

Developing the concept of praxeological managerial activity

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Abstract: Praxeology is the study of practice, i.e., human activity, primarily in the context of its rationality. The study of manager’s praxeological activity from the point of view of management theory is an important direction of modern science, since it contributes not only to improving the management effectiveness in an organization, but also to the development of new managerial concepts and techniques. In the article, the authors’ concept of praxeological managerial activity is proposed based on the analysis of existing scientific approaches to praxeology. An extended list of criteria for the manager’s praxeological activity efficiency was developed. These criteria include performance, productivity, accuracy of the decisions taken, purposefulness, reliability, innovativeness, quality, and ethics. The authors’ model of the manager’s praxeological activity includes the following elements: a subject (a manager), an object (a company, its staff and activities, etc.), motives (success, growth, profit, etc.), the goal (to ensure the effectiveness of the company’s activities), methods and tools (analysis, planning, organization, motivation, and control), process (praxeological activity), result (efficiency improvement), and reflexivity, correction and iteration. Within the framework of the model of praxeological managerial activity, the manager’s ability to influence the managed object (an organization, employees or the manager’s activities) is particularized. This influence should result in an increase in the employees’ performance, an increase in the managers’ performance, and an increase in the performance of the organization as a whole. The article will be of interest to specialists in the field of management, and corporate governance, as well as for anyone interested in the problems of effective management.

Keywords: efficiency; effective management; effectiveness; manager; managerial activity; performance; performance criterion; praxeology

1. Introduction

The manager’s praxeological activity is based on the application of certain management tools and techniques. It plays an important role in ensuring the company’s effective operational activity. The study of the conceptual foundations of the manager’s praxeological activity allows particularizing the basic principles, strategies and management tactics that can be applied in various situations that arise in a dynamically changing environment to ensure an increase in the effectiveness of the managers themselves, their employees and the organization as a whole.

Studying the manager’s praxeological activity from the standpoint of management theory allows to identify key aspects of successful leadership, team development, decision-making and resource management. This approach contributes to the development of managers’ practical skills and competencies, which in turn increases the performance and effectiveness of the company’s management activities.

In addition, the study of the manager’s praxeological activity helps to extract new trends and challenges in management, which contributes to the development of new theoretical approaches to the management of the organization and the creation of innovative management techniques that can be successfully applied in modern business environment.

Within the framework of this study, we do not aim to go far into the annals of the history of economic thoughts, but we consider it necessary to note that the appearance of the concept of praxeology (Praxeology, also praxiology (from Greek. πράξις “activity, practice” and λογία “science, teaching”, i.e., literally “knowledge of practice”)) is often attributed to the French scientist Bourdeau (1882). However, this concept (with the Latin spelling *praxiologia*), in fact, was first mentioned in 1608 by Timpler (1608), who characterized praxeology as “the second part of ethics” describing “the actions of moral virtues”. The concept of praxeology has become more widespread since the beginning of the 20st century. It was during this period that the Austrian, Polish, and French schools of praxeology had their beginnings (Table 1).

Table 1. Comparison of approaches to praxeology within the framework of the Austrian, polish and French schools.

School	Basic ideas	Scientists
Austrian school	In the process of production and economic activity, a person acts from rational motives. This is the concept of marginal utility. Economics is a sub-discipline of praxeology. Praxeology shapes ethics. Economics needs a praxeological approach	Ludwig Heinrich Edler von Mises (1957), Murray Newton Rothbard (Rothbard, 1976; Rothbard, 2009)
Polish school	Consideration of work organization and business management issues is essential. Praxeology is a general theory of rational activity	Tadeusz Marian Kotarbiński (1975)
French school	The school provides applied research in international relations. Praxeology is a science that studies the totality of the facts of practice	Alfred Victor Espinas, Pierre Massé, Georges Théodule Guilbaud, François Perroux, Raymond Claude Ferdinand Aron (Ostrowski, 1967)

Source: compiled by the authors according to Kotarbinski (1975); Mises (1957); Ostrowski (1967); Rothbard (1976); Rothbard (2009).

The research objective was to develop a concept of manager’s praxeological activity based on the analysis of existing scientific approaches to praxeology, and within the framework of this concept to propose a detailed description of the manager’s praxeological activity model.

The scientific novelty is as follows. The authors suggest the extended list of criteria of the manager’s praxeological activity efficiency: performance, productivity, accuracy of the decisions taken, purposefulness, reliability, innovativeness, high quality, and ethics. The new model of the manager’s praxeological activity includes the following elements: a subject (a manager), an object (a company, its staff and activities, etc.), motives (success, growth, profit, etc.), the goal (to ensure the effectiveness of the company’s activities), methods and tools (analysis, planning, organization, motivation, and control), process (praxeological activity), result (efficiency improvement), and reflexivity, correction and iteration.

2. Materials and methods

The methodological basis of our research includes methods of analysis, synthesis, graphical interpretation and modelling, systematization, mathematization,

grouping, and literature analysis, including the method of deconstruction, the descriptive and diachronic method.

