MANAGEMENT

RECEIVED:
21 November 2024
ACCEPTED:
16 February 2025
RELEASED:
20 March 2025

UDC 65.011

DOI 10.26661/2522-1566/2025-1/31-04

INTERDISCIPLINARY TEAMBUILDING IN MANAGEMENT RESEARCH

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Abstract. The interdisciplinary approach in science, education and practice has acquired particular importance over the past decade, characterized by the rapid development of technological innovations, increasing uncertainty of the external environment and large-scale changes in the political, economic and social spheres.

The aim of this article is to identify the most effective methods for creating interdisciplinary teams to study management problems.

To achieve this goal, it is necessary to solve several problems:

– establish the main attributes of the formation of interdisciplinary teams;

– study the content, organizational structure and methodological aspects of the formation of interdisciplinary teams;

– identify the key problems and advantages that arise when creating interdisciplinary teams;

– determine the most important competencies of the participants that contribute to the successful implementation of a scientific project in the context of interdisciplinary interaction.

General scientific methods are employed to support the theoretical arguments and validate the conclusions. The systematic approach enables an understanding of the nature and functional role of teambulding in interdisciplinary management research.

Key findings indicate that modern management research requires the integration of knowledge from various disciplines, which makes the process of forming an interdisciplinary team especially important. Interdisciplinary team building is a complex but manageable process, the success of which depends on a conscious approach to the formation, management and motivation of participants.

Keywords: interdisciplinary team, management research, teambuilding, management.
JEL Classification: A 12, B 41, M 10, M 11.

INTRODUCTION

Interdisciplinary research focuses on addressing complex systemic challenges. It involves the integration of knowledge from different fields of science and practice, as well as the identification of new relationships between them. Interdisciplinarity opens up opportunities for fundamentally new solutions to complex problems.

This approach facilitates a comprehensive understanding of the subject by examining it from multiple perspectives. Consequently, it enables the development of well-grounded and detailed conclusions that account for a diverse range of factors and variables. The special significance of this approach lies in its practical benefits: interdisciplinary interaction allows to create knowledge that is necessary to solve problems with a nonlinear, uncertain structure in the context of dynamic changes and chaos.

In management sciences, a combination of traditional management approaches and methodologies adopted from other disciplines is widely employed. Techniques borrowed from other fields are predominantly applied to analyze and evaluate organizations and their management processes. Conversely, discipline-specific methods are primarily designed to enhance and optimize the organization itself, as well as its management systems.

This becomes especially important in the context of striving for technological breakthroughs, when it is necessary to simultaneously develop and implement unique innovations in various fields and processes. Mutual enrichment of scientific disciplines and practical areas contributes not only to posing new questions, but also to finding solutions that expand the horizons of science and increase the effectiveness of practical actions.

In modern management research interdisciplinary methodology is an effective tool for organizing teamwork, deep analysis of situations and increasing efficiency in solving problems, as well as providing practical tools for making decisions in complex and non-standard conditions.

LITERATURE REVIEW

Several major scientific internet projects and platforms provide access to peer-reviewed literature, particularly on interdisciplinary topics [1-9].

The modern approach involves the development of various principles, procedures and tools that, unlike traditional methods, help to study the existing problem situation in more depth and expand knowledge about it. The main focus is on the quality of the research process, which directly affects the accuracy and validity of decisions made (DanielI K. et al., 2022; Davis C. et al., 2023; Moirano R. et al., 2020).

The scientific literature on management has repeatedly emphasized the importance of using a variety of research methods to study and develop organizations. However, it should be emphasized that management methods cannot be universal. They must adapt and change over time, as companies evolve, facing new challenges and conditions (Kim K.-H. et al., 2018; Mooi E. et al., 2018; Robbins, S. P. & Judge T. A., 2013).

In modern science, there is a phenomenon of methodological pluralism. Solving research problems requires a willingness to use methods borrowed from various disciplines and theoretical approaches. This implies that “the diversity of ways of perceiving the world should be combined with a diversity of methods, approaches and tools for its assessment and transformation” [6]. However, in order to avoid the risk of methodological eclecticism, it is important to carefully analyze the research problem. This allows you to choose the most appropriate methods that will ensure the reliability and validity of the results obtained, minimizing the impact of these risks (Chryssolouris G. et al., 2013; Piorkowski D. et al., 2021).

