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Cognitive Aspects of Decision-Making in Management: Philosophical Analysis of the Critical Approach

Oleksandr Konotopenko ^{1*} ● Anatolii Yarovyi ¹ ● Volodymyr Pugachov ²

¹ Vinnytsia Mykhailo Kotsiubynskyi State Pedagogical University (Ukraine). Associate Professor at the Department of Public Administration and Management, PhD in Philosophy, Associate Professor.

² National Scientific Centre "Institute of Agrarian Economics" (Ukraine). Senior Researcher at the Food Department, PhD in Economics, Associate Professor.

* **Corresponding Author**, e-mail: consa609@gmail.com

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ABSTRACT

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The article is devoted to the consideration of the issue of cognitive aspects of decision-making in management in the context of the philosophical analysis of the critical approach. The theoretical achievements in the problem of decision-making are determined. The essence of the concept of "managerial decision-making", the main conditions for the implementation of a managerial decision, approaches during decision-making are considered. It is established that decision-making is a stressful situation that affects cognitive processes, which are characterized by the emergence of prejudices, the development of intuitive approaches to decision-making, and a decrease in the level of logical analysis. The relationship of cognitive processes with aspects of decision-making is considered. The influence of a critical approach on decision-making and its basic principles are determined. It is noted that critical thinking begins with awareness of the problem situation, understanding the connections between different processes, establishing the causes and consequences of decisions, and determining patterns. A philosophical analysis of the critical approach during decision-making was carried out. Factors that influence decision-making, taking into account the essence of a person, were identified. A summary of the results obtained was made. Recommendations were developed to improve the application of the critical approach during management decision-making. The novelty of the article is the consideration of the issue of cognitive aspects of decision-making in management from the perspective of philosophical analysis. The peculiarities of the influence of the human essence on its choice and on the decision-making process were determined, since it was established that the main factors of influence are a person's desire for enrichment, existing experience, social status, and efforts to improve the lives of others. The objectives of the study are to consider the peculiarities of decision-making in management, to analyze the cognitive aspects of decision-making, to investigate the critical approach during decision-making, and to develop recommendations for the application of the critical approach during management decision-making.

KEYWORDS

choice, cognitive aspect, critical approach, decision-making, fear, manager, managerial decision, philosophical thought.



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Когнітивні аспекти прийняття рішень у менеджменті: філософський аналіз критичного підходу

Олександр П. Конотопенко ¹ * ● Анатолій М. Яровий ¹ ●
Володимир М. Пугачов ²

¹ Вінницький державний педагогічний університет імені Михайла Коцюбинського (Україна).
Доцент кафедри публічного управління та менеджменту, канд. філос. наук, доцент.

² Національний науковий центр «Інститут аграрної економіки» (Україна). Старший науковий співробітник відділу продовольства, канд. екон. наук, доцент.

* Автор-кореспондент, e-mail: consa609@gmail.com

СТАТТЯ

АНОТАЦІЯ

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Стаття присвячена розгляду питання когнітивних аспектів прийняття рішень у менеджменті у розрізі філософського аналізу критичного підходу. Визначено теоретичний доробок у проблемі прийняття рішення. Розглянуто сутність поняття «прийняття управлінського рішення», основні умови реалізації управлінського рішення, підходи під час прийняття рішення. Встановлено, що прийняття рішення є стресовою ситуацією, що впливає на когнітивні процеси, які характеризуються виникненням упереджень, розвитком інтуїтивних підходів до прийняття рішення, зниженням рівень логічного аналізу. Розглянуто зв'язок когнітивних процесів із аспектами прийняття рішення. Визначено вплив критичного підходу на прийняття рішення та основні його принципи. Зазначено, що критичне мислення починається із усвідомлення проблемної ситуації, розуміння зв'язків між різними процесами, встановлення причин та наслідків рішень, визначення закономірностей. Здійснено філософський аналіз критичного підходу під час прийняття рішення. Встановлено фактори, які впливають на прийняття рішення із врахуванням сутності людини. Здійснено підсумок отриманих результатів. Розроблено рекомендації щодо покращення застосування критичного підходу під час прийняття управлінського рішення. Новизною статті є розгляд питання когнітивних аспектів прийняття рішень у менеджменті у розрізі філософського аналізу. Визначено особливості впливу людської сутності на її вибір та на процес прийняття рішення, оскільки встановлено, що основними факторами впливу є прагнення людини до збагачення, наявний досвід, соціальний статус, намагання покращити життя інших. Завданнями дослідження є такі як розглянути особливості прийняття рішень у менеджменті; проаналізувати когнітивні аспекти прийняття рішень; дослідити критичний підхід під час прийняття рішень; розробити рекомендації щодо застосування критичного підходу під час прийняття управлінських рішень.

