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**Кафедра «Менеджмент»**

СОГЛАСОВАНО

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**ЭЛЕКТРОННЫЙ УЧЕБНО-МЕТОДИЧЕСКИЙ КОМПЛЕКС  
ПО УЧЕБНОЙ ДИСЦИПЛИНЕ**

**Социология управления (на английском языке)**

для специальности 7-06-0412-01 «Менеджмент»

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Рассмотрено и утверждено  
на заседании совета ФТУГ от 25.03.2024 г., протокол № 8.

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## Перечень материалов

1. Теоретический раздел (конспект лекций по учебной дисциплине «Социология управления»)
2. Практический раздел (темы и ситуации для практических занятий).
2. Блок контроля знаний.
4. Вспомогательный раздел (учебная программа по учебной дисциплине «Социология управления»).

## Пояснительная записка

*Целью* разработанного ЭУМК является формирование специальной компетенции, позволяющей будущему магистру изучать и анализировать управленческие процессы с применением современных методов социологического анализа.

К основным задачам ЭУМК относятся следующие:

- активизация познавательной деятельности магистрантов на основе использования интерактивных методов обучения;
- ориентация на оптимальное достижение учебных целей;
- повышение эффективности традиционной методики обучения на базе использования современных информационных технологий;
- повышение готовности и интереса магистранта к будущей профессиональной деятельности;
- взаимосвязь образовательного процесса с научно-исследовательской работой обучающихся;
- профессиональная направленность образовательного процесса с учетом специфических условий и потребностей организаций - заказчиков кадров;
- предоставление возможности магистрантам заниматься самообразованием за счет эффективного управления самостоятельной работой по овладению учебным материалом.

Разработанный ЭУМК способствует не только удовлетворению индивидуальных образовательных потребностей обучающихся и повышению качества образовательного процесса в целом, но и созданию условий для формирования нравственно зрелой, интеллектуально развитой личности будущего специалиста, которой присущи социальная и исследовательская активность, гражданская ответственность, стремление к профессиональному самосовершенствованию, активному участию в научной, экономической и социально-культурной жизни страны.

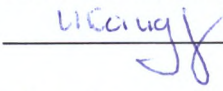
*Особенности структурирования и подачи учебного материала*


ЭУМК содержит четыре раздела: теоретический, практический, контроля знаний и вспомогательный. В теоретическом разделе представлен лекционный материал в соответствии с основными разделами и темами учебной программы. Практический раздел содержит вопросы и ситуационные задачи, необходимые для закрепления лекционного материала. Раздел контроля знаний включает перечень вопросов к зачету. Во вспомогательном разделе находится программа по учебной дисциплине «Социология управления».

*Рекомендации по организации работы с ЭУМК*

ЭУМК по дисциплине «Социология управления» для магистрантов дневной формы получения образования предназначен как для аудиторных занятий, так и для самостоятельной работы обучающихся.

**Belarusian National Technical University**  
Faculty of Management Technologies and Humanitarization  
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**ELECTRONIC EDUCATIONAL AND METHODOICAL COMPLEX  
ACCORDING TO THE ACADEMIC DISCIPLINE**

**Sociology of Management (in English)**

for the specialty 7-06-0412-01 "Management"

Compiled by Irina N. Kandrichina, Elena G. Bogdanovich

Reviewed and approved  
at the meeting of the FTUG Council dated 25.03.2024, Minutes No. 8.

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### **List of materials**

1. Theoretical section (lecture notes on the academic discipline "Sociology of Management")
2. Practical section (topics and situations for practical exercises).
2. Knowledge control unit.
4. Auxiliary section (academic programme for the academic discipline "Sociology of management").

### **Explanatory note**

The purpose of the developed EEMC is to form a special competence that allows the future master to study and analyze management processes using modern methods of sociological analysis.

The main tasks of the EEMC include the following:

- activation of cognitive activity of undergraduates based on the use of interactive teaching methods;
- focus on the optimal achievement of educational goals;
- improving the effectiveness of traditional teaching methods based on the use of modern information technologies;
- increasing the readiness and interest of a graduate student for future professional activity;
- the relationship of the educational process with the research work of students;
- the professional orientation of the educational process, taking into account the specific conditions and needs of organizations - customers of personnel;
- providing an opportunity for undergraduates to engage in self-education through effective management of independent work on mastering educational material.

The developed EEMC contributes not only to meeting the individual educational needs of students and improving the quality of the educational process as a whole, but also to creating conditions for the formation of a morally mature, intellectually developed personality of a future specialist, who is characterized by social and research activity, civic responsibility, striving for professional self-improvement, active participation in the scientific, economic and socio-cultural life of the country.

Features of structuring and presentation of educational material. The EEMC contains four sections: theoretical, practical, knowledge control and auxiliary. The theoretical section presents lecture material in accordance with the main sections and topics of the curriculum. The practical section contains questions and situational tasks necessary to consolidate the lecture material. The knowledge control section includes a list of questions for the test. In the auxiliary section there is a program on the academic discipline "Sociology of management".

Recommendations for the organization of work with EEMC. The EEMC on the discipline "Sociology of Management" for full-time undergraduates is intended for both classroom classes and independent work of students.

# THEORETICAL SECTION

## Lecture notes on the discipline

### Topic 1. Sociology of management in the system of sociological knowledge

1. Sociology of management as a branch of sociological science.
2. The object, subject, tasks and functions of the sociology of management.
3. Methodology and methods in the sociology of management.
4. The main approaches to the sociology of management.

#### 1.1 Sociology of management as a branch of sociological science

Sociology of management is a borderline synthetic science that studies the sociological aspect of management activities. This science was formed at the junction of two independent disciplines: sociology and management.

**Sociology** is the science of society as an integral system and individual social institutions, processes, social groups and communities, personal and social relations, patterns of mass behavior of people. It is known that the main task of sociology is the most objective analysis of social relations between people in order to identify the laws and patterns of society management.

The term "**management**" has many interpretations. 1) conscious purposeful influence by subjects, governing bodies on people and economic objects, carried out in order to direct their actions and obtain the desired results; 2) the process of systematic, conscious, purposeful influence of people on the social system as a whole or its individual links (production, social and spiritual life, economic sectors, etc.)

**The problems that led to the emergence of the sociology of management as an independent science:**

- General social (global contradictions in social development: the clash of progressive and regressive trends; the need for social integration with the actually growing disunity of society);
- Socio-political (contradictions of state interests to public ones; political and legal norms - moral ideals; human rights and freedoms - necessary legal restrictions);
- Socio-economic (alienation of the majority of workers from property; unequal distribution of income in the world);
- Socio-psychological (relationships in the process of activity of generations; races; cultures; man, collective and society).

**Problems studied by the sociology of management:**

- governing bodies from the point of view of their functioning as social systems;
- selection, placement, education of managerial personnel;

- the relationships that develop between people when they perform managerial functions;
- setting and implementing social management goals;
- analysis of the social consequences of management decisions;
- research and development of a system for taking into account the interests, opinions and suggestions of employees;
- targeted impact on managed subsystems and related issues of discipline, responsibility and performance;
- intra-group regulation and social self-organization in individual groups and in the enterprise as a whole;
- the relationship between management and the level of development of the company.

## **1.2 Object, subject, tasks and functions of management sociology**

The object of cognition is everything that the researcher's activity is aimed at, which opposes him as an objective reality. Any phenomenon, process, or relationship can be the object of research in a wide variety of sciences. When it comes to the object of research of this particular science, then one or another part of objective reality (society, culture, man) is not studied entirely, but only from the side that is determined by the specifics of this science.

**The object of management sociology** is the management processes taking place in society, which are considered here, from the point of view of a systematic approach, as a set of subsystems constantly interacting with each other and exerting mutual influence on each other – the political system, the economic system, the socio-cultural system; or processes in an organization that are considered and interpreted from the point of view of the interaction of people involved in them, united in family, professional, territorial and other groups and included in diverse processes of rivalry, competition, cooperation, assistance.