The most effective approach today in modern management research is considered to be teamwork of specialists from different fields. In the context of management, a team is a group of people united by a common goal who interact to achieve a specific result. Unlike a regular work group, a team is characterized by a higher level of interaction, interdependence and responsibility of each member for the overall success (Cobb A.& Hackman J. R., 2002; Freeland G., et al., 2018; Friedman R. 2021).

The aforementioned factors highlight the growing interest in interdisciplinary research methodology as a powerful approach for organizing collaborative efforts, conducting in-depth

situation analysis, enhancing problem-solving efficiency, and offering practical tools for decision-making in complex and unconventional scenarios.

PAPER OBJECTIVE

The aim of this article is to identify the most effective methods for creating interdisciplinary teams to study management problems.

To achieve this goal, it is necessary to solve several problems:

– establish the main attributes of the formation of interdisciplinary teams;

– study the content, organizational structure and methodological aspects of the formation of interdisciplinary teams;

– identify the key problems and advantages that arise when creating interdisciplinary teams;

– determine the most important competencies of the participants that contribute to the successful implementation of a scientific project in the context of interdisciplinary interaction.

METHODOLOGY

The systematic approach is employed to support the theoretical arguments and validate the conclusions as far as the attributes and modes of team building process in interdisciplinary management research are concerned.

ANALYSIS AND DISCUSSION

The term "interdisciplinary" is currently used very actively. Similar concepts such as "complex", "multidisciplinary" or "multidisciplinary" research are also used. The main difference between multidisciplinary and interdisciplinary approaches is that in the former case, knowledge and methods from different disciplines are borrowed and applied in parallel, but the results are not combined. Thus, each discipline retains its autonomy, performing separate tasks that do not intersect, and the goal of such research is to create a multi-faceted vision that takes into account different aspects of a complex problem.

At the same time, the task of interdisciplinary research, in the narrow sense, is precisely to overcome the boundaries between disciplines and to integrate scientific fields. At the same time, interdisciplinary research still relies on existing scientific traditions, methods and concepts, using them as a basis for creating new approaches.

In the modern paradigm, a professional, be it an engineer, manager or IT specialist, must quickly master new areas of knowledge, adapt to markets and industries that were not previously within his or her area of expertise. The volume, depth and diversity of skills of new generation specialists are increasing significantly, which requires a corresponding update of educational programs in various areas of training (Freeland, Danoesastro & Rehberg, 2018).

In the expression "interdisciplinary team" the semantic emphasis is equally distributed between the concepts of "interdisciplinary" and "team". Depending on the goals and objectives of the study, it can be carried out either by individual specialists working independently or by a well-coordinated team consisting of specialists of the same profile.

A team is defined as a small group of people with complementary skills who share a common goal, objectives, and approach. At the same time, the participants maintain mutual accountability. However, simply bringing together specialists with different knowledge does not yet form a full-fledged team. To create one, it is necessary to achieve agreement within the group on key aspects: goals (priorities), methods (approaches), and the distribution of responsibility between the participants.

According to Katzenbach, a high-performing team consists of members who go beyond basic collaboration, aiming for three main outcomes: collective work products; performance results; personal growth (Katzenbach & Smith, 1993). These outcomes form the foundation of a triangular model. To achieve them, teams must focus on three essential effectiveness factors: skills, accountability, and commitment, which correspond to the sides of the triangle.

Figure 1. The Katzenbach and Smith model

Source: 11 Team Effectiveness Models to Build High-Performing Teams.

This model is especially beneficial for teams shifting from an individualistic mindset to a collaborative, team-based approach. It promotes increased engagement, a sense of ownership, and helps teams identify and communicate a meaningful purpose within the organization. However, this model works best for small teams that can meet regularly. A potential downside is that teams experiencing early conflict may struggle to progress, remaining in a pseudo-team stage without achieving true cohesion.

The main causes of problems are: lack of a common vision of values; differences in approaches; ambiguity of roles; confusion of goals; unequal power relations; professional rivalry and hostility; differences in the interpretation of concepts.