КЛЮЧОВІ СЛОВА

вибір, когнітивний аспект, критичний підхід, менеджер, прийняття рішення, страх, управлінське рішення, філософська думка.

1. Introduction

Managerial decision-making at the present stage is an important aspect of management development. Thus, changes in the external environment require a quick reaction from the manager and timely decision-making. At the same time, the manager must take into account not only the needs of the company and his own interests, but also understand how the decisions he makes may further affect the entire field of his activity. Decision-making often takes into account one's own experience. However, taking into account experience is not an indicator of the effectiveness of the managerial decision, since systemic changes in the field in which the manager works level the experience and force him to act in new conditions. Experience can be the result of chance, and the manager finds himself in such circumstances where the decision made by him would definitely lead to success.

Managers often rely on intuition as a factor in obtaining a positive result. Feeling the solid connections between the processes that accompany the manager's field of activity is an important aspect of obtaining positive results. At the same time, intuition cannot take into account external changes, because new political, economic, environmental, technological, and technical factors of influence can arise abruptly, without any prerequisites. Therefore, for a manager, relying only on intuition is not quite the right decision, since the presence of a certain premonition does not yet indicate the correctness of thoughts.

When making a decision, managers often take into account modern technologies and methods of computer analysis to obtain the best solution to the problem. The informatization of society has influenced the fact that there are large amounts of data in the virtual space, which have a significant impact on the management culture and global decision-making. However, technologies can make mistakes that are caused by system failures. Focusing only on computer methods does not allow you to provide an effective management decision.

Accordingly, it is important to investigate decision-making in management, taking into account cognitive aspects and a critical approach. The purpose of the study is to analyze the cognitive aspects of decision-making in management in the context of the philosophical analysis of the critical approach.

2. Literature Review

The issue of cognitive aspects of decision-making in management in the context of the philosophical analysis of the critical approach was considered by several domestic researchers. The essence of the managerial decision was considered by such scientists. M. Kravchenko and V. Holiuk emphasize the effectiveness of mathematical programming and the use of the decision tree in solving important issues in management [7]. A. The child indicates the application of an approach where there will be a minimization of losses if the decision is made under conditions of uncertainty [2]. V. Ovdiuk believes that decision-making should be based on available resources, own desires, results, goals, and the human factor [11]. L. Nalyvaiko believes that it is possible to make a managerial decision only if enough alternatives are considered [10]. The issue of the influence of cognitive aspects on managerial decision-making was studied by the following researchers. N. Mraka emphasizes the cognitive aspects of managerial decision-making, where the main factors influencing the choice are the feeling of stress, motivation, social factors, and emotional and psychological state [9]. S. Maksymenko et al. believe that cognitive processes during decision-making are reduced, since there is attribution of cognition [8]. G. Gura defines the cognitive aspects of decision-making as rationality, inclination to analysis, willingness to risk, and prediction of consequences [3]. N. Hordynia notes that when deciding the "offline" mode, the cognitive aspects improve, and when deciding the "online" mode, they deteriorate [4]. The critical approach to decision-making in philosophical thought was investigated by the following scientists. V. Sabadukha emphasizes the use of a critical approach in managerial decision-making [12]. V. Chernysh is convinced that the philosophical aspect of decision-making is the presence of a goal, the presence of alternatives, and the presence of a large number of variables [1]. V. Shkolnikova and T. Shkolnikova believe that the philosophical aspect of managerial decision-making is a critical approach in the context of social norms, responsibility, and one's own fears [13]. N. Kozachenko believes that decision-making is based on competition, which is presented as the result of critical thinking [6]. N. Ivanchenko and S. Khrypovych believe that a modern manager should substantiate a critical opinion through the development of their own skills, such as digital skills and self-control [5]. Therefore, the theoretical work is complete and allows for research.

