

MANAGEMENT RESEARCH: AN INTERDISCIPLINARY DIMENSION

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YANA, DYBCHYNSKA²**Abstract**

The paper critically reviews various conceptions of the interdisciplinary approach and explores the challenges and opportunities associated with its adoption in management studies. The significance of this topic stems from the need to comprehend the ongoing transformations in contemporary science, where emerging syntheses of knowledge are reshaping its structure. Thus, the study of interdisciplinarity issues becomes an integral part of the development of the scientific process in the modern world, contributing to the creation of a more flexible and effective scientific environment. This paper aims to provide insights into the concept of interdisciplinarity in management science, key challenges identifying included. The objectives envisage: clarifying terminology related to different types of interdisciplinary research; describing mechanisms for integrating knowledge across disciplines; identifying the primary challenges of the interdisciplinary approach within the context of management as a scientific discipline. The methodology employs general scientific methods of inquiry to achieve a comprehensive understanding of interdisciplinary approaches as they relate to management studies. Practical implications: considering interdisciplinarity as a complex concept, this study provides practical insights into the dynamics of interdisciplinary collaboration. The findings highlight the pivotal role of the interdisciplinary approach in addressing contemporary management challenges. By facilitating a comprehensive analysis and enabling innovative solutions, this approach enhances the understanding of complex management problems in a dynamic environment. Integrating knowledge from diverse disciplines allows for the development of effective strategies aimed at improving management efficiency in a rapidly evolving global context. The interaction of scientists from different disciplines opens up new ways of solving problems, ensuring the exchange of a significant amount of knowledge between participants. Some aspects of management, such as the analysis of consumer, investor or employee behavior, require the integration of approaches from different fields. The combination of efforts of specialists from various sciences allows us to achieve unique results that would be impossible using the methods of only one discipline.

Key words: interdisciplinarity, interdisciplinary management research, transdisciplinarity, multidisciplinary, management.

Introduction

Science is a fundamental means of understanding the world and represents a distinctive domain of human activity. Its evolution is driven by the increasing complexity of human perceptions regarding the world, as well as the expanding scope of research objects and subjects.

Scientific approaches to understanding the world can be broadly categorized into two main groups.

The first group encompasses monodisciplinary methods derived from traditional academic disciplines, which contribute to shaping an individual's scientific worldview. Each discipline is viewed as a structured framework for organizing knowledge, with science as a whole regarded as a collection of such disciplines. A widely held perspective is that the disciplinary organization of science simplifies

communication and coordination within the scientific community while facilitating the training of specialists. Each discipline possesses a well-defined object of study, unique scientific methodologies, a recognized community of experts, reputable journals and publishers, as well as its own "scientific elite" and peripheral contributors.

The second group comprises interdisciplinary, multidisciplinary, and transdisciplinary approaches. The classification of an approach into a specific category is determined by its defining features, including the presence of a shared worldview that frames the boundaries of scientific understanding, the application of research methods and tools, and a recognition of the moral responsibility associated with the outcomes of theoretical research and professional activities.

The relevance of studying the problems of interdisciplinarity in scientific research is determined by several important factors.

Firstly, in the context of the rapid development of science and technology, there is a need to integrate knowledge from different fields to solve com-

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plex and multifaceted problems that cannot be fully covered within a single discipline. Interdisciplinary approaches allow to combine theoretical and methodological approaches from various sciences, which contributes to a deeper and more comprehensive analysis of phenomena.

Secondly, global challenges such as climate change, sustainable development, globalization and digitalization require an integrated approach involving experts from different fields. These problems require new forms of cooperation between scientists capable of combining different scientific traditions and methods to find effective solutions.

In addition, interdisciplinarity contributes to the development of new scientific directions and approaches, and stimulates innovation, as it facilitates the exchange of ideas and concepts between different scientific schools. In this regard, it is important to study the theoretical and practical aspects of interdisciplinarity, as well as to consider the mechanisms for its implementation in various areas of scientific and professional activity.

Given the inherently interdisciplinary nature of management, interdisciplinary research is particularly well-suited to this field. It facilitates the creation of connections and bridges between diverse disciplines and areas of study, enhancing the integration of knowledge and the development of innovative solutions.