The article uses data and the following research tools, applications, and platforms: ELIBRARY.ru, Scencedirect.com, Word's Cloud, and Also Asked.

2.1. Methodology of data analysis on ELIBRARY.ru

On ELIBRARY.ru on 7 September 2024, the search query “praxeology” in Russian was generated. 3539 publications out of 58,408,553 were selected. Then from the selected 3539 publications, 110 publications were chosen in which the term “praxeology” was mentioned only in the title. Furthermore, the analysis was carried out in the context of the distribution of these publications by year, subject area and keywords. As a result, keywords and phrases related to the concept of praxeology were identified. The Word's Cloud was used to visualize the selected terms.

2.2. Methodology of data analysis on sciencedirect.com

On Scencedirect.com on 7 September 2024, the search query “praxeology” in English was generated. As a result, 169 publications have been selected. Then the query was narrowed by searching for “praxeology” only in the title, abstract, and keywords. As a result, the number of publications reduced to 20. Further, the analysis of the dynamics of publications by year and the number of publications by subject area was carried out.

2.3. Methodology of data analysis with the help of also asked

The query “praxeology” was generated in English in the search field. As a result, the map of the interaction between the concept of praxeology and its key issues was visualized.

3. Results and discussion

It seems necessary to start our research with an analysis of the scientific interest in the concept of praxeology.

According to the search query “praxiology” on ELIBRARY.ru on 7 September 2024, 3539 publications out of 58,408,553 (i.e., only 0.006%) can be found. These publications cover the time period from 1980 to 2024. If we narrow the query by searching for “praxeology” only in the title, then the number of publications will be 110 (i.e., only 0.00019%). In the selection of 110 publications, the first article dates back to 1993. The years 2011 and 2023 have the highest number of publications (10 each) (**Figure 1**), and the average number of publications per year is only about 3.4, that is, we can say that the concept of “praxeology” remains insufficiently studied.

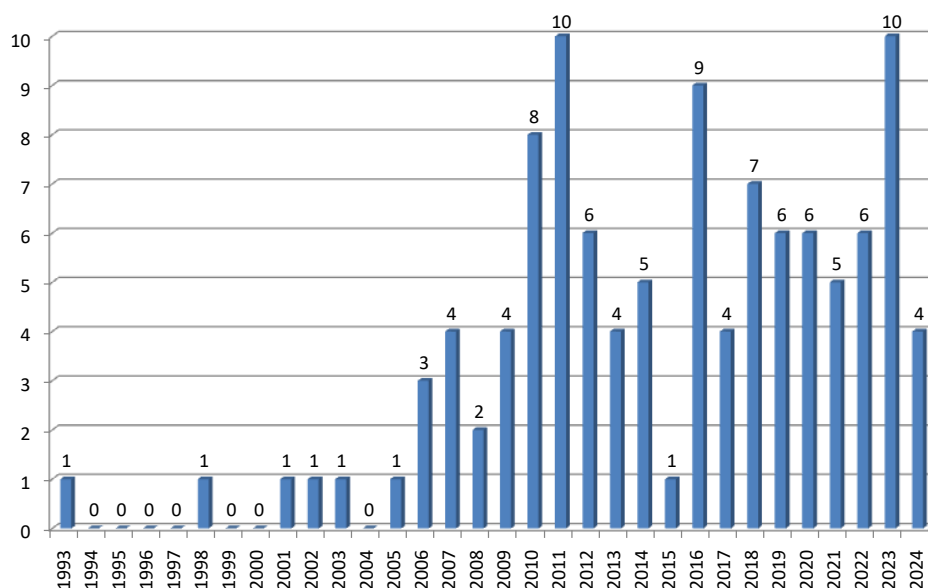


Figure 1. Analysis of the dynamics of the frequency of mentioning “praxeology” in a selection of 110 publications, the title of which contains the term “praxeology”, 1993–2024.

Source: compiled by the authors according to the data available on ELIBRARY.ru (accessed on 7 September 2024).

On the basis of a selection of 110 publications with the term “praxeology” in their title, we analyzed how these publications are distributed across subject areas (**Table 2**). The largest number of publications devoted to praxeology can be found in the following subject areas: “Public Education. Pedagogy” (23) and “Philosophy” (22). Thus, most researchers consider praxeology in the context of pedagogy, pedagogical activity and philosophical aspects of science. Since praxeology is considered in the context of management, we are interested in subject areas related to economics and management in one way or another: “Economics. Economic Sciences” (16), “Internal trade. Tourist and excursion services” (1) (Avilov, 2011; Buzni, 2016a; Buzni, 2016b; Buzni, 2018; Dolyatovsky, 2020; Hoffman and Tymoshchuk, 2021; Kanchukoev, 2021; Kochetkov and Kochetkova, 2023; Kochetkov and Kochetkova, 2024; Kurochkin, 2021; Rothbard, 2009; Safonov, 2019; Shirshin, 2014; Vasilenko, 2020; Wojciechowski, 2016a; Wojciechowski, 2016b; Wojciechowski, 2021).