3. Problem Statement

The article is devoted to the analysis of cognitive aspects of decision-making in management in the context of the philosophical analysis of the critical approach. The objectives of the study are:

- to consider the features of decision-making in management;
- analyze the cognitive aspects of decision-making;
- to explore a critical approach to decision-making;
- to develop recommendations for the use of a critical approach in managerial decision-making.

4. Methods and Materials

The article uses such methods of theoretical research as description, analysis and synthesis, comparison, generalization, system and structural methods. With the help of the method of description, the peculiarities of the interpretation of the concept of “managerial decision-making” were determined. The method of analysis and synthesis made it possible to establish the features of the manager’s decision-making process. The method of comparison was applied for the ratio of decision-making under conditions of uncertainty and under certain conditions. The generalization method was used to summarize. The system method was founded to map the relationships between cognitive processes. Structural was used to reflect the construction of the stages of decision-making.

The methods of philosophical analysis were such as dialectics, with the help of which the application of a critical approach during the development of the decision-making process was considered; metaphysics, which is used to explain a person’s choice as a prerequisite for decision-making; A formal-logical method used to explain the relationship between cognitive processes and the critical approach in the philosophy of decision-making.

5. Results and Discussion

Decision-making in management is interpreted as a volitional act of the manager, which is associated with the solution of topical problems. When making decisions, the manager must take into account the existing risks, the strategy of the organization, the dynamics of changes in the external environment, and marketing and financial aspects of decision-making. Increasing the efficiency of decision-making is possible through constant consideration of the company’s resources, in particular, it is the availability of a sufficient number of people to implement the planned, the material and technical support of the organization, and the ability to ensure the synergy of economic and administrative management methods. The manager must be able to identify the existing problem in time, search for information about possible aspects of its solution, determine the best options for implementing the solution, and track the results of decision-making.

The main conditions for the implementation of a managerial decision are a conscious choice, the availability of alternatives, the possibility of implementing a solution, and obtaining a result. At the same time, the manager is guided by the fact that the decision made in conditions of uncertainty can be wrong, to the same extent as in the case of certain circumstances, since there are always force majeure circumstances and a certain risk. In conditions of uncertainty, managers are mostly guided by an equal choice between alternatives, experience, and intuition. A common approach to managerial decision-making is the monitoring approach, which is designed to ensure that decision-making takes place only on the basis of a systematic and structured analysis of the monitored indicators in the field of activity and related aspects. This approach allows you to establish which transformations will have the greatest impact on the decision made.

The approach aimed at achieving a better competitive position is game theory. It is based on the confrontation of competitive forces that possess different amounts of resources, seeking to improve their place in a certain sector. The approach is based on the fact that there are clear rules, the observance of which allows you to achieve the desired result; there is interaction between the manager and his partners at all levels; the competitor may not be aware of the planned decision; the manager can only win, lose, or not gain a competitive advantage; all players act rationally and take into account the available resources; The risk is reasonable and necessary.

The “decision tree” approach is used by managers in cases where decision-making must be structured. To do this, the decision is divided into main and additional goals, where resources, methods,

approaches, principles, and expected results are described to achieve them. This approach is effective if the manager seeks to see the strategy and tactical means of achieving what he wants. At the same time, specialists of different levels are involved in the development of the decision tree, which makes it possible to make the decision effective and reasonable from an economic, technical, technological, financial, and material point of view.

Nowadays, an approach based on mathematical programming is actively used. Its essence is expressed by reducing the problematic question to a mathematical equation, where there are several variables that can affect the situation as a whole. The manager can set limits for the function, which allows you to determine the main parameters of the variables. This approach is used during production optimization, expansion of the assortment, construction of a production schedule, or delivery of products, since various unknown factors must be taken into account.