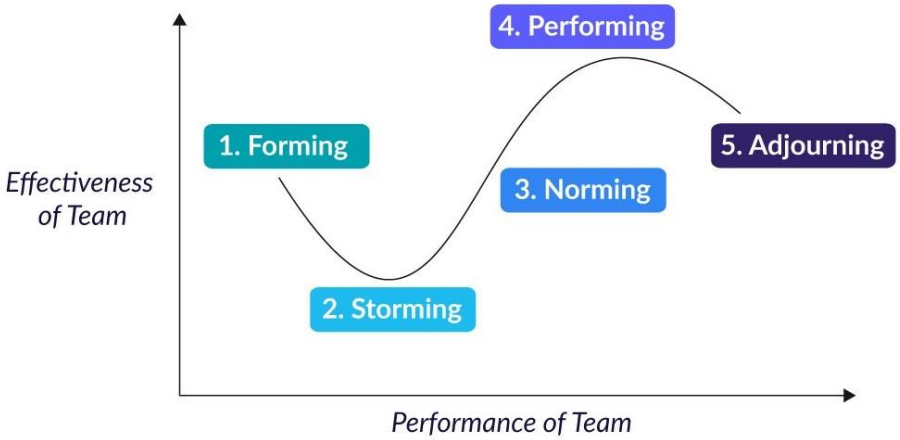

Figure 2. The Tuckman Model

Source: 11 Team Effectiveness Models to Build High-Performing Teams.

According to Bruce Tuckman, a team goes through several stages of development, starting with a group of strangers and ending with a mature team where everyone works together (Smith & Bruce, 2005).

Forming. Participants come together, set goals and rules of interaction. At this stage, it is important to create a positive atmosphere for work.

Storming. During this period, conflicts and disagreements are possible, as participants get used to working together. The leader plays a key role in resolving problems that arise.

Norming. Rules of interaction are established, participants begin to better understand their roles, and efforts are directed toward achieving goals.

Performing. At this stage, the team achieves high efficiency, tasks are completed in a coordinated manner, and everyone is focused on the result.

Adjourning. Work on the project is completed, results are summed up, and participants can move on to new tasks.

This model is especially useful for managers seeking to understand the stages of team development. It helps teams get used to natural differences and tensions, and work more effectively. However, at each stage there is conflict that may be uncomfortable for some team members. It is important to note that teams can transition between phases at any time; for example, after a team has reached the work stage, the addition of new members can return it to the storming phase.

The concept of a team in management reflects modern approaches to work organization, focused on achieving high results through cooperation and synergy. Effective team management requires that the manager pays attention to its formation, motivating participants and creating conditions for each team member to reveal their potential.

Patrick Lencioni has proposed his model of team effectiveness, which differs from others in that it focuses not on what a team should have, but on what it should not have. The essence of the model is that awareness of the team's shortcomings allows you to create a more effective and manageable group.

Figure 3. The Lencioni Model

Source: 11 Team Effectiveness Models to Build High-Performing Teams.

Here are five team dysfunctions:

Absence of Trust. If team members are unwilling to be open and honest with each other, trust will not develop.

Fear of Conflict. Avoiding disagreements and pretending everything is fine can hinder the generation of productive ideas.

Lack of Commitment. When any team member is not fully dedicated, it can slow down decision-making and delay the completion of tasks.

Avoidance of Accountability. Team members must take responsibility for their actions and hold each other accountable, even when it feels uncomfortable.

Inattention to Results. If a team does not prioritize achieving shared goals, they are unlikely to succeed in reaching them.

This model is especially useful for managers who want to understand what may hinder the success of their team, prevent these problems, and learn how to effectively manage situations when they arise. It helps to identify the causes that hinder the work of the team and suggest steps to improve its effectiveness. In the context of globalization, digitalization, socio-economic changes and the growing importance of sustainable development, the management of organizations is becoming more multifaceted and complex, which emphasizes the importance of creating interdisciplinary teams when studying management problems (Moirano, Sánchez & Štěpánek, 2020).

Solving complex problems and overcoming the difficulties of the business environment requires modern companies operating in rapidly changing markets and facing technological innovations and societal challenges to approach the issues beyond a single discipline. Problems such as talent management, the implementation of artificial intelligence and adaptation to crises require the application of solutions based on the integration of knowledge from different fields.

To integrate knowledge, interdisciplinary teams combine economic, technological, psychological, legal and other aspects to develop comprehensive solutions. In the context of increasing globalization, companies are forced to apply intercultural management, which requires taking into account cultural differences and knowledge in the fields of sociology, anthropology and psychology.