**The subject of management sociology** is the assessment, study, and improvement of management processes in various types of social societies, social organizations, social institutions, and the whole society, each of which represents a specific system of social interactions between individuals and their groups.

An important aspect of the subject area is the study of the laws governing management as a social activity in coordinating the interests of various subjects of public life.

The subject area of the sociology of management is also the historical view of management: consideration of its various forms in a historical context from communal self-government, through public administration to the combination of public administration with various forms of public self-government.

The sociology of management studies social processes from the standpoint of the hierarchical principle of building a system and the relationships within it. Theoretically, she examines social problems of different levels and scales of applied managerial influences, based on the basic philosophical laws of cognition



of the general through generalization of the particular and comparison of the particular with the general.

Thus, depending on the range of management problems, **four levels can be distinguished in the structure of management sociology.**

1. The macrosociological level is the study of management processes and relations at the interstate, state, ethnic, interethnic, etc. levels.

2. Middle-level theories study management in local spheres of society: in the region, in municipalities, in organizations, etc.

3. Microlevel - the study of personality, its needs, motivation in the process of managerial communications.

4. The operational level includes the analysis and selection of the most optimal management methods and technologies, the development of a program and the conduct of specific sociological research on management problems.

Having defined the features of the sociology of management as a special sociological theory, as well as its object and subject, it is possible to formulate its **main tasks.**

The first of the main tasks of the sociology of management is to study the real facts that make up the living, constantly developing social fabric of managerial activity; facts that reveal the peculiarities of interaction between those people who manage various social communities and organizations, and those who, without holding leadership positions, are not included in managerial activities and are forced to obey the first, to carry out their orders, orders, instructions.

The second task of the sociology of management is to identify the most important, typical from a huge and diverse accumulation of real facts of managerial activity and, on this basis, to detect trends in the development of management processes, their changes depending on the changing socio-economic, political, socio-cultural conditions of people's life, the development of their groups and communities, society as a whole.

The third task of the sociology of management is due to the need to explain why certain innovations appear in the system and structure of management activities, due to which circumstances new practical ways of their implementation into management processes arise.

But if we are able to identify trends in the development of management activities and assess the importance, practical significance of new management theories, their constructiveness and effectiveness, prospects for their application in the more or less distant future, then this means that the sociology of management is able to solve another, fourth task. The essence of this task is the construction of the most likely directions and scenarios for the development of management activities in the future, i.e. the forecast of its improvement.

And this means that, having determined the most likely trajectory of further development of management activities, management sociology gets the opportunity to more or less successfully solve its fifth task – to formulate scientifically sound recommendations for improving the management system, i.e.

to become a real effective means of increasing the effectiveness of management activities.

The identification of the main tasks of the sociology of management allows us to determine its **main functions**, which are directly related to its tasks and follow from them.

**The main functions of the sociology of management as a science are:**

1. cognitive – Its main purpose is to study the features of management as a specific area of work. And also in determining the role and importance of this sphere in the development of society and its subsystems, organizations, groups.

2. evaluation – evaluates to what extent the management system existing in a given society (organization) corresponds or does not correspond to the main trends of society, social expectations, interests and needs of the majority of the population. To assess whether the system is democratic, totalitarian or authoritarian on the basis of scientific substantiation of socio-ethical, socio-political, socio-economic criteria, whether or not the management system develops initiative in individual individuals.

3. prognostic – It is aimed at identifying the most likely in management activities within the short, medium and long-term prospects.

4. educational – based on the definition and assessment of the importance of various management concepts, trends in the development of management activities, the dissemination of knowledge about the main tasks, functions and management mechanisms of management systems. It is distributed through the system of educational institutions, retraining, retraining in order to acquire skills, knowledge, and management skills. It consists in equipping management personnel with new techniques, management technologies and creating means to improve the management system.

**The basic principles that guide the sociology of management:**

– consistency – the perception of the object under study as a system of elements united by direct and inverse connections, forming the structure of the system;

– complexity – comprehensive coverage of the studied phenomena, taking into account trends in development and interaction with the external environment;

– objectivity – a real representation of the phenomena under study;

– concreteness – consideration of the studied processes and phenomena in the context of a specific environment;

– historicism – the study of an object in the dynamics of its development;

– the unity of theory and practice is the confirmation of theoretical propositions in practice, since theory without practice is a hypothesis/

### **1.3 Methodology and methods in the sociology of management**

In science, the concept of "**methodology**" has several meanings, among them the following can be distinguished:

– a system of basic principles in theoretical research (paradigm);

– the doctrine of the methods of cognition;

– a set of methods for collecting, processing and interpreting empirical research data.

In the sociology of management, the concept of methodology is considered in two aspects - gnoseological and pragmatic:

– in the gnoseological aspect as a set of basic principles of cognition (study) of social reality and management problems,

– in the pragmatic aspect as a set of management methods, that is, as management technologies used in practice.

**All theoretical methods used by the sociology of management** can be conditionally divided into three main groups

– general scientific,

– sociological,

– specific methods of sociology of management.

General scientific methods include the following: scientific observation, scientific experiment, scientific measurement, scientific description of objects and objects of knowledge (qualitative and quantitative), scientific analysis, scientific synthesis, scientific modeling (empirical and mental), scientific abstraction, scientific generalization, scientific induction, scientific hypothesis, scientific explanation, scientific prediction, scientific proof (empirical and theoretical), scientific deduction (logical or mathematical proof), construction of scientific facts and scientific laws, idealization, thought experiment, interpretation (sensory, empirical, theoretical, metatheoretical), confirmation, refutation, method of scientific principles (bases), system method, method of scientific reduction, scientific understanding, scientific reflection, scientific criticism, method of finding and establishing the causes of phenomena, description of the laws of connection of states of a cognizable object, genetic method, constructive genetic method, scientific conventions, scientific consensus, dialectical method, general scientific, practical and philosophical justification of fundamental concepts and theories.

The peculiarity of sociological methods is determined by the characteristics of society, which require the study of society in all its diversity. From these positions, the most important for sociology are the socio-philosophical method, the method of structural, functional and system analysis. At the end of the twentieth century, a synergetic approach, theories of chaos and globalization entered sociology.

Modern sociology of management, like general sociology, uses a methodology in scientific research that combines theoretical, empirical and hypothetical (social modeling and forecasting) approaches.

An important component of the methodology of sociology of management is a group of sociological methods that provide empirical reliability, since social management is the object of not only theoretical, but also empirical research.

This group includes methods of collecting, processing and interpreting the information received. The main feature of applied research is its practical orientation, which is why applied sociologists are called practical sociologists. The

knowledge gained as a result of empirical research is focused on direct use in decision development, design, forecasting and other social management technologies. Applied research performs both a scientific function, obtaining new knowledge, and a social engineering function, which is expressed in providing competitive advantages to management entities in whose interests research is conducted.

Defining specific methods of management sociology is quite difficult, since it is closely related to general sociology, nevertheless, researchers are trying to attribute their own tools of cognition to management sociology, depending on the approach to the analysis of social organization.

They include specific methods of management sociology:

- organizational and structural analysis - cognition of an organization through its structure;
- communication - analysis of the system of connections formed between the members of the organization;
- sociotechnical - the study of an organization through a system of requirements for the technology of its activities;
- innovative - studying from the perspective of the development of the organization.

Considering each of the sides of the organization, it is necessary to perceive it as a whole, therefore, the above-mentioned specific research methods in the sociology of management are effective only in a comprehensive study. Using only one or a group of methods, one can come to a one-sided and even perverted interpretation of the organization and management principles.

#### **1.4 Basic approaches to the sociology of management**

In the sociology of management, as in general sociology, there are **five main approaches to the study** of its subject area. These are the approaches: socio-organizational, situational, creative, descriptive and normative.

The socio-organizational approach to management is a trend in management science, where the central problem is the problem of efficiency and reliability of the organization.