Literature review

In the latter half of the 20th century, a key trend in science emerged: the integration of knowledge across various disciplines. While the disciplinary structure of science continues to develop and specialization increased, interdisciplinary knowledge was gaining prominence. Problem-oriented and project-based approaches gained traction, and a paradigm focused on a holistic understanding of the phenomena under investigation began to take shape.

The primary advantage of the multidisciplinary approach lies in its capacity to reveal different facets of an object or problem through disciplinary research, with these findings subsequently interpreted within a shared context. Consequently, multidisciplinary research employs multiple disciplines, each pursuing its own distinct objectives while contributing to a collective goal (Petts et al., 2008).

The concept of "transdisciplinarity" and the suggestion to explore the topic of "transdisciplinarity in science" were introduced by Jean Piaget in 1970, who also provided its initial definition. Piaget wrote, "Following the phase of interdisciplinary research,

we should anticipate a higher stage – transdisciplinarity – which will not be confined to interdisciplinary relations but will incorporate these relations into a global system, transcending strict boundaries between disciplines" (Piaget, 1972).

A central issue in this discussion was the essence of transdisciplinarity. Piaget argued that transdisciplinarity should be understood as a distinct field of knowledge, separate from multidisciplinary and interdisciplinarity. E. Jantsch, echoing Piaget's perspective, described transdisciplinarity as an approach that emphasizes the coordination of educational processes and innovation (Jantsch, 1972).

One of the pioneering organizations dedicated to advancing transdisciplinarity was the International Center for Transdisciplinary Research (CIRET – Centre International de Recherches et Études Transdisciplinaires) (CIRET).

In discussing the evolution of interdisciplinarity and transdisciplinarity in scientific knowledge, Basarab Nicolescu, physicist and President of the International Centre for Transdisciplinary Studies, noted that over time, the number of specialized disciplines has grown exponentially. The earliest universities, established in the 13th century, offered seven disciplines. By 1950, there were 54 disciplines, and their number has been rising rapidly. By 2000, there were over 8,000 disciplines. Consequently, after 1950, terms like 'multidisciplinary' and 'interdisciplinarity' became increasingly relevant, reflecting the need for the re-unification and integration of knowledge in response to this growing complexity (Nicolescu, 2002; Transdisciplinarity, 1998; Nicolescu, 2007).

E. Morin, when examining the relationship between interdisciplinarity and transdisciplinarity, provides the following interpretation: "Interdisciplinarity can simply be seen as a meeting of different disciplines at a shared table, similar to how different countries convene at the UN to assert their rights and sovereignty in response to potential encroachments from their neighbors. However, interdisciplinarity can also involve the exchange of knowledge and collaboration, which allows it to evolve into something more integrated.

Transdisciplinarity, on the other hand, influences cognitive frameworks that can transition from one discipline to another. This process can be so profound that disciplines enter a sort of trance. In fact, it is the interaction of inter-, poly-, and transdisciplinary approaches that plays a crucial role in advancing science. Within this context, it is vital to emphasize

concepts such as cooperation, unification, interconnection, and, most importantly, a joint project, which becomes the foundation for productive scientific work" (Morin, 2024).

At the research center in Bielefeld, the German philosopher Jürgen Mittelstrass suggested linking interdisciplinarity and transdisciplinarity, framing the latter within the context of technological culture. He later characterized transdisciplinarity as one of the forms of scientific research practice (Mittelstrass, 2018).

Paul Thagard's analysis of the emergence of cognitive science as a new interdisciplinary field is based on the anthropological metaphor of "trading zones." He identifies five key conditions for the successful development of interdisciplinarity: individuals with strong interdisciplinary interests; locations such as universities and research centers where they can conduct research; specialized organizations like societies and journals; ideas that transcend the boundaries of individual disciplines; and methods applicable at the intersection of these fields. Thagard illustrates these conditions with the example of interdisciplinary studies of analogical thinking in cognitive science (Thagard, 2019).

Interdisciplinary research has become one of the most prevalent methods for organizing projects in contemporary science. It serves as a powerful tool for addressing a wide range of scientific and practical challenges, enabling a deeper and more comprehensive understanding of issues while yielding balanced and multifaceted results. When effectively organized, interdisciplinary research demonstrates substantial potential. However, its implementation is not without challenges and has drawn criticism from some scholars. The methodological and organizational aspects of interdisciplinary science are extensively discussed in specialized literature (Gammel et al., 2022; Jarke et al., 1998; van Baalen, & Karsten, 2012; Zaman, & Goschin, 2010].