Table 2. Analysis of the distribution of articles in a selection of 110 publications for the search query “praxeology” by subject area.

No.	Subject area	Number of publications
1	Public education. Pedagogy	23
2	Philosophy	22
3	Economics. Economic sciences	16
4	State and law. Legal sciences	8
5	Linguistics	7
6	Politics. Political Science	7
7	Religion. Atheism	4

Table 2. (Continued).

No.	Subject area	Number of publications
8	Sociology	2
9	Physical education. Sport	2
10	Social sciences in general	2
11	Mass communication. Journalism. Mass media	2
12	Geography	2
13	Medicine and Healthcare	1
14	General and complex problems of technical and applied sciences and branches of the national economy	1
15	Art. Art history	1
16	Space research	1
17	Astronomy	1
18	Internal trade. Tourist and excursion services	1
19	Agriculture and forestry	1
20	Psychology	1

Source: compiled by the authors according to the data available on ELIBRARY.ru (accessed on 7 September 2024).

If we analyze the content of 17 publications related to subject areas connected with economics and management (Avilov, 2011; Buzni, 2016a; Buzni, 2016b; Buzni, 2018; Dolyatovsky, 2020; Hoffman and Tymoshchuk, 2021; Kanchukoev, 2021; Kochetkov and Kochetkova, 2023; Kochetkov and Kochetkova, 2024; Kurochkin, 2021; Rothbard, 2009; Safonov, 2019; Shirshin, 2014; Vasilenko, 2020; Wojciechowski, 2016a; Wojciechowski, 2016b; Wojciechowski, 2021), we can note that praxeology in these publications is considered in the following aspects:

- Creative management (Avilov, 2011);
- Praxeology of marketing (Buzni, 2016a; Buzni, 2016b);
- Praxeology of game, animation and gamification in tourism (Buzni, 2018);
- Management in economy (Vasilenko, 2020);
- Economic praxeology (Kurochkin, 2021; Wojciechowski, 2016a; Wojciechowski, 2016b);
- Philosophical foundations of praxeology and the development of sciences (Shirshin, 2014; Wojciechowski, 2021);
- Digital praxeology (Hoffman and Tymoshchuk, 2021);
- Praxeology in modern management (Dolyatovsky, 2020; Safonov, 2019);
- Accounting and praxeology of agrarian economics (Kanchukoev, 2021);
- Praxeology in economic assessment of innovative development (Kochetkov and Kochetkova, 2023; Kochetkov and Kochetkova, 2024);
- Value judgments and public policy (Rothbard, 2009).

The analysis of keywords and phrases associated with the concept of praxeology is also of particular interest. In the considered selection of 110 publications, there are only 585 keywords and phrases. From these keywords and phrases, we selected the first 40 that occur most frequently in the analyzed selection (**Table 3**). Then 20 of these 40 keywords and phrases were chosen, which, in our opinion, are related to the manager's praxeological activity (**Figure 2**).

Table 3. Keywords and phrases in a selection of 110 publications for the search query “praxeology”.

No.	Keyword and phrases	Number of publication
1	Humanities and Social Sciences	3
2	Religious studies	3
3	Philosophy	3
4	Philosophy of religion	3
5	Human activity	3
6	The axiology of law	2
7	Ideology	2
8	Innovative development	2
9	Marketing concepts	2
10	Legal values	2
11	Market culture	2
12	Management	2
13	The philosophy of law	2
14	Legal practice	2
15	The Austrian school	1
16	Agricultural economy	1
17	Public-private partnership	1
18	Patterns of scientific development	1
19	The laws of social development	1
20	Competence	1
21	Competency	1
22	Governance	1
23	Society	1
24	Ontology	1
25	Organization of labor	1
26	Evaluation of effectiveness	1
27	Decision making	1
28	Spatial and regional economics	1
29	Regime of economy	1
30	Performance	1
31	Sociotechnical activity	1
32	Creation	1
33	Technocracy	1
34	Functional sustainability	1
35	Values	1

Table 3. (Continued).

No.	Keyword and phrases	Number of publication
36	Value-semantic reorientation	1
37	The evolutionary concept	1
38	Ethics	1
39	Effective activity	1
40	Effectiveness	1

Source: compiled by the authors according to the data available on ELIBRARY.ru (accessed on 7 September 2024).