In the framework of this approach, the issues of goal setting, manageability and flexibility of the organization are solved; management strategies and tactics, reliability and quality of management decisions; personal and impersonal, creative and routine, formalized and spontaneous in the relationships of people, members of the organization. The peculiarity of this approach is the recognition of two principles in the development of the organization: 1) its target nature, which presupposes a free change in its forms, in accordance with the need for transformations in the course of achieving goals; 2) the view of an organization as a naturally developing social organism, the gradual formation of which is determined by a number of specific patterns.

The situational approach to management is an approach in which the choice of the optimal organizational structure and effective management mechanisms is

determined by the specifics of the situation in which the management object is located.

The essence of this approach is to choose the right criterion for analyzing and evaluating the managerial situation from the point of view of using power and influence. The more power and influence a manager has, the more favorable and simpler the management situation is.

A creative approach to management means the focus of management sociology on the development and application of original, non-standard solutions, the development of innovative techniques that can significantly improve the efficiency of both the management and managed subsystems. This approach places high demands on the personal qualities of managers at various levels.

Descriptive and normative approaches to management are ways of analyzing the object of social management, assessing its condition and possibilities for change. The analysis of an object involves a description of what a social object is and what it is currently, as well as what it should be in the near future and in the future.

The descriptive approach is limited to describing the observed properties of social objects, while the normative approach involves the development of recommendations, an action program, the implementation of which will lead to a given goal.

## **Topic 2. The history of the development of managerial thought**

2.1 The classical stage of the development of Western sociology of management: scientific management F. Taylor, A. Fayol's theory of administration, M. Weber's theory of bureaucracy.

2.2 The non-classical stage of the evolution of foreign schools and management concepts: the school of human relations (M. P. Follett, E. Mayo), the school of behavioral Sciences (A. Maslow, F. Herzberg, D. McGregor, etc.).

2.3 The history of managerial thought in Russia (A.A. Bogdanov, P.A. Sorokin, A.K. Gastev).

2.4 Current trends in modern management sociology.

### **2.1 The classical stage of the development of Western sociology of management**

For thousands of years, mankind has accumulated experience in organizing joint work, exchanging products of material and spiritual activities. However, the formation of a specific branch of scientific knowledge – the sociology of management as an independent special (private) discipline began only at the end of the XIX – early XX century. The founder of the scientific foundations of management in the world sociological literature is considered to be an American engineer, organizer of production and researcher **F. W. Taylor (1856-1915)**.

Taylor's theory provided for the unilateral influence of the control system on the worker and his unquestioning subordination to the manager. This was also

facilitated by the fact that in the received task, the worker was given a detailed description of the work process, which he could not violate. Taylorism to some extent ignored the worker as a person. In the history of scientific management, the motives of the behavior of social groups and the psychology of the worker were not taken into account. Apparently, this was the result of the fact that Taylor was not engaged in special sociological and psychological research.

He considered the worker as an automatic performer of labor actions prescribed by the instructions. The main driving impulses of F. Taylor considered the expectation and receipt of material remuneration for work, an interest in personal economic benefit.

Taylor understood leadership as a complex art and an exact science at the same time. Calculation and intuition are the key to success. F. Taylor developed two concepts — the "achieving employee" and the "achieving manager".

According to the concept of the "achieving worker", a person should be assigned a task that would require maximum effort, but would not harm health. After he has mastered a simple lesson, he should be assigned a more complex task. In this way, a person gradually reaches the ceiling of his creative abilities. Hardworking and proactive people are transferred to more interesting jobs. Taylor classified all types of work according to the content, complexity and nature of the work, setting a premium for each group. Before hiring and giving a difficult task, people need to be thoroughly tested, their physical and psychological characteristics studied. That's how the idea of professional selection appeared. It was supplemented by the concept of vocational training.

According to the concept of the "achieving leader", one master, who was responsible for everything in the workshop, was replaced by a "functional administration" consisting of highly specialized (performing some one function) instructors. If earlier the worker took care of everything himself, now the administration was obliged in advance to provide him with documentation, raw materials, and tools. The worker could only work hard.

It became more difficult to lead under Taylor. The manager had to become not only a technical specialist, but also a social engineer: to know the personal qualities of subordinates, resolve conflicts, take care of his leadership style. Taylor believed that before the administration demands good work from subordinates, she herself must work twice as hard.

Thus, the essence of Taylor's theory is idea which based on **four scientific principles of management:**

1. introduction of economical working methods;
2. professional selection and professional training;
3. rational placement of personnel;
4. Cooperation between the administration and the workers.

He also introduced specific requirements for the scientific study of the elements of the production process, such as: dividing the entire process into minimal parts, observing and recording all these elements and the conditions in which they occur, accurately measuring these elements in time and effort, etc.

F. Taylor's ideas and experiences had a revolutionary impact on the entire science of management, and the introduction of his theory changed the culture of work in American industry.

French engineer and entrepreneur **Henri Fayol (1841-1925)** created the so-called **administrative theory of management**.

He argued that to manage means to lead an enterprise towards a certain goal, making the most of the available resources. Management, in his opinion, includes the following types of activities: technical, commercial, financial, protective, accounting and administrative.

Henri Fayol's administrative theory of management consists of two parts:

– **management functions** that answer the question of what the manager is doing (he identifies only five functions: foresight, planning, organization, coordination and control). the functions that fayol highlighted are still considered basic in management. he laid the foundation for a structural and functional approach to management;

– **management principles** that answer the question of **how** a manager does it.

Fayol identified **14 principles of management**:

- Division of labor,
- Power
- Discipline
- Unity of command
- Unity of leadership
- Subordination of individual interests to common goals
- Remuneration
- Centralization
- Hierarchy
- the Order
- Equality
- Staff stability
- Initiative
- Corporate spirit.

Thanks to Fayol, management has become recognized as an independent and specific activity of people. As a result, a new branch of science emerged — sociology and psychology of management. Two approaches to management have been combined — sociological and psychological.

The most fruitful sociological ideas were put forward by the German school of sociology and its most prominent representative, **Max Weber (1864-1920)**.

M. Weber gave a comprehensive analysis of social development and management theory. He analyzed the types of management, starting from the level of society, the state and ending with the micro-level of an individual organization, explored the problems of power and leadership, and proposed the ideal of a formal

bureaucratic organization. In his opinion, bureaucracy is the most effective form of management, as it is characterized by professionalism, speed of decision-making, efficiency in solving production issues, and the rigidity of ties in bureaucratic structures contributes to their stability and a clear focus on achieving the goals of the organization. The bureaucratic organization is staffed by apolitical specialists, devoid of individuality, the main principle of their selection is their compliance with the qualifications and structure of the organization.

Weber proposed **the following principles of the bureaucratic concept of organizational structure:**

- hierarchical organization structure;
- a hierarchy of orders based on legal authority;
- subordination of a subordinate employee to a superior and responsibility not only for their actions, but also for the actions of subordinates;
- specialization and division of labor by function;
- a clear system of procedures and rules that ensures uniformity in the execution of production processes;
- a system of promotion and tenure based on skills and experience and measured by standards;
- the orientation of the communication system both in the organization and outside of it to the written rules.

The term "bureaucracy" was used by Weber to denote a rational organization, the prescriptions and rules of which create the foundation for effective work and make it possible to combat favoritism. Bureaucracy was considered by him as a kind of ideal image, the most effective tool for managing social structures and individual structural units.

According to Weber, the rigidly formalized nature of bureaucratic relations, the clarity of the distribution of role functions, and the personal interest of bureaucrats in achieving the goals of the organization lead to timely and qualified decisions based on carefully selected and verified information.

Bureaucracy as a rational management machine is characterized by:  
tough responsibility for each area of work;  
coordination in the name of achieving organizational goals;  
the optimal effect of impersonal rules;  
a clear hierarchical relationship.

However, later Weber began to distinguish between bureaucracy in a positive sense (Western rational management system) and in a negative sense (Eastern irrational management system), understanding the Eastern irrational management system as one in which instructions, orders, assignments and other formal attributes of power become an end in themselves.