Modeling as an approach is used when it is necessary to predict the development of the situation during decision-making. Building a model allows you to make sure that the simulation of the process reflects the adoption of the optimal decision. The model should reproduce all possible factors of influence, parameters of various objects, and focus on certain circumstances. A model built in a computer system is often quite accurate.

The above aspects of managerial decision-making and basic approaches confirm that decision-making is a complex process that is structured depending on the desired goal. At the same time, decision-making is a factor in a stressful situation that has an impact on the functioning of cognitive aspects. The cognitive features of decision-making by managers are due to the fact that biases arise, intuitive approaches to decision-making develop, and the level of logical analysis decreases. During decision-making, cognitive functions are reduced, since the manager is in conditions of limited time, significant responsibility, and insufficient resources. Emotional stress affects the fact that the manager has a feeling that the fate of the entire organization will depend on his decision, and innocent people may suffer, so prejudices arise as factors influencing the blocking of rational perception of the situation. Prejudices are often erroneous, since the manager can only rely on experience or on a combination of circumstances, which does not allow him to make the right decision. A characteristic feature of bias is that everything seems to indicate a specific choice, even without detailed analysis. There is a hyperbolized feeling of confidence in the decision and attachment to a specific option.

Intuition is used when the manager can no longer rely on any indicators. This can be in conditions of uncertainty, the functioning of a large number of variables, limited access to resources, and the presence of acute threats. Without clear indicators, the manager can only rely on his feelings and the ability to predict the situation. In this case, the manager is mostly guided by the best option, where the risks will be minimal, and the benefits will be able to exceed the losses. At the same time, intuition is formed based on experience, so such predictions can be transformed by life circumstances.

A decrease in the level of logical analysis is associated with the emergence of protective mechanisms, according to which decision-making should take place quickly, without unnecessary thought, without delegation of authority. In this case, the manager cannot calculate the real consequences and risks, since there is not enough time and resources to find out the real opportunities. However, in certain cases, when the manager has significant experience and resources, there is not a decrease in the level of logical analysis, but rather an increase in it. However, the conditions for this are certainty and the ability to make adjustments to the decision already made.

Cognitive decline leads to fatigue and memory problems. The manager tries to determine the most optimal solution to the problem without taking into account the possible consequences, as he seeks to complete his business as soon as possible. At the same time, he can forget about important details, not check them, and pay attention to other aspects. Decision-making can take place impulsively and without adaptation to external conditions. Information under such conditions begins to be processed slowly and with certain errors.

Provided that decision-making takes place under certain conditions, cognitive processes can increase. Aspects such as attention, thinking, and concentration on details can improve, and the level of critical thinking increases. In such cases, the manager becomes more open to cooperation and seeks to hear the opinion of subordinates. The motivation to make the most optimal decision increases, since there is an understanding that another solution will not be so effective. The motivational aspect is reinforced by the fact that the right decision can bring rewards or improvements in social status. Its manifestations are the assessment of one's own competence, where the leader determines his decisions as exactly correct and skeptical about them.

Cognitive processes are related to the following aspects of decision-making, which are presented in Table 1.

Table 1. Relationship of cognitive processes with aspects of decision-making

Aspect	Characteristic
Emotional	Excessive caution, risk avoidance, insecurity, making uninformed decisions, cognitive decline, intensifying actions, or apathy.
Psychological	Adaptation to stress, concentration, lack of prejudice, resilience, and orientation to experience.
Social	Increasing the level of communication, resistance to stress, delegation of responsibilities, and taking into account conflicts in the team.

Taking into account the influence of cognitive aspects on managerial decision-making, the critical approach is the most optimal at present. The essence of the critical approach, according to philosophical developments, is that critical thinking begins with the awareness of the problem situation, understanding the connections between different processes, establishing the causes and consequences of decisions, and determining patterns. The essence of this approach is that the manager, when making decisions, must process large amounts of information and treat dubious data with distrust, which will allow you to get effective results. The manager must understand how information is interpreted to him and whether his emotions or a certain situation are being manipulated. He must constantly rethink what he heard, systematically check the data, and psychologically and intellectually approach the solution of the problematic issue.