In the context of this article, several other works can be highlighted that explore research across various fields of scientific knowledge, employing an interdisciplinary approach that provides extensive opportunities for collaboration between multiple disciplines in addressing complex issues of nature and society (Дегтяр, & Сагалович, 2017; Євсєєва, 2023; Молоканова, & Гордєєва, 2021; Самойловська, et al., 2023; Ціпурінда, 2017; Шмагіна, 2023).

In general, the study of interdisciplinarity issues is becoming an integral part of the development of the scientific process in the modern world, contrib-

uting to the creation of a more flexible and effective scientific environment.

Paper objective

The study aims to analyze the characteristics and applications of the interdisciplinary approach in management research, while identifying the key challenges encountered in its implementation.

The objectives include:

- specifying terminology related to different types of interdisciplinary research;
- describing mechanisms for integrating knowledge across disciplines;
- identifying the primary challenges of the interdisciplinary approach within the context of management as a scientific discipline.

Methodology

The methodology employs general scientific methods of inquiry to achieve a comprehensive understanding of interdisciplinary approaches as they relate to management studies.

Analysis and discussion

Disciplinary approaches are characterized by a linear progression in the cognition and study of an object. This process involves systematically structuring knowledge: first by identifying the subjects of research and then by forming a monodisciplinary understanding of the object. The primary goal of such approaches is to conduct an in-depth investigation of the object, focusing on its individual aspects and developing the theoretical foundations and methods specific to the discipline.

As scientific knowledge advances, the increasing complexity of monodisciplinary perspectives on research objects and subjects naturally leads to the emergence of interdisciplinary interactions within science. These interactions manifest through the approaches of the second group, including interdisciplinary, multidisciplinary, and transdisciplinary methods.

While the term "interdisciplinary" is widely recognized among researchers, there is no universally accepted definition of it. Numerous definitions of interdisciplinary research exist, accompanied by significant ambiguity (Jacobs, & Freckle, 2009). This lack of clarity and diversity in interpretations complicates the measurement and identification of interdisciplinary research. Consequently, researchers aiming to study this evolving paradigm face challenges in understanding and assessing a movement that is reshaping the way scientific inquiry is conducted.

It is essential to differentiate between the terms "interdisciplinarity" and "interdisciplinary interac-

tions." Interdisciplinarity refers to the potential for broadening the scientific worldview by utilizing the knowledge and methods of various monodisciplines. In contrast, interdisciplinary interactions are integration processes that create logical frameworks connecting complementary monodisciplines, thereby facilitating the further expansion of scientific horizons.

Interdisciplinarity can generally be understood from two main perspectives.

The first perspective views interdisciplinarity as the interaction between two or more scientific disciplines, each possessing its own distinct subject matter, terminology, and research methodologies. This type of interaction manifests through collaborative research projects, the establishment of interdisciplinary centers within academic institutions, the organization of conferences dedicated to interdisciplinary topics, and the publication of problem-focused journals rather than discipline-specific ones.

The second perspective emphasizes the identification of knowledge domains that existing scientific disciplines have overlooked, creating opportunities to explore new research areas and expand the frontiers of science.

Interdisciplinarity has emerged as a defining characteristic of the cognitive processes of the 20th and early 21st centuries, distinguishing modern science and other forms of intellectual activity. The Rethinking Interdisciplinarity Center has established itself as an international hub for exploring the interplay between the humanities, social sciences, and cognitive sciences.

Edgar Morin, a prominent advocate of the concept of "complex thinking," emphasizes the importance of building bridges between diverse fields of knowledge, re-establishing lost connections, and understanding knowledge in its full context and totality. He argues that only within this integrated framework does knowledge acquire its true significance. As Paul Thagard aptly notes, the success of interdisciplinary research hinges on its foundation in ideas that genuinely transcend disciplinary boundaries (Thagard, 2019).

A defining characteristic of interdisciplinary research is its problem-solving orientation, which fosters the creation of fundamentally new knowledge at the intersection of various disciplines. Importantly, this integration does not compromise the autonomy of the individual disciplines. Instead, it enhances them by incorporating novel approaches and principles.