In general, representatives of the classical stage formulated the main provisions of the formation and functioning of an effective administrative organization based on rationally constructed, standardized, maximally formalized principles of management and activity, where a person was considered as a poorly debugged machine. Adherents of the classical trend tried to increase the efficiency



of management through administrative methods for managing the formal side of the organization while ignoring the needs and motivation of employees. They defended the principles of rigid hierarchy, unity of command, specialization of activities and division of labor.

## **2.1 The neoclassical stage of the evolution of foreign schools and management concepts**

The American psychologist **Mary Parker Follett (1868-1933)** made a significant contribution to the theory and practice of management. In the 1920s, she proclaimed the idea of harmony between labor and capital, emphasized the importance of studying the system of human relations, and developed management ideas not in strict accordance with a formal prescription, as was traditional for that time, but taking into account a specific situation.

It was M. Follet who was the first to define management as "Ensuring that work is done with the help of others." This is directly related to delegation, which means transferring tasks and powers to an employee who assumes responsibility for their implementation. As Follet noted, the task of the head is the ability to "achieve the work of others," but not with the help of administrative force, but taking into account the mutual interests of the employer and the employee. According to M. Follet, managers should understand that an enterprise can work better by allowing workers to be partners in business. The purpose of employee representation is not to divide power, but to increase it. The representation of workers should not turn into a struggle for anyone's income, but should be a step towards integration. Thus, M. Follet put forward the idea of workers' participation in management.

M. Follett made a significant contribution to the development of the school of psychology of human relations. She was the first to formulate the idea that the decisive influence on the growth of worker productivity is not material, but mainly psychological and social factors. M.Follet's research pushed management to solve the problem of improving human relations in the production sector.

In the 1930s, the theory of "human relations", or the "humanistic challenge", gradually gained strength, and then became the dominant trend in the sociology of organizations. The name itself indicates that it represented an alternative to the "classical theory".

A prominent representative of this trend was **Elton Mayo (1880-1948)**. It all started with the famous Hawthorne experiments that took place at the Western Electric Company (near Chicago) in 1927-1932.

In the course of five years of experiments, scientists from Harvard University have proved that labor productivity is influenced not only and not so much by technical and economic factors as by socio-psychological factors.

Industrial society, according to E. Mayo, depersonalizes people, it is necessary to restore their identity, natural customs and traditional values. This can be achieved if production is rebuilt to suit a person. The task of management is to limit the huge formal structures, these bureaucratic monsters chasing material

efficiency, from below and somehow curb an informal organization built on the principles of human solidarity and humanism.

**Distinctive features of the theory of "human relations":**

- the combination of formal and informal power structures
- narrow specialization
- wide participation of ordinary people in management
- introduction of new forms of labor organization that increase motivation and job satisfaction
- exaggeration of the role of a small group and solidarity.

The proponents of this approach, despite the differences between them, were united in one thing: a rigid hierarchy of subordination, the formalization of organizational processes is incompatible with human nature. Hence, the search for new organizational structures, new forms of work and new methods of employee motivation.

**Abraham Maslow (1908-1970)** was the first to realize the laws of building human needs. He realized that it is not the need itself that drives a person, but the degree of her dissatisfaction. **Needs** in the most general form can be defined as an individual's concern for providing the necessary means and conditions for his own existence and self-preservation, striving for sustainable balance with the environment (vital and social).

A. Maslow identified **five levels or groups of motives of behavior depending on the dominant needs** at one time or another:

1. Physiological and sexual needs are the need for reproduction, breathing, physical movements, food, clothing, housing, etc.

2. Existential needs are the needs for the security of one's existence, confidence in the future, stability of living conditions, the need for a certain constancy and regularity of the society around a person, and in the field of work — for guaranteed employment, accident insurance, etc.

3. Social needs are the needs for social connections, communication, identification with others, and participation in joint work.

4. The needs for self—esteem, prestigious are recognition of dignity, the needs for professional growth, status, prestige, recognition and appreciation.

5. Personal, spiritual needs are the needs for self—actualization, self-expression through creativity.

The advantage of Maslow's concept lies in its "motor spring" - the principle of the hierarchy of needs. According to A. Maslow, the needs of one type must be fully satisfied before another need, of a higher level, manifests itself and becomes effective. Another pattern noticed by Maslow is that when simpler needs are met, a person begins to reach for a higher-order need.

From the point of view of personnel management and the introduction of a work motivation system, it is extremely important to achieve the necessary level of satisfaction of physiological, social and safety needs in order for an employee to have a need for self-expression, as well as to create conditions for its implementation in this enterprise.

Maslow's ideas were further developed in **Herzberg's two-factor theory of motivation**. The author of this theory, American psychologist **Frederick Herzberg (1923-2000)**, came to the conclusion that two factors can be distinguished that affect a person's satisfaction with their work: hygienic and motivational.

The author of the theory attributed the working conditions to hygienic factors: remuneration, management policy, relationships in the team and other important points.

F. Herzberg refers to motivational circumstances that stimulate an employee to work even more effectively. This is an interesting job, career prospects, achievements and rewards for them, trust.

F. Herzberg noted that the lack of hygienic factors leads to job dissatisfaction, but at the same time, hygienic factors alone are not enough to motivate an employee.

To preserve the best, most valuable staff and stimulate their work, the main motivational factors are interesting work, a high degree of independence, recognition of success, and career growth.

In the second half of the twentieth century, the "**Theory X**" and "**Theory Y**" of the American social psychologist **Douglas McGregor (1906-1964)** became widely known.

This theory reflects two opposing views of human nature.

**The theory of "X"** is based on the following approach to human nature:

- employees hate their jobs and try to avoid them;
- they should be coerced, controlled, threatened with punishment or punished in order to achieve effective work;
- constant guidance and control are necessary, as employees do not want to be responsible for anything;
- the main value for employees is a guaranteed workplace, and ambitious aspirations are not inherent in them.

According to D. McGregor, for the most part, managers openly or covertly follow the theory of "X" in their work, putting production issues at the forefront.

The ideas of a democratic leader about employees and management differ from those of an authoritarian leader. McGregor called them the "**Y**" theory.

A manager working according to this theory adopts a democratic leadership style because he understands human nature in a completely different way:

- work for an employee is the same natural process as, for example, a game, or as a rest;
- people are able to organize and control their work, if, of course, they are interested in it;
- people prefer to do their work by making decisions on their own and taking responsibility for the result;
- each employee has creative potential and is interested in showing non-standard solutions and thinking creatively.

This theory stimulates the creation of conditions for awakening the internal motivations of the staff, considering the person as a person.

Having identified two opposing management styles, D. McGregor essentially described the past and present of management. In the past, the "X" style prevailed, which, in his opinion, is most characteristic of Taylorism, and now the era of the "Y" style is coming, which the doctrine of "human relations" calls for.

### **2.3 The History of Russian Management Thought**

Russian scientists have made a significant contribution to the development of the sociology of management.

Russian encyclopedic scientist, revolutionary figure, physician **A.A. Bogdanov (1873-1928)** in the book "Tectology. Universal Organizational Science" outlined the concept of universal types and patterns of structural transformation of any systems developed by him. The main idea of tectology as a "doctrine of the art of construction" is the identity of the organization of systems at different levels – from the microcosm to biological and social.

The most fundamental achievements of A.A. Bogdanov consist in identifying classes of regulated (organized) and self-regulating (self-organizing) systems, as well as in putting forward the idea of a bioregulator - a mechanism for direct and reverse regulatory effects on the system. He was able to link organizational (organizing) activities with the concept of "interest" (goals), to reveal the dynamics of organizational structures with the formation of the purpose of the organization, which is carried out by the governing body.

