
- Integration of Autonomous Vehicles into Military Modern Structures
- The Next Evolution of Drones

- Risk Analysis of Industry 5.0
- Interdependence between Strategic Reasons and Dual-Use Technology
- Technology as Enabler of Society Development

#### **Panel IV: ENHANCING MILITARY RESILIENCE IN A BANI WORLD**

##### **Topics:**

- Multi-Domain Operations and Hybrid Warfare: Enhancing Military Readiness in a Complex Security Environment
- Technological and Cyber Resilience – Protecting critical infrastructure, Enhancing Cyber Defense, and Managing AI-driven Uncertainties
- Resilient Leadership under Hybrid Threats
- Building Resilient Forces: Training for Operational Adaptability in Unpredictable Environments
- Ethical and Legal Challenges in BANI Military Operations
- Strengthening Alliances and Interoperability under Uncertainty
- Security in a BANI World: Resilience, Adaptation, and Strategic Foresight
- Historical Perspectives on the Evolution of Warfare: Foundations for Modern Multi-Domain and Hybrid Operations
- Societal Security and Civil-Military Cooperation

#### **Panel V: BUILDING ORGANISATIONAL AND INDIVIDUAL RESILIENCE FOR COMPLEX AND UNPREDICTABLE WORKPLACES**

##### **Topics:**

- Adaptive Leadership in a BANI World – How Leaders Cope with *Brittleness, Anxiety, Nonlinearity, and Incomprehensibility* to Strengthen Resilience and Decision-Making
- Digital Resilience and Human–Technology Integration in the BANI Workplace
- Organizational Ethics, Trust, and Moral Resilience
- Leadership for Wellbeing: Creating Organizational Cultures that Support People
- Multicultural Resilience in Workplace: How Diversity Strengthens Adaptability
- Education for a BANI World: Building Adaptive and Future-Oriented Learners
- Hybrid and Remote Work Resilience Strategies
- Intercultural Communication for Resilient Teams in a BANI Workplace
- Adaptive Learning Models for Non-Linear and Unpredictable Futures