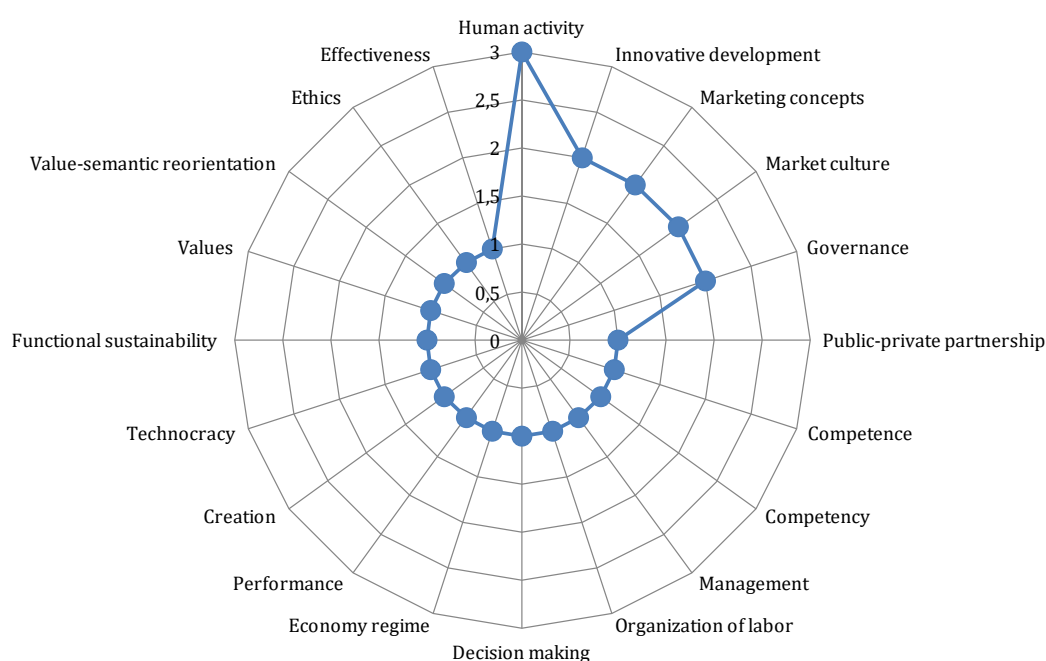


Figure 2. Frequency of use of keywords and phrases related to the manager’s activities in a selection of 110 publications for the search query “praxeology” (number of publications).

Source: compiled by the authors according to the data available on ELIBRARY.ru (accessed on 7 September 2024).

Thus, the manager’s praxeological activity is related to the following 20 key concepts:

- Human activity;
- Innovative development;
- Marketing concepts;
- Market culture;
- Management;
- Public-private partnership;
- Competence;
- Competency;
- Governance;
- Organization of labor;
- Decision making;
- Regime of economy;
- Performance;

publications. Most research papers were published in 2015 (15) (**Figure 4**). The average number of publications per year for the period under review was 6.76.

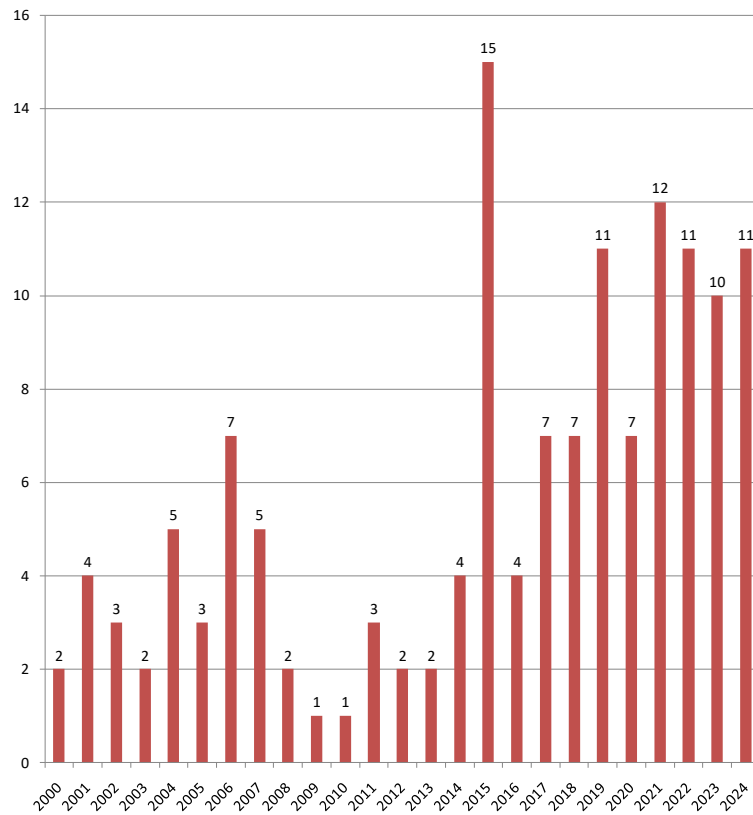


Figure 4. Analysis of the dynamics of the frequency of mentioning the term “praxeology” in a selection of 169 publications on Sciedirect.com.

Source: compiled by the authors according to the data available on Sciedirect.com (accessed on 7 September 2024).

Table 4 shows an analysis of the distribution of articles in a selection of 169 publications for the search query “praxeology” by subject area.