The scientist considered society as an organized whole, which is the sum of human activities unfolding in the natural environment. In his opinion, each branch of the national economy, enterprise, employee, as part of the organizational system, performs its own specific function in it and for it. He justified the need to develop a model of a unified economic plan for the country's economy, formulated the most important principles of the economy, and showed that the stability of the equilibrium of all organizational systems is determined by the strength of the weakest link.

A.A. Bogdanov is credited with the development of personal tectology (the science of organization and disorganization of life), which is based on consciousness and self-awareness. He believed that the knowledge of the rules, norms and methods of organizing life activities that are of universal importance, leading to harmony and mutual understanding, is of great value to managers.

An important merit of the outstanding Russian scientist **P.A. Sorokin (1889-1968)** is the development of the theory of social stratification – the differentiation of a set of people into classes, groups, strata in hierarchical rank, expressed in the existence of higher, middle and lower strata of the population.

Sorokin identified three forms of social stratification: economic, political and professional.

Professional stratification, according to P.Sorokin, manifests itself in two types: both interprofessional and intraprofessional. Interprofessional stratification

is a hierarchy of interprofessional groups, and intraprofessional stratification is within each professional class.

Pitirim Sorokin developed the idea of social mobility, which refers to any transition of an individual or a social object from one social position to another, and distinguished two main types of social mobility — horizontal and vertical. For the sociology of management, it is important that managers occupy a more privileged position is justified – they have more responsibility than ordinary workers.

A major role in the development of one of the most important areas of sociology and management psychology – social engineering - was played by the developments of the Russian revolutionary, theorist of scientific labor organization and head of the Central Institute of Labor **A.K. Gastev (1882-1938)**, who created the doctrine of "labor attitudes", which were understood as specific reflexes brought up as a result of a well-thought-out system of labor training, and the general state of the body, "tuned" to the perception of innovation, and most importantly, the dynamics of the employee's restructuring in a new organizational way. The scientist argued that the era of precise measurements should come in the social field, with the borrowing of experimental techniques from the natural sciences. He put forward the task of turning a modern enterprise into a huge social laboratory. In his opinion, scientific experiment and technical rationalization are the logical conclusion of the restructuring of production itself.

By launching a program of restructuring the social sciences, Gastev, in fact, realized a revolution in the science of labor and management. In practice, he created a powerful applied Central Labor Institute, which trained more than 500 thousand skilled workers, developed many training methods, and implemented a new management system at dozens of enterprises. Gastev also created an applied sociology of labor: collecting primary information at enterprises, conducting social diagnostics of the labor collective, social engineering in the practical implementation of organizational projects, which was achieved even before the 1917 revolution.

## **2.4 Current trends in modern management sociology**

In the 60s – 70s of the twentieth century, **a systematic approach** began to come to the forefront in management sociology more and more often, the constructive role of which is to provide broader opportunities for exploring the prospects for the development of a certain object, as well as for studying critical variables and limitations that arise in the process of interaction of a hierarchical (multi-level) object with the environment the environment. A large volume of management activities of a complex system is usually distributed both by content and by management levels. At the same time, some of the forms of distribution of management activities are horizontal, while others are vertical.

Since the 60s of the twentieth century, in the sociology of management, along with a systematic approach, many scientists have also used **a situational approach**, which is based on the understanding that optimal, effective

management is possible only when the internal functioning of an organization is clearly coordinated with the requirements of its tasks, with its technical equipment, and the needs of personnel (internal variables) and the external environment (external variables determined taking into account the specific circumstances in which this system is located at a given time).

At the same time, in the 50 – 70s of the twentieth century, a **process (functional) approach** was intensively developed, the feature of which is the increased attention of scientists and practitioners to self-government and such managerial functions as planning, organization, leadership, coordination, control, motivation, decision-making. Computerization of management has made it possible to apply quantitative and statistical methods of analysis and modeling more widely in management.

In recent years, **innovative management** has been developing, the essence of which can be defined as a way of management that helps a person to better use their own capabilities. One of its varieties are such reflexive and innovative methods (helping to open distant horizons for improving social systems and give them a new impetus to managerial self-development at the deepest level) as the creation of means to organize a special psychological space (otherworld), which, according to its formal characteristics, is as far from reality as possible and is as uncertain as possible for professional and personal life creation.

**The following main trends of the modern stage of development of management sociology can be distinguished.**

The first is associated with an increase in the level of the material and technical base of modern production and services. Managerial thought concentrates its efforts on managing operations and raising the level of productivity through the synthesis of human activities and the use of technical capabilities (computer technology).

The second is the further democratization of management, participation in the income and ownership of organizations of ordinary employees, in the exercise of their managerial functions, participation in ownership.

The third trend is the internationalization of management and business. In the 1990s, most developed countries switched to an open economy, which sharply increased international competition, and it, in turn, strengthened production cooperation and caused the growth of multinational companies. International management experience suggests a number of new problems facing the theory and practice of sociology and psychology of management.

### **Topic 3. Basic sociological management models**

1. Three main management tools: hierarchy, culture and market.
2. Subordination, reordination and coordination as models of social management.
3. Management and manipulation.

### **3.1 Three main management tools: hierarchy, culture and market**

In its history, mankind has developed only **three** fundamentally different **management tools** - that is, influencing people.

**The first is a hierarchy**, where the main means of influence is the power-subordination relationship, pressure on a person from above, through coercion, control over the distribution of material goods, etc.

**The second is culture**, that is, values developed and recognized by society, organization, group, social norms, attitudes, patterns of behavior, rituals that make a person behave this way and not otherwise.

**The third is the market**, that is, a network of equal horizontal relations based on the purchase and sale of products and services, on property relations, on the balance of interests of the seller and the buyer.

It is important to understand that hierarchical organization, culture, and the market are complex phenomena. These are not just "management tools". In living, real economic and social systems, they almost always coexist. It's just about what is given priority, what the main bet is on. This determines the essence and appearance of the economic organization of society.

The root of the administrative and command system of traditional Soviet society was a hierarchy that was, so to speak, "universal in nature." Everything had some kind of line of subordination, a higher authority, and the powers of the highest ideological authority were practically unlimited. But at the same time, Soviet society actively used the "hard" culture as a powerful means of influencing its members. Through ideology, party membership, under the influence of mass media, education, supported traditions and habits, people comprehended numerous "can" and "cannot", controlled primarily by the party. They either adhered to them or came into conflict with the official system.

In the context of the scientific and technological revolution, new technology and the organization of production brings advanced countries to such a fundamental level of satisfaction of the economic needs of individuals that this is already the material basis for achieving real economic freedom in the lives of most people.

The restructuring of the economic structure of our society consists in a fundamental structural change. The market, as a product of the rule of law and economic reality, should become the main "management tool" at the level of social production as a whole. It is he who will determine the principles of the economic structure of the new society, its external environment. Now commodity-money relations will tend to acquire a "universal character", and society will reasonably limit this process in some, primarily spiritual spheres: education, culture, science, healthcare, etc.

The hierarchy will not die out and will not collapse – this would be a disaster, it will fade into the background in some areas of the economy that require more control, and most importantly it will move lower – to the level of a specific organization, where its useful role will remain for a long time. The organization itself will adapt to the new external, partly internal environment, and in its depths

bureaucratic, mechanistic structures and management systems will increasingly be replaced by organic, flexible, de-bureaucratized structures and systems. In parallel, there must be a cultural shift in our economic, managerial thinking, and psychology. It is necessary to turn the consciousness of the leader, the worker, to the consumer, not to the boss; to profit, not to waste; to the entrepreneur, not to the bureaucrat; to the innovator, not to the thoughtless performer; to pluralism and diversity, not to unification and depersonalization. In general, we must move from the ideologization of management to common sense, from the science of abstract schemes and the scribbling of self-satisfied edification to knowledge that gives practical results in improving people's behavior and the functioning of organizations.

### **3.2 Subordination, reordination and coordination as models of social management.**

**The management** model is a set of views: on the management system, the process of influencing the object of management and on adaptation to the influences of the external environment — in order to achieve the set goals and stable development.