Digital transformation, the introduction of new technologies and digital tools are changing traditional approaches to management. The successful implementation of these changes requires the efforts of specialists in the fields of IT, economics and management. The importance of sustainable development also emphasizes ethics and corporate social responsibility. Companies strive to create new business models that combine profit with environmental and social efficiency.

New forms of HR management, such as hybrid and remote work models, require a rethinking of traditional management methods. In this context, knowledge from psychology (about motivation and emotional well-being of employees), technology (about digital tools) and law (about regulating remote work) is needed. Managing diversity, gender equality and inclusion also requires the involvement of specialists from different fields of knowledge.

Management is evolving into an interdisciplinary domain that demands a diverse array of knowledge and skills. To prepare future leaders, it's essential to create educational programs that incorporate interdisciplinary research, fostering the development of versatile specialists. Students and researchers engaged in interdisciplinary teams can devise innovative strategies and methodologies that are practical.

Conventional research confined to a single discipline often overlooks critical facets of an issue. By integrating various approaches through interdisciplinary collaboration, this limitation can be addressed, leading to knowledge synergies. The convergence of ideas from different fields facilitates the creation of new concepts and management models through teamwork.

Building a team for interdisciplinary research is a key step that significantly affects the success of the project. This process requires taking into account many factors, such as the objectives of the study, the qualifications of the participants, interpersonal interactions, and management approaches. Here are the main steps and aspects to consider.

Team building begins with a clear statement of the goals and objectives of the study. It is important to determine what scientific or applied problems need to be solved. The problem must be large enough to require the involvement of specialists from different fields. Therefore, interdisciplinarity often requires the integration of knowledge from several areas. Formulating tasks involves dividing the overall project into subtasks, each of which can be associated with a specific discipline. The research goals must be clear and understandable to all participants, regardless of their professional field.

The selection of participants for an interdisciplinary team is based on several key criteria. Disciplinary diversity requires that team members have knowledge and skills from various fields, such as natural sciences, social sciences, engineering, and humanities. The success of an interdisciplinary project largely depends on the motivation of the participants, their interest in solving a common problem, as well as their experience and willingness to work in an interdisciplinary environment.

Such research requires flexibility of thinking and social skills, including the ability to communicate effectively, perceive new approaches, and adapt to a variety of methodologies. The team leader must ensure communication and coordination, have a clear understanding of the problem, knowledge of the participants' disciplines, and management skills. He or she is responsible for distributing roles to avoid duplication or conflicts.

Depending on the stage of the project, participants may move between roles. If the project is large, it is important to organize subgroups, each of which will work on separate aspects of the research. In general, the integration of various expertise should be aimed at developing a process that will effectively combine knowledge and approaches.

Organizing effective communication requires a common language and appropriate communication tools: collaboration platforms (Trello, Miro, Asana); data analysis programs (SPSS, Tableau); facilitation methods for discussion and brainstorming. Innovation and creativity are supported by organizing trainings and workshops that will help participants better understand each other's methods and approaches. It is important to create an environment where all participants can express their ideas, discuss progress, identify problems and synchronize actions. If necessary, include training in basic concepts from different disciplines.

As in any team, conflicts in an interdisciplinary team can arise for various reasons: due to organizational errors, differences in employee temperaments, communication difficulties, etc. Conflict management primarily involves their prevention, for example, by ensuring transparency in decision-making processes and resource allocation. If conflicts arise, mediator methods are used to quickly resolve them.

Successful work of an interdisciplinary team requires a unified methodology, common standards and criteria for evaluating results. Integration of different approaches will allow combining methods and tools from different fields of knowledge, creating a synergistic effect.

Particular attention should be paid to intercultural and personal factors, especially in the context of international teams. Emotional intelligence, as the ability to recognize and manage emotions in a team, plays a key role in creating a comfortable working atmosphere.

Formation of interdisciplinary teams in the field of management research is associated with a number of challenges due to the diversity of disciplines, approaches and points of view of the participants. These difficulties can hinder the effective work of the team, reduce the quality of conclusions and slow down the progress of the research. Let us consider the main problems and ways to overcome them.

1. Communication barriers

Problem: Team members from different disciplines often use specialized terminology, which complicates mutual understanding. For example, economists, psychologists, and IT specialists may interpret the same terms differently.

Solution: Organize seminars and workshops to develop a common language. Develop a glossary of terms that is understandable to all team members. Assign a facilitator to ensure clarity of communication.