The principles of the critical approach are objectivity, independence of information search, logic, focus on arguments, and sufficient facts. The questions answered by this approach are such as "Who am I?", "Does my value system correspond to real indicators?", "What should be done?", "What indicators are reliable?", "What result should I get?". Here, it is important to correctly operate with sources of information, facts, and observation results. The philosophical aspects of managerial decision-making in the context of the critical approach are such methods as abstraction, synthesis, comparison, and structure. Focusing on moral commandments allows you to make decisions with the understanding that your choice will not harm others and will be right. The principles of the critical approach are scientific knowledge, taking into account experience, metaphysicality, symbolism, and paying attention to the creative potential of a person.

The critical approach is based on the principle of fallibilism, which is characterized by the fact that cognition is impossible without mistakes. The manager can make the wrong decision and this is normal, because everyone can make mistakes and not take into account possible changes in the external environment. Cognitive aspects are related to the fear of mistakes. A leader who is afraid of making mistakes will make new mistakes, since excessive thoroughness causes a feeling of a level of control that does not really exist. In this case, cognitive function may decrease because the fear of failure will be stronger than the real difficulties in the case of making the wrong decision.

Deciding conditions where everything is certain affects the formation of delusions. The manager is confident that he is in control of the situation, so there can be no mistakes. In this case, the mistake is taken as the truth, which affects the making of mistakes in the future. A manager can resort to self-deception, where he deceives himself by believing that his values are the best, his views are most in line with the principles of the organization, the person is able to quickly correct existing mistakes. Mental weakness can occur, where the person feels that he is no longer such a strong person, if the mistakes significantly affect the functioning of the entire company.

The principles of a critical approach in decision-making are the following aspects.

1. Objectivity of truth. Only reality is true and it cannot be aspects that are simply liked or disliked.
2. Fallacy of judgment. One solution to the problem is always wrong, so you need to look for the one where there are the fewest contradictions.
3. Dialectics. When making a decision, choices may coexist.
4. Fallibility. The manager may make a mistake, but its timely recognition allows you to correct the consequences of the wrong choice.
5. Any idea influences actions. Positive or negative initiatives always have consequences for the one who proposes them.

According to these principles, the manager, when making a decision, must object to himself to choose the right option; pay attention to logic and facts; systematically take into account the factors of influence; be prepared for the consequences and take into account both positive and negative

experiences; to work out the theoretical aspects of the problem; to rely on various facts, even dubious ones; be consistent and be able to argue decisions; be able to overcome prejudices and find a compromise with others; be able to withstand criticism. Reproducibility appears as an important basis of a critical approach, since obtaining a positive result from the implementation of solutions once is not an indicator of the consistency of good results.

A philosophical analysis of the critical approach to decision-making allows us to talk about the problem of the manager's choice between different options for solving the problem. In this case, the manager finds himself in a situation where one option is bad and the other is good. The manager may choose a bad option due to ignorance of something, the influence of the unconscious, interaction with society, and staff. A bad choice may be due to rational judgment, in which this option may be more optimal. If a manager seeks to get his own benefit, he can make a knowingly bad choice, but it will benefit him, while others will only be losses. The influence of many factors on the will of the manager indicates a real lack of freedom of choice. From birth, a person has social attitudes that are associated with their family, environment, and living conditions, which further affect their choice in the professional field.

A manager who makes his choice in order to achieve a personal goal will take a critical approach with the goal of getting the maximum of his own benefit. It is influenced by the subconscious, reflection, and desire. If a manager uses a critical approach to truly assess the situation, then he will try to get real benefits. He will have to compromise with his conscience, commit self-deception, and control his needs. For him, decision-making is a game where he sets rules that influence the choices of all other participants in the game. Decision-making in this case can only be based on one's own ideas about the current situation, where the factors of influence of the outside world are not fully taken into account. In this case, there is a choice without a choice, where the manager makes decisions based on his own clear attitudes.

The manager, whose main motive in decision-making is duty, makes a choice based on the moral law. He may suffer personal losses, but he will choose the option in which everyone else will suffer less. For such a manager, it is important to make a constructive choice based on a critical approach. He can make reasonable choices, taking into account minimal losses. For him, it is important to adapt to conditions where others may not withstand.