The management model includes:

- Fundamental management principles;
- strategic perspectives;
- goals and objectives;
- developed value orientations;
- the order of interaction of the structural elements of the organization;
- corporate culture;
- control and analytical monitoring;
- a motivational scheme.

Among the management models, **subordination, coordination and reordination are basic in importance and their role**. They mutually condition and complement each other.

**Subordination** is a type of management that implements vertical ordering, where one of the interacting elements plays the role of a leader, determining the activities of the other participants in the relationship.

Subordination involves subordination of an employee not only to his own, but also to the entire higher management of the organization. There is a hierarchical relationship between the subject and the control object, according to which the object depends on the subject. Such relationships exist both between management structures and at the individual level — between performers and managers.

What is the need for a relationship of subordination? They are conditioned by the need to realize common goals and interests through a certain subordination.

The connection of management structures is established along the chain from the bottom up, has the character of an unambiguous connection, where each subject of management is subordinate to only one higher-ranking leader. Thus, subordination relations are characterized by the use of direct authoritative methods



of managerial influence. However, it should be remembered that excessive subordination can lead to strict regulation of workers' work activities to the detriment of their independence and, as a result, underutilization of their creative potential.

**Coordination** is a kind of social management for the implementation of horizontal orderliness in an organization at both the intergroup and intra-group levels, while the interacting subjects are characterized by equality and identity.

In other words, **coordination** is the process of coordinating the interaction of directly subordinate and equal management entities. Actually, the coordination relationship is a manifestation of the independent activity of management entities. Coordination enables the interacting parties, while fulfilling a common task, to show the necessary independence and at the same time defend and express their own interests. The coordination process means combining and coordinating the steps taken to solve the tasks faster and more correctly with the least expenditure of material resources, resources and forces. There is horizontal and vertical coordination.

Horizontal coordination occurs between the bodies of the same organizational level of the management system. Vertical coordination occurs between the lower and higher structural units of the executive branch. At the same time, the subjects of managerial relations may or may not be in organizational dependence.

The interaction of managerial coordination between subordinate and non-subordinate structural elements is a manifestation of the diversity of methods and forms of managerial activity. Coordination enables lower-level executive units to be independent in the implementation of management practices, only coordinating it with a higher coordinating body.

How is coordination carried out?

Coordination of the steps of the management entities is carried out using:

- workshops;
- personal contacts of managers;
- coordination of work schedules and plans;
- making adjustments to them;
- linking work between task performers.

Thus, coordination relations represent the process of coordinating the actions of all management structures, maintaining and improving the stable functioning of the organization's production mechanism.

What is the purpose of the coordination relationship?

Coordination relations are carried out to establish interaction in the work of production teams, specialists and managers, to eliminate interference and deviations from the set operating mode of the organization.

**Reordination** (reassignment) is another type of social management that is used to implement bottom-up ordering. The fact is that not only the upper management structures have authority over the lower ones, but also vice versa. The relationships that arise during the exercise of such powers are called coordination

relationships. The most common case is a message from a managed object about its request or intention to do something, to which the manager must respond in a certain way.

In addition, reordination relationships arise not only as a mandatory reaction to any managerial action, but also independently of it, while they can have not only informational, but also managerial character. So, **reordination** is a reverse management relationship, mainly as a reaction of the organs of lower management structures to this or that impact.

There are subjective and objective types of feedback.

Objective feedback reflects the adequacy and level of understanding by the objects of the nature and elements of the impact of the management entity, their role in the development and functioning of the organization. Why are feedbacks necessary? The incompleteness or absence of objective feedback does not give the management entity the opportunity to make adequate decisions for effective and rational management of the organization.

Subjective feedbacks reflect the rationality of the management entity's own activities, its divisions and individual elements. These connections make it possible to realize and evaluate the results of one's own activity, as well as to understand what the real attitude towards higher organizational structures is. Therefore, for the effective functioning of the organization, it is necessary that any subordination relationship must necessarily correspond to a reordination relationship.

These types of managerial relationships are closely intertwined and create the unity and integrity of the organization.

### **3.3 Management and manipulation**

Attempts to control a person, a group of people and other human communities often encounter resistance from the latter. In this case, two paths open up before the initiator of the control action:

- 1) try to force them to perform the action imposed on them, that is, to break the resistance (open control);
- 2) disguise the control action so that it does not cause objections from the addressee (hidden control).

Covert control is such a controlling influence of its initiator, in which the decision required by him is made by the addressee of the influence independently, without visible pressure from the initiator.

Covert control of the addressee against his will, which brings unilateral advantages to the initiator, is called **manipulation**.

**Manipulation** is a system of methods of ideological and socio-psychological influence in order to change people's thinking and behavior contrary to their interests.

At the same time, people often do not realize that their worldview, needs and interests, and overall lifestyle largely depend on those who manipulate them.

The difference between control and manipulation lies in such a distinctive feature as "awareness". During manipulation, one of the parties (manipulator or

manipulated), or both parties at once, do not realize the fact of manipulation. Management, on the contrary, presupposes awareness and voluntary participation in the management process.

Manipulation is characterized by selfish, unseemly goals of a manipulator who causes damage (material or psychological) to his victim.

Signs of mind manipulation:

- a type of spiritual, psychological impact (not physical violence or threat of violence). The target of the manipulator's actions is the spirit, the mental structures of the human personality.

- hidden influence, the fact of which should not be noticed by the object of manipulation.

- an impact that requires considerable skill and knowledge.

- People whose minds are being manipulated are treated not as individuals, but as objects, a special kind of thing.

Manipulation is part of the technology of power, not influencing the behavior of a friend or partner. Covert control is performed against the will of the addressee, it presupposes a possible disagreement of the addressee with what he is being persuaded to (otherwise, the initiator has no reason to hide his intentions).

The manipulation process can be stretched over time and represent a multi-step step-by-step procedure for manipulating a person. It can be relatively simple, including a “one-act” period of communication using one or more manipulative techniques, or structurally quite complex, i.e. to include a complex (system) of various manipulative techniques, the action of which is aimed at various psychological structures of personality and the use of various psychological mechanisms with the phased implementation of these techniques in certain periods of time and in various situations of interaction.

Complex and stable organizational forms of secret coercion of a person can be designated by independent concepts, for example, such as political games, psychological operations, manipulative information and propaganda and information and advertising campaigns, etc. In addition, concepts such as manipulative techniques, manipulative techniques, manipulative technologies, etc. can be used to designate individual methods, their stable combinations, conditions and organization of their application.

Manipulative technologies as a way of controlling people's behavior, influencing their individual and mass consciousness, can be applied at three levels.

The first level of manipulation is organized influence and psychological operations carried out during the implementation of interstate policy. It is noteworthy that many rules and techniques of conducting psychopolitical wars, used by ancient civilizations, are still being used today, despite the fact that the world has entered the third millennium.

The second level of information and psychological impact of a manipulative nature concerns the use of various means and technologies in internal political struggle, economic competition and the activities of organizations in a state of conflict.

Finally, the third level involves manipulating people with each other in the process of interpersonal interaction.

The possibilities of manipulation are especially increasing in connection with the development of mass communication media.

There are infinitely many techniques and methods that provide the possibility of manipulating both individual and mass consciousness. Studying them is an independent task.

**Depending on the subject area, economic, political, bureaucratic, ideological, and psychological manipulation are distinguished in the field of social relations.**

**Economic manipulation** begins with the use of a difficult, or better yet, hopeless financial situation of a partner, when he is ready to agree to any job that is most undesirable for himself for a negligible reward. More subtle methods of economic manipulation include such as an increase in the nominal wage rate, the payment of minor bonuses, surcharges, compensations with incomparably high inflation and a reduction in purchasing power; unjustified reduction in wages, delays and non-payments. The same kind of actions can have a reverse orientation - when the owner of material assets, the employer, become the object of manipulation. Strikes and lockouts timed to the moment when the organization will not be able to resist the pressure of the labor collective are the same manipulations. This can also include any other deliberate non-compliance with formal or implied agreements of an economic nature.