In interdisciplinary research, it is crucial to distinguish between a "leading" discipline and a "supporting" discipline. The "leading" discipline takes

on the responsibility of defining the problem, setting the research objectives, and interpreting the findings. The "supporting" discipline, on the other hand, contributes its methodological tools to facilitate the research process.

Regardless of the methods used, even those derived from the "supporting" discipline, all results are ultimately interpreted through the lens of the "leading" discipline. Consequently, the interdisciplinary approach is often employed to address specific challenges within a single discipline, especially when conceptual or methodological obstacles arise that necessitate engagement with another discipline for effective resolution.

The multidisciplinary approach serves as a means of broadening the scientific worldview, aiming to develop a comprehensive understanding of the object of study. This approach fosters a sense of moral responsibility for the outcomes and consequences of both theoretical research and professional activities, with the level of responsibility shaped by the boundaries of the prevailing scientific paradigm.

A key feature of the multidisciplinary approach is its ability to identify and integrate both similar and distinct subject areas that are relevant to the study of a particular object or the resolution of a specific problem. This enables the examination of the same phenomenon through the methodologies of multiple disciplines and interdisciplinary frameworks.

The transdisciplinary approach, on the other hand, aims to expand the scientific worldview by developing an integrated and unified understanding of the research object. This approach places particular emphasis on moral responsibility for the results and consequences of research and professional actions, grounded in the principles of objective necessity and the interconnectedness of elements within a unified world.

Transdisciplinarity has firmly established itself in scientific practice as a research strategy that transcends individual disciplines, fostering a comprehensive understanding of phenomena and processes. The prefix "trans" (from the Latin *trans*, meaning "through" or "across") signifies a qualitatively new approach to knowledge production. While interdisciplinarity remains confined within the boundaries of scientific disciplines, transdisciplinarity extends beyond the traditional realms of the natural sciences and humanities, aiming to address practically significant issues.

Due to the lack of strictly defined identifying characteristics, transdisciplinarity is often viewed

not merely as a scientific approach but as a unique type of research that traverses and transcends disciplinary boundaries. It is positioned as a distinct field of knowledge, separate from interdisciplinarity and multidisciplinary, and often described as a form of metamethodology. This approach focuses on the methodologies of various disciplines, aiming to transform and surpass them, creating an integrated framework that redefines how knowledge is generated and applied.

According to B. Nicolescu, a leading theorist of transdisciplinarity, the concept is grounded in three fundamental postulates.

First, it posits the existence of a multi-level reality, where each level is studied by a separate discipline. Transdisciplinary methodology, however, emphasizes describing the dynamics of processes that span multiple levels simultaneously.

Second, a new logic for understanding processes is applied, one that synthesizes opposites rather than opposing them. The principle of complementarity is used, allowing these opposites to be viewed as complementary elements.

Third, the transdisciplinary approach highlights the connection between the complexity of the world and the complexity of human knowledge. In this context, a new dimension known as the "Hidden Third" gains particular importance. This dimension, linked to the concept of "cosmodernity," helps deepen our understanding of the unity of the world and plays a central role in forming a holistic perspective on reality (Nicolescu, 2016).

Currently, the transdisciplinary approach, which focuses on understanding complex systems in their historically evolving and multidimensional nature, is becoming increasingly significant in light of the development of technoscience and convergent technologies.

As demonstrated above, the terms "interdisciplinarity," "multidisciplinary," and "transdisciplinarity" have distinct meanings and should not be used interchangeably. "Interdisciplinarity" refers to the collab-

oration between scientific fields through the exchange of shared concepts. "Multidisciplinary" involves studying a single phenomenon from different perspectives, simultaneously using various disciplines. In contrast, transdisciplinary research is defined by the transfer of cognitive models and methods from one discipline to another.

Interdisciplinary approaches are typically employed to address issues that are too complex or expansive to be adequately analyzed with the knowledge and tools of a single discipline. For instance, management, as an interdisciplinary field of study, is examined from the viewpoints of various scientific areas, each offering its own unique insights. This is due to the fact that management encompasses a wide range of factors, including the management of people, processes, resources, and organizations, particularly in the context of a constantly evolving external environment.

Economics offers a theoretical foundation for analyzing markets, resources, and costs, aiding in the study of resource efficiency, strategy development, and financial planning.