Table 4. Analysis of the distribution of articles in a selection of 169 publications for the search query “praxeology” by subject areas on Sciedirect.com

No.	Subject area	Number of publications
	Social Sciences	64
	Economics, Econometrics and Finance	27
	Engineering	23
	Business, Management and Accounting	21
	Psychology	19
	Environmental Science	16
	Computer Science	13
	Arts and Humanities	11
	Decision Sciences	11
	Medicine and Dentistry	11

Note: the same publication can be included in several subject areas. Source: compiled by the authors according to the data available on Sciedirect.com (accessed on 7 September 2024).

If we analyze the distribution of publications by subject area, it can be noted that the largest number of publications (64) devoted to praxeology can be found in the subject area “Social Sciences”, which includes anthropology, art, economics, criminology, cultural studies, history, pedagogy, linguistics, psychology, political science, philosophy, etc. The subject area “Economics, Econometrics and Finance” (27 publications) ranks second in terms of number of publications, followed by “Business, Management and Accounting” (21 publications) (Table 4). Thus, unlike the publications on ELIBRARY.ru, the publications on Sciencedirect.com consider the concept of praxeology mainly in the context of social sciences, economics and management.

By analogy with the above analysis of the content of publications on the portal ELIBRARY.ru, we consider the main problems raised in the selected publications on Sciencedirect.com in subject areas related to economics and management. Praxeology in these publications is considered in the following aspects:

- Reflexive strategies (Berling and Bueger, 2017);
- Project management (Bredillet, 2008; Klein et al., 2015);
- Administrative management (Castrillón et al., 2015);
- Theory of human activity (Chipman, 2004);
- Creative management and creative activity (Castrillón et al., 2015);
- Management of the regional economy (Heijman Wim and Leen Auke, 2004);
- Public-private partnership (Khadaroo and Abdullah, 2018);
- Praxeology in the management of organizations and practical activities (Nicolini and Monteiro, 2016; Ramirez and Romero, 2019);
- Economic development (Theofanides, 1988).

In the next stage of our research, we will use the Also Asked tool (<https://alsoasked.com/>), which was created to make it easier to understand which keywords and issues are addressed in the content within the entered search query, as well as how questions are grouped by topic. In the search field, we entered the query “praxeology” in English. Figures 5–9 show the results obtained in the form of the map of visualization of the interaction between the concept of praxeology and its key issues.

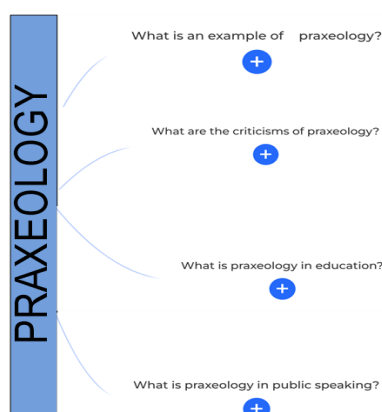


Figure 5. The map of visualization of the interaction between the concept of praxeology and its key issues: first-level questions.

Source: compiled by the authors according with the help of Also Asked. Available online: <https://alsoasked.com/> (accessed on 3 October 2024)).



Figure 6. The map of visualization of the interaction between the concept of praxeology and its key issue “What is an example of praxeology?”: second-level questions.

Source: compiled by the authors according with the help of Also Asked. Available online: <https://alsoasked.com/> (accessed on 3 October 2024).