**Political manipulation** is based on the use of political mechanisms, groups, statements, for purposes other than those stated. This may be declarative adherence by a politician to the interests of political groups, the use of their support and subsequent failure to fulfill political promises; deliberate distortion by the media of the real alignment of political forces (informational); embellishment of some facts of political significance and concealment of others or their publication in a sequence that creates a misconception about political leaders, parties, movements.

Bureaucratic or organizational manipulations imply any pseudo-activity of an administrative or organizational nature: delaying the deadlines for resolving issues, entangling the applicant in the maze of numerous instances and responsible persons; failure to perform managerial functions and their substitution with obviously useless, but outwardly effective activities; inflating the size of the organization.

Ideological manipulation presupposes insincerity and falsity in the sphere of public and personal ideals. They can be based on fictitious adherence to existing social ideals or by creating new ideologies that justify the use of immoral and immoral means with unrealistic end goals. The same manipulations include the formation of a certain and, as a rule, harmful value system, cultural stamps, and behavior stereotypes.

Psychological manipulations are actually the simplest and are part of all of the above. Any manipulation of individual or collective consciousness necessarily

takes into account the peculiarities of mental perception and the device of the manipulated. This does not exclude, however, the existence of psychological manipulations, the purpose of which is psychological values. A person can be manipulated to gain his respect, friendship, love, appreciation. Purely psychological manipulations can act as a prelude to others, prepare the ground, and remove suspicion. The manifestations of such manipulations include: external attentiveness and tact with internal indifference to the psychological problems of the object; artificial identification of oneself with the object; the formation of sympathies; the use of personal trust for one's own purposes.

#### **Topic 4. Management as a system and management as a process**

4.1 Management as a system.

4.2 The organizational structure of management.

4.3 Management as a process. The concept of management functions.

##### **4.1 Management as a system**

**A management system** is a set of interdependent and interrelated elements that form a unity, an ordered integrity. The basis for the ordering of the management system, as a rule, is the purpose of its functioning.

The management system represents the process of creating, maintaining and improving the organizational structure in the implementation of a developed action plan and a management decision.

A management system is a form of implementation of interaction and development of management relations, expressed primarily in the laws and principles of management, as well as in goals, functions, structure, methods, process and mechanism of management.

**The social management system** includes the following components: management mechanism, management structure, management objects, management functions, management personnel, management process.

**The management mechanism** is created and purposefully changed by people who regulate the entire set of functions, forms, methods, levers and incentives of social management in order to achieve its greatest effectiveness in these specific historical conditions. Society as a complex, multi-purpose social system requires that the management mechanism ensures clear interaction of all its subsystems and the solution of the tasks facing it. From these positions, economic, organizational and socio-cultural mechanisms are distinguished in the general management mechanism, the basis of the interrelated functioning of which are the requirements of the system of objective laws of social development and management.

**Management functions** are special types of activities that express the directions or stages of purposeful impact on people's relationships and relationships in the process of society's life and management. The main functions

of social management include planning and forecasting, organization, coordination and regulation, stimulation and training, analysis and control.

**The management structure** reflects the composition and subordination of various elements, links and levels of management functioning to achieve a specific goal.

The functions and structure of management are two sides of a single whole - the organization of the social management system and act respectively as the content and form of the management process.

The management structure can be low-level (flat) and multi-stage (high), and also belong to one of the three main types of organizational structures - linear, functional or linear-functional (staff). At the same time, the features of the control object largely determine the creation of appropriate control systems.

**A management subject** is a person, a group of persons or a specially created body that is a carrier of managerial influence on a social object (a managed subsystem), carrying out activities aimed at preserving qualitative specificity, ensuring its normal functioning and successful movement towards a given goal.

**The object of management** is a social system (country, region, industry, enterprise, team, etc.), which is targeted by all types of managerial influence in order to improve it, improve the quality of functions and tasks, and successfully achieve the planned goal (goals).

Management objects are characterized by a wide variety. They can be typologized for several reasons.

According to the scale and levels of management impact, management objects are divided as follows: country, industry, regions, enterprises, etc.

According to the types of regulated activities, management objects are differentiated into: industrial, social, political, socio-cultural.

According to the addressee of the managerial impact, management objects are divided into: the population and all organizational structures of the country acting as a single and integral socio-territorial community; the population of regional, district, urban socio-territorial communities; personnel of institutions, enterprises, etc.

In social management, the object simultaneously acts as its subject, since in both cases we are talking about people and the social communities they make up.

In the process of functioning of the management system, **five main types of social relations arise:**

1. Official ones, which are distinguished by their asymmetry. This feature is manifested in the fact that in the process of functioning of the management system, the dependence of the subordinate on the boss is most often formed. The most significant feature of an official relationship is the authority to decide what and how a subordinate should do during working hours and determine the tasks that he should perform.

2. The functional ones are built in such a way that the head does not decide what the subordinate should do. The role of the head is more likely to be advice

and assistance than to issue orders. Directives and orders have not been adopted within the framework of functional communication.

3. Technical, in which everyone must clearly perform their functions and ensure that other employees perform their functions equally clearly.

4. Informational – related to unilateral and mutual processes of informing about all the conditions of the object and about changes in the state, which the informant knows about, and the informed should be able to effectively perform their duties.

5. Hierarchical – between the links or cells of the system located at different levels of the management ladder (management vertical), in which each lower level of subordination is subordinated to a higher level of management.

#### **4.2 Organizational structure of management**

The management structure, along with the main components of management activities, includes the organizational structure of management. It is characterized by the distribution of goals and objectives between different levels and links of management activities. The organizational structure is understood as a set of levels and links of management activities in unity with their functional areas, located in strict subordination and ensuring the relationship between the management and managed systems for the effective achievement of goals. It is focused on establishing clear interactions between individual departments of the management system, the distribution of rights, responsibilities and responsibilities between them.

**The following main elements of the organizational structure are highlighted:**

- Management levels;
- Management links;
- Horizontal and vertical connections.

**The management level** is the hierarchical subordination of departments and links of management activities that occupy a certain level in the management system. The management levels are vertically dependent on each other and subordinate to each other in a hierarchy. Managers at a higher level of management develop and make decisions that are specified and implemented by managers at a lower level, and each official is responsible both for his own decisions and actions, and for the decisions and actions of his subordinates. Therefore, each official has power over those who are below him in the management pyramid.

American sociologist T. Parsons identified three main levels of management, depending on which functions are performed by managers of different ranks, such as:

1. grassroots managers operating at the technical level are mainly engaged in daily operations and actions necessary to ensure effective work without disruptions in the production of products or services;

2. Managers acting at the managerial (middle) level are mainly engaged in management and coordination within the organization, they coordinate various forms of activity and efforts of various departments of the organization. Middle managers most often head a large division or department of an organization, and the nature of their work is determined by the following responsibilities:

- Coordination and management of the work of grassroots managers;
- preparation of information for decisions made by senior managers;
- the subsequent transformation of top-down solutions into a technologically convenient form in the form of specific tasks for grassroots managers, as well as the implementation of these solutions;

3. Managers acting at the institutional (highest) level, i.e. at the level of social institutions (state, religion, legal system) are mainly engaged:

- formulation of goals; o development of strategic decisions and long-term (long-term) plans;
  - adaptation of the managed social system to various changes;
  - managing the interactions of this system with the external environment.
- In accordance with the structuring of the management system by levels, this system takes the form of a pyramid, in which there are fewer people at each subsequent level than at the previous one.



Figure 4.1 The management pyramid

There is an opinion that a three-level management pyramid is not the only possible one. In some large companies, the number of levels can reach up to five, and in the armed forces - up to nine levels.

There are usually **two types of links in the management structure**:



1. **Vertical links** - characterize hierarchical subordination, in which the lower management level is in vertical managerial dependence on the middle level, and the middle level is in vertical dependence on the top management level.