Sociology is crucial for understanding corporate culture, leadership, and the social dimensions of management, as it explores the behavior of groups, social structures, and their influence on organizations.

Psychology, with its focus on individual behavior, motivation, and perception, plays an essential role in developing methods for employee motivation and fostering a positive work environment.

Mathematics and computer science provide essential tools for data analysis, modeling, and optimization, forming the basis for data-driven decision-making in management.

Jurisprudence governs the legal aspects of management, such as labor relations, corporate law, and data protection, ensuring compliance with legal requirements and minimizing legal risks.

Philosophy and ethics, by examining values, moral principles, and the ethical aspects of decision-making, guide the development of sustainable and responsible management practices.

Table 1

Comparative table of multi-, inter- and transdisciplinary research

Approach	Goal	Discipline relating	Science relating
Multidisciplinary research	Acquiring comprehensive, multi-dimensional knowledge	Study within traditional disciplines	Dependence on scientific methods
Interdisciplinary research	Combining knowledge and methodologies	Research through interdisciplinary interactions	Dependence on scientific methods
Transdisciplinary research	Generating a fundamentally new form of knowledge	Transcending the disciplinary approach	Integration of scientific and non-scientific knowledge is feasible

Cultural studies and anthropology explore how national and corporate cultures impact management, which is especially important for analyzing the operations of international companies and managing multicultural teams.

Modern engineering approaches contribute to the automation and digitalization of management, the optimization of supply chains, and the integration of advanced technologies into production processes.

An interdisciplinary approach to management research involves the integration of knowledge, methods, and theories from multiple scientific fields to gain a deeper understanding of complex management processes in contemporary settings. Let's explore its key characteristics.

The integration of knowledge from diverse disciplines is achieved by utilizing methods and theories from economics, sociology, psychology, cybernetics, cultural studies, and other fields. This enables consideration of a broad spectrum of factors impacting management, including human, social, cultural, and technological elements.

A holistic examination of systems emphasizes the interrelationships between components such as people, technology, and processes. Management is viewed as a part of a larger system that encompasses the organization, society, and the external environment. This approach fosters a profound understanding of management, recognizing its multi-dimensional nature and the intricate interactions of various influencing factors.

Flexibility is achieved by adapting research methods to evolving conditions and contexts, as well as by incorporating both quantitative and qualitative analysis techniques.

The practical focus of the interdisciplinary approach is reflected in the development of tools and methods designed to address contemporary challenges, such as digitalization, globalization, and sustainable development.

A key aspect of this approach is the consideration of intercultural differences, which involves examining the impact of cultural factors on management within international and multicultural organizations. Cultural and sociological theories are frequently applied to analyze communication and leadership dynamics.

The ethical dimension also plays a significant role in interdisciplinary management studies, providing moral guidelines for the integration of knowledge and decision-making. This ensures that the interests of all stakeholders – ranging from employees

and investors to society at large – are taken into account.

Conclusion

Scientific approaches to understanding the world can be divided into two main categories. The disciplinary approach is a method of forming a scientific worldview within the framework of a local picture of the world, methodology and the corresponding language that is capable of explaining the phenomena under study. This approach creates the basis for conscious moral responsibility for the results and consequences of theoretical research and professional activity.

The complication of monodisciplinary ideas about subjects and objects of research, inevitable in the process of scientific development, becomes the reason for the emergence of interdisciplinary interactions. An interdisciplinary approach should be understood as a way of interaction between sciences, when knowledge is achieved only by combining the efforts of individual sciences. These interactions are realized through interdisciplinary, multidisciplinary and transdisciplinary approaches, where belonging to each group is determined by their main characteristics.

The interdisciplinary approach aims to broaden the scientific worldview by enriching the knowledge, methodology and language of one discipline with similar elements of another discipline. This approach forms moral responsibility for the results and consequences of theoretical research and professional activity within the framework of interacting disciplines.

The multidisciplinary approach is an expansion of the scientific worldview to create a holistic image of the object under study, forming moral responsibility for the results and consequences of theoretical research and professional activity, while the framework of responsibility is determined by the existing scientific paradigm.

The transdisciplinary approach expands the scientific worldview in order to create a unified image of the object of study, forming a conscious moral responsibility for the results and consequences of theoretical research and professional activity based on objective principles and the obligatory nature of elements of a single world. The interdisciplinary approach plays a key role in the study of modern management problems, since it provides a comprehensive analysis and development of effective solutions in a complex and constantly changing environment.