2. Conflicts between disciplinary approaches

Problem: Differences in methods and approaches to analysis can lead to disputes and reduced efficiency. For example, the quantitative methods of economists may not coincide with the qualitative approaches of sociologists.

Solution: At the initial stage of the work, it is necessary to agree on consistent methods and approaches. It is important to recognize the value of each approach and look for ways to integrate them. Developing a flexible research strategy that includes the use of a variety of methodologies will also help to avoid conflicts.

3. Differences in expectations and goals

Problem: Team members may have different goals: some are focused on scientific publication, others on practical implementation, and still others on attracting funding.

Solution: It is necessary to formulate a unified mission and goals of the team, set priorities and clearly distribute responsibilities. Regular discussion of the progress of work and flexibility in adapting goals if necessary will help to coordinate the efforts of the participants.

3. Leaders and roles in the team

Problem: In multidisciplinary teams, it can be difficult to identify a leader who is perceived as an authority by all members. This can cause conflicts and uncertainty in management.

Solution: Appoint a leader with interdisciplinary interaction skills, as well as clearly distribute roles and responsibilities among members. The use of coordination tools, such as facilitation or rotation of leaders, will help create effective leadership.

3. Problems with motivation of participants

Problem: Participants may lose interest in the project if they do not see the value of their contribution or if they encounter difficulties caused by interdisciplinary differences.

Solution: Create conditions in which each participant feels the importance of their contribution. Use non-material methods of motivation, such as public recognition of achievements, as well as regularly maintaining enthusiasm through demonstration of achieved results.

4. Time and resource constraints

Problem: Interdisciplinary research requires more time and resources due to the need to synchronize approaches and coordinate actions.

Solution: Create a realistic work plan with clear time limits. Allocate resources effectively through careful planning and coordination. Attract external funding to cover additional costs.

5. Organizational barriers

Problem: Coordinating work between participants from different organizations or countries can be challenging due to time zone differences, cultural differences, and administrative procedures.

Solution: Use digital collaboration platforms (e.g. Trello, Asana, Zoom). Take into account cultural differences and create an atmosphere of respect and trust. Develop common rules of engagement to improve coordination.

6. Lack of experience in interdisciplinary work

Problem: Some team members may not have experience working in an interdisciplinary environment, which reduces their productivity.

Solution: Organize introductory training and educational events. Involve consultants or mentors with experience in interdisciplinary interaction. Continuous training and skill development on the job.

7. Evaluation of results and their interpretation

Problem: Evaluating the results of interdisciplinary research can be difficult, as they go beyond one area of knowledge.

Solution: Developing specific evaluation criteria that take into account the complex nature of the research. Publishing the results in interdisciplinary journals or presenting them at specialized conferences for a wide audience.

Examples of interdisciplinary research in management include change management research. A company implementing artificial intelligence needs a team consisting of: managers to assess the impact of changes; IT specialists for technical implementation; psychologists to study employee attitudes toward new technologies. Effective crisis management caused by economic instability requires the participation of: economists to analyze financial risks; lawyers to comply with legal regulations; sociologists to assess the impact of the crisis on the team.

When solving sustainable development problems, a company working to reduce its carbon footprint creates a team of: ecologists to study the impact on nature; financiers to analyze economic feasibility; communications specialists to interact with the public.

Solving the problem of the influence of corporate culture on the sustainable development of organizations requires the involvement of psychologists to analyze employee behavior, sociologists to study interactions within the team, and economists to assess the effectiveness of such approaches.

The problem of automation and its impact on personnel management requires, in addition to managers, the involvement of IT specialists to study the implementation of technologies, psychologists to assess employee attitudes to change, and lawyers to analyze the legal aspects of automation.

Research on the problem of leadership in the digital era involves sociologists to analyze the social structures of leadership, psychologists to study the personal qualities of leaders, and management specialists to develop methods for implementing changes.

CONCLUSION

Interdisciplinary teams in management play a crucial role in gaining a deeper insight into the complex processes involved in organizational management. For their success, it is essential to have proper organization, clear task definition, and the participants' willingness to collaborate in an integrative environment. This approach fosters the creation of effective, innovative, and sustainable solutions for both business and society.

Interdisciplinary teams in management are not just a trend, but a necessary element in the modern world. They allow finding effective solutions to complex problems, developing innovative strategies and training specialists of a new type. The relevance of such teams continues to grow with the complexity of the business environment and the increase in interdisciplinary challenges.