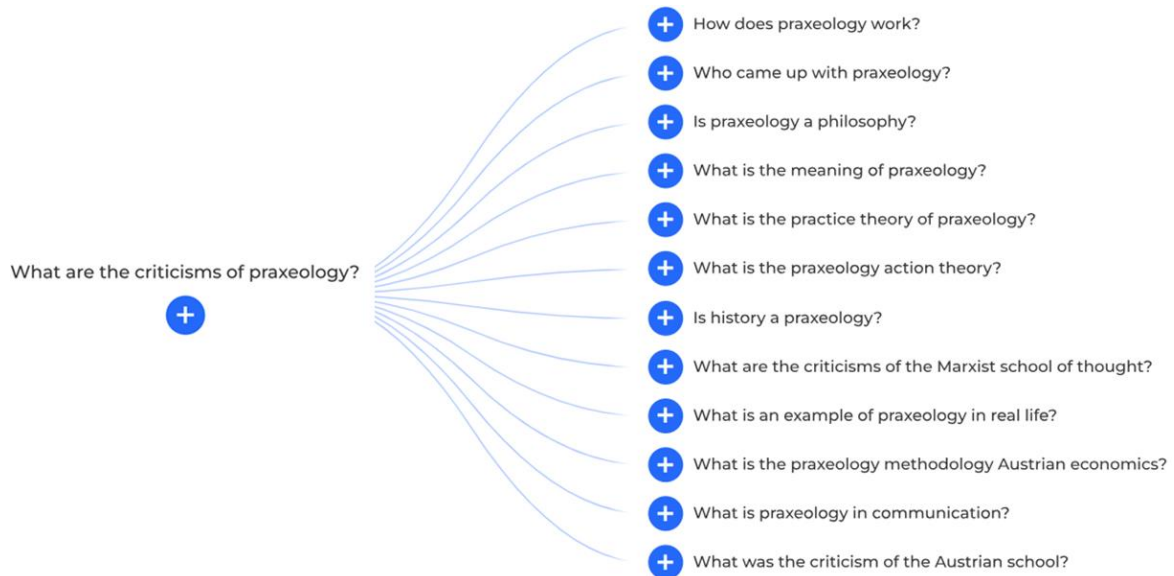


Figure 7. The map of visualization of the interaction between the concept of praxeology and its key issue “What are the criticisms of praxeology?”: second-level questions.

Source: compiled by the authors according to the help of Also Asked. Available online: <https://alsoasked.com/> (accessed on 3 October 2024).



Figure 8. The map of visualization of the interaction between the concept of praxeology and its key issue “What is praxeology in education?”: second-level questions.

Source: compiled by the authors according with the help of Also Asked. Available online: <https://alsoasked.com/> (accessed on 3 October 2024).



Figure 9. The map of visualization of the interaction between the concept of praxeology and its key issue “What is praxeology in public speaking?”: second-level questions.

Source: compiled by the authors according with the help of Also Asked. Available online: <https://alsoasked.com/> (accessed on 3 October 2024).

We have received a two-level structure of questions. The questions of the first level are (**Figure 5**):

- What is an example of praxeology?
- What are the criticisms of praxeology?
- What is praxeology in education?
- What is praxeology in public speaking?

At the second level, 48 more questions are formulated (12 for each question of the first level), revealing and complementing the four previous ones. The most interesting of the second-level questions, in our opinion, are the following (**Figures 6–9**):

- How does praxeology work?
- What is the meaning of praxeology?

- Is praxeology a philosophy?
- Who came up with praxeology?
- What is the practice theory of praxeology?
- What is the science of human action?
- What is an example of praxeology in real life?

These questions could be used for further research.

Thus, what is praxeology in general and praxeological activity in management in particular? It should be noted that in modern scientific research, praxeology is considered as a philosophical discipline that studies the activity of a subject, his or her ability to practice and cognition of the world (Vasilenko, 2020; Wojciechowski, 2016a; Wojciechowski, 2016b; Wojciechowski, 2021).

Praxeology is the science of activity, the process of cognition and the human impact on the world around us. The essence of praxeology is that through practical activities a person acquires knowledge about the world and the environment and develops skills to influence that environment effectively. And he or she does it all **INTENTIONALLY**.

In management theory, the manager's praxeological activity consists of the ability to effectively manage his or her activities and those of his or her subordinates, to achieve the organization's goals and objectives, to make informed decisions, and to achieve results (Dolyatovsky, 2020; Khadaroo and Abdullah, 2018; Ramirez and Romero, 2019; Safonov, 2019).

An interesting approach to praxeology in management, in our opinion, is proposed by the economist Dolyatovsky (2020). According to Dolyatovsky (2020), it is praxeology that helps a decision-maker in an organization, i.e., a manager, to solve problems related to decision-making in order to ensure the effective operation and activity of the entire organization, company, production or economic system (Dolyatovsky, 2020). Dolyatovsky (2020) highlights that "the central concept of praxeology is a method for solving decision-making problems in challenging circumstances".

Therefore, from the point of view of management theory, management praxeology can be defined as a science and, at the same time, a tool or a way of organizing management activities in such a way that they are most effective in terms of evaluating the actions of the manager, the organization's employees and the organization as a whole. In this regard, it is interesting to discuss the criteria proposed to evaluate the effectiveness of activities in the context of management theory, i.e., the manager's activities.

Dolyatovsky (2020) identifies five criteria (components) of praxeological activity efficiency in management:

- (1) Performance (high probability of achieving the goal).
- (2) Productivity (achievability of the goal with low resource expenditure).
- (3) Accuracy of the decisions taken (adequacy of the situation).
- (4) Purposefulness (absence of unnecessary consequences).
- (5) Reliability (consistent movement towards the goal of activity).

In our opinion, this list of criteria looks incomplete: it needs to be supplemented with criteria such as innovativeness or innovative activity (its essence lies, among other things, in the willingness of managers to search for and implement innovative

practices in management, for example, digital technology and artificial intelligence), quality (from the standpoint of compliance with standards and requirements of stakeholders), and ethics (business ethics and ethics of the manager’s actions). The expanded list of criteria of the manager’s praxeological activity efficiency, in our opinion, looks as follows (**Figure 10**).



Figure 10. Extended list of criteria of the manager’s praxeological activity efficiency. Source: compiled by the authors.