This approach to the study of management allows a deeper understanding of management problems

and the proposal of innovative solutions. It takes into account the complexity of the modern world, integrating knowledge from various fields of science, and is aimed at improving the effectiveness of management in the context of constant change.

The main advantages of an interdisciplinary approach include:

- completeness of analysis, which involves considering management problems from different perspectives, which helps to develop more accurate and universal solutions;
- relevance of solutions, ensured by the use of modern science methods, such as information technology, artificial intelligence and big data, for management in the digital age;
- innovativeness, manifested in the creation of new ideas and methods due to the combination of different approaches and perspectives;

– flexibility and adaptability which allow you to quickly respond to changes in the external environment, using a variety of analytical tools.

The growing popularity of interdisciplinary research is due to several factors. These studies help resolve conflicts of interest between different parties within an organization. They are seen as a way to overcome the negative effects of excessive specialization in management.

The interaction of scientists from different disciplines opens up new ways of solving problems, ensuring the exchange of a significant amount of knowledge between participants. Some aspects of management, such as the analysis of consumer, investor or employee behavior, require the integration of approaches from different fields. The combination of efforts of specialists from various sciences allows us to achieve unique results that would be impossible using the methods of only one discipline.

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ДОСЛІДЖЕННЯ В МЕНЕДЖМЕНТІ: МІЖДИСЦИПЛІНАРНИЙ ВИМІР

Анотація

Актуальність вивчення проблем міждисциплінарності в наукових дослідженнях визначається кількома важливими факторами. По-перше, в умовах стрімкого розвитку науки і техніки виникає потреба в інтеграції знань з різних галузей для вирішення складних і багатограних проблем, які не можуть бути повністю висвітлені в межах однієї дисципліни. Міждисциплінарні підходи дозволяють поєднувати теоретичні та методологічні підходи з різних наук, що сприяє ґрунтовному аналізу явищ. По-друге, такі глобальні виклики, як зміна клімату, сталій розвиток, глобалізація та цифровізація, вимагають комплексного підходу із залученням спеціалістів із різних галузей. Ці проблеми вимагають нових форм співпраці між науковцями, здатними поєднувати різні наукові традиції та методи для пошуку ефективних рішень. По-третє, міждисциплінарність сприяє розвитку нових наукових напрямів і підходів, а також стимулює інновації, оскільки сприяє обміну ідеями та концепціями між різними науковими школами. У зв'язку з цим актуальним є дослідження теоретичних і практичних аспектів міждисциплінарності, а також розгляд механізмів її реалізації в різних сферах наукової та професійної діяльності. Мета дослідження – проаналізувати відмітні ознаки і особливості застосування міждисциплінарного підходу в дослідженнях менеджменту. Завданнями є: уточнення термінології, що стосується різних типів міждисциплінарних досліджень; опис механізмів інтеграції знань між дисциплінами; виявлення основних викликів міждисциплінарного підходу в контексті менеджменту як наукової дисципліни. За допомогою загальнонаукових методів зроблено спробу досягти комплексне розуміння сутності і спрямованості міждисциплінарних підходів у дослідженнях менеджменту. Отримані результати підтверджують важливу роль міждисциплінарного підходу для вирішення сучасних проблем менеджменту. Цей підхід сприяє спрощенню складного аналізу та забезпечує інноваційні рішення, що допомагають краще розуміти складні проблеми управління в динамічному середовищі. Інтеграція знань з різних дисциплін уможливіло розбудову ефективних стратегій для підвищення ефективності управління в мінливому глобальному контексті. Взаємодія вчених різних дисциплін відкриває нові шляхи вирішення проблем, забезпечуючи обмін значною кількістю знань між учасниками. Деякі аспекти управління, такі як аналіз поведінки споживачів, інвесторів або співробітників, вимагають інтеграції підходів з різних сфер. Поєднання зусиль фахівців різних наук дозволяє досягти унікальних результатів, які були б неможливі за допомогою методів лише однієї дисципліни.

Ключові слова: міждисциплінарність, міждисциплінарні дослідження в менеджменті, трансдисциплінарність, мультидисциплінарність, менеджмент.

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