The study's key findings highlight several critical aspects of building interdisciplinary teams in management research.

Knowledge diversification, varied expertise is essential, as the success of interdisciplinary research relies heavily on the team's ability to integrate varied knowledge and skills. Engaging specialists from different fields enables a holistic and multifaceted approach to addressing management challenges.

Effective communication serves as the cornerstone of collaboration. Successful teamwork requires clear and open communication channels, a shared language to facilitate the exchange of ideas, strong mutual understanding, and a readiness to embrace alternative perspectives.

Leadership plays a crucial role, as the team leader serves as a vital link in overseeing the process by ensuring: motivation and coordination among participants, resolving conflicts arising from professional differences, and maintaining a balance between creativity and discipline.

Motivation emerges as another key factor. The study shows that participant involvement is higher when there are: clearly defined goals and objectives, support for professional development and learning, and recognition of each team member's contributions.

The use of modern digital tools enhances collaboration by providing: effective task organization and project management, data visualization and analysis, and seamless interaction in remote work settings.

The interdisciplinary team building in management research is associated with a number of difficulties that can slow down the process or affect the results of the work. While interdisciplinary research offers numerous benefits, teams working across disciplines encounter several challenges, primarily stemming from differences in professional cultures and methodologies. In distributed team settings, coordination issues become more pronounced, and the complexities involved in integrating diverse approaches increase the risk of uncertain outcomes.

However, with proper organization, clear communication and consideration of the interests of all participants, these difficulties can be successfully overcome. Effective interdisciplinary teams can significantly influence the development of management as a science, offering new approaches and innovative solutions for managing organizations.

This highlights the importance of a deliberate and strategic approach to forming and managing interdisciplinary teams to enhance their effectiveness.

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SCIENTIFIC INTERNET PROJECTS AND PLATFORMS ON INTERDISCIPLINARY TOPICS

1. Academia. URL: https://www.academia.edu/
2. CORE. URL: https://core.ac.uk/
3. Directory of Open Access Journals (DOAJ). URL: https://www.doaj.org/
4. Frontiers. URL: https://www.frontiersin.org/
5. Google Scholar. URL: https://scholar.google.com
6. OpenAIRE. URL: https://www.openaire.eu/
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8. Researchgate. URL: https://www.researchgate.net/
9. SpringerOpen. URL: https://www.springeropen.com/

ФОРМУВАННЯ МІЖДИСЦИПЛІНАРНОЇ КОМАНДИ В ДОСЛІДЖЕННІ МЕНЕДЖМЕНТУ

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Міждисциплінарний підхід у науці, освіті та практиці набув особливого значення в останнє десятиліття, що характеризується бурхливим розвитком технологічних інновацій, зростанням невизначеності довкілля та масштабними змінами в політичній, економічній та соціальній сферах.

Метою цієї статті є виявлення найефективніших методів створення міждисциплінарних команд для дослідження проблем менеджменту.

Досягненню мети сприяє вирішення низки завдань:

– проаналізувати зміст, організаційну структуру та методологічні аспекти формування міждисциплінарних команд;

– виявити ключові проблеми та переваги, що виникають при створенні міждисциплінарних команд;

– визначити найважливіші компетенції учасників, які сприяють успішній реалізації наукового проєкту в умовах міждисциплінарної взаємодії.

Shavkun, I. & Dybchynska, Ya. (2025). Interdisciplinary teambuilding in management research. Management and Entrepreneurship: Trends of Development, 1(31), 38-49. https://doi.org/10.26661/2522-1566/2025-1/31-04

Системний підхід дозволяє зрозуміти сутність та функціональну роль тімбілдингу в міждисциплінарних управлінських дослідженнях.

Основні висновки свідчать, що сучасні дослідження в галузі менеджменту вимагають інтеграції знань з різних дисциплін, що робить процес формування міждисциплінарної команди особливо важливим.

Міждисциплінарне командоутворення – складний, але керований процес, успіх якого залежить від усвідомленого підходу до формування, управління та мотивації учасників. За належної організації, чіткої комунікації та врахування інтересів усіх учасників ці труднощі можна успішно подолати.

Ключові слова: міждисциплінарна команда, наукові дослідження в галузі менеджменту, командоутворення, менеджмент