Therefore, the essence of a manager’s praxeological activity is to create conditions for effective activity (both his or her own and that of his or her subordinates and, consequently, of the entire organization). Thus, the manager’s praxeological activity, aimed at creating conditions for the effective operation of the entire organization, includes the following areas:

- **Analysis.** The manager must be able to analyze the situation, identify problems and opportunities, define goals and objectives, and develop an action strategy.
- **Planning.** Based on the analysis, the manager develops an action plan, determines the necessary resources and deadlines, and distributes responsibilities among subordinates.
- **Organization.** The manager organizes the work of the team, controls the fulfillment of tasks, solves problems, and regulates conflicts, i.e., creates conditions for effective activity.
- **Control.** The manager monitors the implementation of the plan, analyzes the results, adjusts the strategy if necessary, and evaluates the effectiveness of the activity.
- **Motivation.** The manager encourages employees to achieve their goals, creates conditions for professional and personal growth, and encourages labor success.

The manager’s praxeological activity requires knowledge and skills in such fields as psychology, communication, organization and planning, conflict management and problem solving. A manager must be able to make effective decisions and be a leader. Thus, the practical activity of the manager is aimed at

achieving the effectiveness and efficiency of the team, the development of the organization and the achievement of the goals set.

In the context of praxeology, it is possible to specify important qualities of a successful manager. They are: systematic thinking, ability to work in a team, leadership, creative approach to problem solving (creativity and innovation), analytical skills, and communication skills.

Before proceeding to the construction and characteristics of our model of the manager’s praxeological activity, it seems necessary to build a logical chain based on the analysis we have carried out above (Table 3, Figures 2 and 3):

PRAXEOLGY → the study of the practices and activities → management → NECESSITY: competent management → innovation → development of business ethics → marketing strategy improvement → reorientation of the values → improving the efficiency of management → improving the efficiency of decisions → improving the efficiency of the organization as a whole.

In conclusion, we will proceed to examine the construction and description of the model of the manager’s praxeological activity (Figure 11).

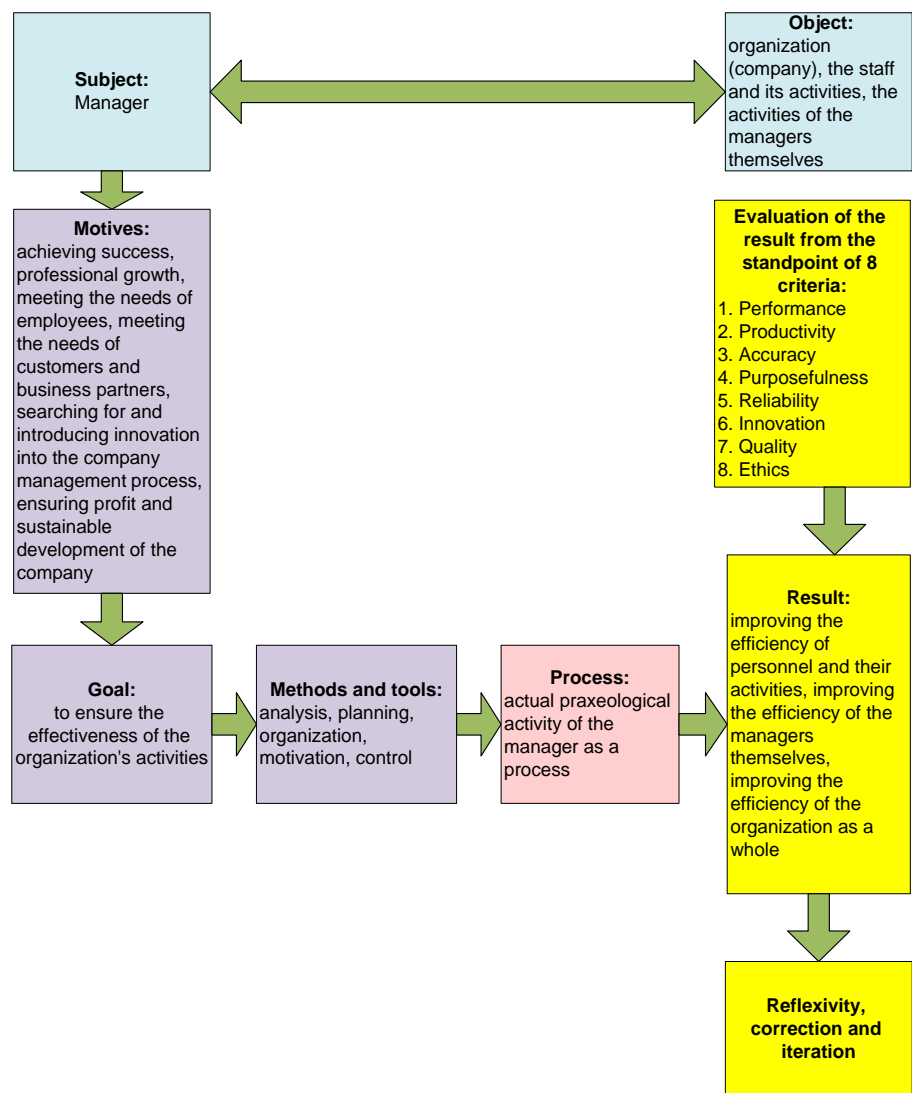


Figure 11. The model of the manager’s praxeological activity.