Philosophical thought states that the manager's decision-making in the aspect of the critical approach has a connection with material aspects. The manager has to choose between comfortable living conditions and providing the benefits of society, so it is often the material aspect that becomes outstanding. Choosing a solution involves considering different alternatives that can affect the subsequent well-being of the manager and their company. After choosing a solution, the manager proceeds to the process itself, where he must take into account all the risks, predict them, assess the possibilities of implementing the initiative, and choose a rational option for implementing the solution. The critical approach is implemented during decision-making by taking into account economic, socio-political, cultural, political, technical, and technological aspects.

Decision-making is the process that requires the choice of a logical option that will correspond to the goal. The presence of alternatives to choose has to do with the fact that when one option is better than another, a choice is made in its favor. However, if the options are equivalent, then it is difficult to make a choice, but you need to choose an alternative that is most likely to achieve what you want. To achieve maximum efficiency from decision-making, those aspects of the chosen option are embodied, where it is possible to simultaneously and consistently achieve the chosen goal. The manager can resort to building a hierarchy of goals, which will contribute to their implementation.

Decision-making takes place by taking into account two of the many variables. Basically, such values are economic and legal, since they are dynamically changing in the modern environment, and it is impossible to predict them in advance and make their own changes. Uncertainty affects the fact that the structure of the problem is not clear to a person and is in the plane of whether the manager likes such a decision or does not like it. Therefore, the main parameters for determining the correctness of the decision are such as the objectivity of the choice and the benefit of implementing the initiative. The consequence of this is that in many cases, the most effective decisions are those that seemed unlikely in terms of a positive outcome, and those that seemed effective do not meet expectations. It is difficult to calculate the consequences of each decision, so clear parameters of an effective or ineffective decision must be formed.

A critical approach to decision-making is complicated by human subjectivism. Its essence is expressed in the fact that a manager cannot be absolutely objective. His decision may be related to his

own fears and experiences, negative or positive experience of previous decisions, attitude towards the team and partners, and the situation in the company. Subjectivism is associated with the ability to make decisions at the intuitive level, where, based on a limited amount of information and creative thinking, a person makes the only correct decision in their opinion. At the same time, she often thinks critically and focuses on the little things that help to make the right choice, but she explains this by the thrill of the world.

The result of the decision is its implementation. The decision made by the manager corresponds to his abilities and potential. The critical approach allows you to determine how best to implement the solution, but here, the cognitive aspects that influence the anxiety about communicating the choice made are also important.

6. Conclusions

The article considers the issue of cognitive aspects of decision-making in management in the context of the philosophical analysis of the critical approach. It is established that decision-making in management is a volitional act of the manager, which is associated with the solution of topical problems. The main conditions for the implementation of a managerial decision are conscious choice, the availability of alternatives, the possibility of implementing a solution, and obtaining a result. Mathematical programming, "decision tree", game theory. The requirements for decision-making are the availability of alternatives, experience, and intuition.

It is determined that decision-making is a factor in a stressful situation that has an impact on the functioning of cognitive aspects. Prejudices arise, intuitive approaches to decision-making develop, and the level of logical analysis decreases. Cognitive aspects are related to emotional, social, psychological, and motivational phenomena. Therefore, they must be combined with a critical approach.

It has been established that the principles of the critical approach are objectivity, independence of information search, logic, orientation to arguments, and sufficient facts. The essence of the critical approach lies in the fact that critical thinking begins with the awareness of the problem situation, understanding the connections between different processes, establishing the causes and consequences of decisions, and identifying patterns. Philosophical thought interprets the manager's decision-making in the aspect of a critical approach as a connection with material aspects. Decision-making takes place by taking into account two of the many variables. The decision must be objective and logical, but it is complicated by the subjective essence of the person.

Recommendations for applying a critical approach in managerial decision-making are such as focusing on the decision that can bring the least losses with uncertain benefits; paying attention to cooperation with partners and colleagues; abstracting from the outside world when making a decision; taking into account negative experiences; focusing on facts and evidence; paying attention to details and real indicators. The study of the issue of philosophical analysis of the critical approach when making a choice in professional activity is promising.

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