Source: compiled by the authors.

According to our concept, the essence of a manager's praxeological activity is to exert such a managerial influence on the managed object (organization, employees, or one's own activities) that the result of this influence is an increase in the efficiency of employees and their activities, an increase in the manager's efficiency, and an increase in the efficiency of the organization as a whole. The practical activity of a manager is influenced by such motives as achieving success, professional growth, meeting the needs of employees, meeting the needs of customers and business partners, searching for and introducing innovation into the company management process, and ensuring profit and sustainable development of the company. The goal of the manager's praxeological activity is to ensure the effectiveness of the organization's activities. In the process of praxeological activity, the manager applies traditional methods and tools (analysis, planning, organization, motivation, and control). The result of the praxeological activity is evaluated from the standpoint of the eight criteria that we have already described above. These criteria include performance, productivity, accuracy of the decisions taken, purposefulness, reliability, innovativeness, high quality, and ethics. In the process of evaluating the result of the manager's praxeological activity, a process of reflexivity is underway, i.e., the manager analyzes how far the goals have been achieved and what can be improved in the future. If necessary, the manager adjusts his or her actions based on the results of the evaluation (correction). This makes it possible to improve the process of praxeological activity and achieve better results in the future, or the activity is repeated without correction (iteration).

How can the concept of praxeology be defined and what is its relevance to managerial activity? Why do managers need to know and study praxeology?

Praxeology is a science that deals with the laws of human practice. Praxeology explores the specifics of human activity in various spheres of life, as well as ways to achieve goals. For managers, knowledge and study of praxeology is of great importance, since they are engaged in organizing and managing the activities of people in work teams. The study of praxeology helps managers understand the peculiarities of human activity, as well as learn how to effectively interact with employees, taking into account their needs, motivation, and capabilities. Knowledge of praxeology allows managers to develop and implement effective techniques of personnel management and motivation, taking into account the individual characteristics of each employee. The study of praxeology also allows managers to develop their communication skills, improve the quality of interaction with colleagues and subordinates, and manage conflicts and stressful situations in the workplace. Knowledge of the laws of praxeology helps managers make informed decisions, optimize work processes and ensure the harmonious activity of the organization. Thus, the study of praxeology is an important tool for managers, helping them to increase the efficiency and performance of their activities, improve the quality of management, and achieve their goals.

4. Discussion

It should be noted that in modern scientific research, praxeology is considered in a different context. According to Chipman (2004), praxeology is a theory of

human action. Klein et al. (2015) consider the praxeology of resilient project management. They admit that the praxeological mindset is well suited to improve the “current understanding of project management towards a more resilient meta-theory of project management that is able to address complexity” (Klein et al., 2015). Other authors critically analyze the key stages of the development of the science and practice of praxeology and propose approaches to the development of integration that would create partnerships between the state, society and the interests of economic entities, stimulate the emergence of a multiplier effect and activate the formation of a synergistic and cumulative effect (Vasilenko, 2020). Other authors consider praxeology in the context of activities aimed at the innovative development of the state, which are the basis for ensuring the transition of the economy from the search for growth opportunities to its structural and systemic transformations, giving it a new quality (Kochetkov and Kochetkova, 2023; Kochetkov and Kochetkova, 2024). Kurochkin (2021) studies the praxeological approach and the principle of particularism, with regression research as an example.

It seems that in the future it will be necessary to pay more attention to the peculiarities of the concept of praxeology in relation to business ethics. Very few studies have been devoted to this issue (Rothbard, 1976; Rothbard, 2009). Other fundamentally important issues are related to the differences of implementation of the concept of praxeology in different cultures and particularities and development trends of digital praxeology (Hoffman and Tymoshchuk, 2021). Thus, further directions of our research could be devoted to these problems.

5. Conclusion

In conclusion, it seems necessary to discuss the practical implications of the concept of praxeology for managers and to offer specific recommendations based on the conclusions of our study.

The application of the concept of praxeology in the manager’s activity allows him or her to have a more effective managerial influence on the managed object (organization, employees or his/her own activities). The manager’s praxeological activity will allow to achieve the following results: to increase the efficiency of the employees and their activities, to increase the efficiency of the manager and the organization as a whole. Moreover, in the process of the manager’s praxeological activity, it is possible to recommend to use of not only traditional tools and techniques such as analysis, planning, organization, motivation and control but also modern digital communication technologies and services, as well as timely adjustment of manager’s actions on the basis of evaluation results. All this will improve the process of the manager’s praxeological activity and provide the best results of the organization in the future.

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