2. **Horizontal links** - take place when the divisions are at the same managerial level.

#### **4.3 Management as a process. The concept of management functions**

Management should be considered as a process.

**The management** process is a set of continuous, consistently performed, interrelated actions to form and use the resources of an organization to achieve its goals.

These actions, which are very important for the success of an organization, are called managerial functions. Thus, the management process is the total sum of all functions.

**Management functions** are relatively independent, homogeneous, specialized and separate types of management activities that are objectively necessary to achieve the goals of the management system.

In order to be considered such, the management function must have a clearly defined content, a developed mechanism for its implementation and a certain structure within which its organizational isolation is completed. Content refers to actions that must be performed within a specific function.

The content of actions and functions performed in the management process depends on the type of organization (administrative, public, educational, etc.), on the size and scope of its activities (production, trade, provision of services), on the level in the management hierarchy (the highest level of management, middle or lower), on the role within the organization (production, marketing, finance, personnel) and a number of other factors.

From the whole set of management functions, it is possible to distinguish those functions that:

- they are integral parts of any management process, regardless of the characteristics (size, purpose, form of ownership, etc.) of an organization;
- they do not depend on the object, as they are applicable to any socio-economic systems and processes.

In this regard, these management functions are called **general**.

#### **There are five general management functions:**

- Planning (selection of goals and an action plan to achieve them);
- Organization (distribution of tasks between departments or employees and establishment of interaction between them);
- Motivation (encouraging performers to carry out planned actions and achieve their goals);
- Control (correlation of actually achieved or achieved results with planned ones);
- Coordination (ensures consistency and consistency between different parts of the managed system by establishing rational connections).

All the main functions of management are connected by the so-called **binding functions**. These include **communication** and **management decision-making**.

**Communication** is the exchange of information between individuals or teams of employees. This exchange is necessary both for making decisions and for ensuring their implementation.

**Decision-making** is the most important managerial act and is carried out within the framework of any management functions. Making a decision is always a choice among possible options; the right to make such a choice is given to managers.

Along with the main and connecting ones, there are special management functions. Each of them can be considered as a specific type of management work. These include marketing, personnel management, production, technological process, finance, etc.

## **Topic 5. Management activity as a subject of sociological analysis**

5.1. Management as a set of social relations. Subjects and objects of management.

5.2 Management activity: its features, structure and characteristics.

5.3 Management and power.

### **5.1 Management as a set of social relations. Subjects and objects of management**

In the process of its functioning, management appears as a variety of actions performed by a certain number of people united by common interests and a single goal.

The set of connections between people that arise in the process of their interaction is called **social relationships**.

**Different types of social relationships** are distinguished in society for the following reasons:

1. **By the subject (the holder of social relations):**

- Individual;
- interpersonal;
- intra-group;
- intergroup;
- International.

2. **By object::**

- economic;
- political;
- socio-cultural;
- religious;
- family and household.

3. **By modality (the nature of the relationship):**

- cooperation;
- mutual assistance;
- rivalry;
- conflict;
- subordination (superior – subordinate).

**4. The presence or absence of formalization elements:**

- official;
- unofficial ones.

In the process of functioning of the management system, **six main types of social relations** arise:

1. Official ones, which are distinguished by their asymmetry. This feature is manifested in the fact that in the process of functioning of the management system, the dependence of the subordinate on the boss is most often formed. The most significant feature of an official relationship is the authority to decide what and how a subordinate should do during working hours and determine the tasks that he should perform.

2. The functional ones are built in such a way that the head does not decide what the subordinate should do. The role of the head is more likely to be advice and assistance than to issue orders. Directives and orders have not been adopted within the framework of functional communication.

3. Technical, in which everyone must clearly perform their functions and ensure that other employees perform their functions equally clearly.

4. Informational – related to unilateral and mutual processes of informing about all the conditions of the object and about changes in the state, which the informant knows about, and the informed should be able to effectively perform their duties.

5. Hierarchical – between the links or cells of the system located at different levels of the management ladder (management vertical), in which each lower level of subordination is subordinated to a higher level of management.

Management activity is a set of actions of a management entity to implement management functions.

**The subjects of management** can include an individual, a group of people, and sometimes the entire society as a whole.

**Management subjects are divided according to various groups of criteria as follows:**

- by spheres of human activity: subjects of political, economic, social, spiritual and cultural management;
- by territorial factor: global, international, national, regional, local subjects;
- by field of operation: subjects of financial management, defense and national security, science, health, culture, etc.;
- by solved state tasks: legislative, executive, judicial management institutions;

- according to the social tasks to be solved: parties and social movements, trade unions and associations, public foundations, cooperatives and partnerships, religious institutions, families, etc
- according to the degree of temporary stability: subjects exist in the short, medium and long term;
- by size: single, small, medium and large management entities.

The subject controls the object, which is an even more complex social formation. These can be both individuals and groups of individuals, countries, peoples, humanity as a whole. Each object has its own subject of management.

Therefore, in accordance with the classification of the subject, the object is also determined. For example, the objects of management can be society as a whole, individual spheres of its life, sectors of the economy, political institutions, administrative-territorial entities, professional and public associations, other legal entities and individuals.

The complexity of managerial relations lies in the fact that they incorporate subjective manifestations and objective conditionality. Their specifics are as follows:

- in the objective conditionality of the establishment and development of managerial relations;
- in the conscious nature of the implementation of management actions;
- in the individualized nature of managerial decision - making;
- in formal and informal interactions (formal managerial work is prescribed by regulations and determined by social expectations, and informal relationships are not regulated by anything and are based on voluntary principles of likes and dislikes);
- in the hierarchy of subordination and leadership relations;
- in the variety of social relations between various subjects and objects of management, the possibility of changing their roles.

## **5.2 Management activity: its features, structure and characteristics**

**Managerial activity, labor** is a type of social work, the main task of which is to ensure purposeful coordinated activities of both individual participants in the joint labor process and labor collectives as a whole.

**Managerial activity** is a specific kind of labor process, and therefore is characterized by all its inherent elements — the object of labor, the means of labor and labor itself, as well as its result.

**The subject and product of labor in management is information;** in the first case, it is "raw", and therefore cannot be applied in practice. However, as a result of management activities, a decision is created on its basis, i.e. information on the basis of which the management object can take specific actions.

The means of managerial work are, therefore, everything that will facilitate the implementation of information operations — from computers, telephones, fountain pens and paper to the organs of the human body.

Managerial work belongs to the category of mental work carried out by a person in the form of neuropsychic efforts. One of its most important characteristics of mental work is its complexity.

**The complexity of managerial work** is determined by several circumstances.

Firstly, the scale, number and structure of the problems being solved, the connections between them, the variety of methods used, and organizational principles.

Secondly, the complexity of managerial work is characterized by the degree of novelty of the decisions made, the amount of required changes in the state of the management object, and the search for non-traditional approaches to them.

Finally, thirdly, the complexity of managerial work is determined by the degree of efficiency, independence, responsibility, and riskiness of the decisions that need to be made.

**Managerial work exists in three main forms: heuristic, administrative and operational.**

Heuristic work is reduced to a set of actions to analyze and study certain problems facing the organization, and on the basis of this, develop various options for their solutions, mainly of a strategic nature — managerial, economic, technical.

Administrative work is mainly the lot of managers and involves ongoing coordination and evaluation of the activities of subordinates. This work is carried out in several forms: orders; control over the work of subordinates, their encouragement or punishment; organization of information exchange.

The operator's work is aimed at providing technical support for production and management processes with the necessary information. It covers such types of activities as documentation; primary accounting and accounting; communication and technical, computing and formal logic.

– Managerial work is personified in the activities of managers — officials endowed with a certain formal status and responsible for the activities of the organization or its divisions. Differentiation and specialization of management activities is carried out both horizontally and vertically. Horizontally, this differentiation implies the allocation of managerial labor by functional affiliation:

– functional managers are responsible for the activities of departments consisting of narrow professional specialists who ensure the work of the organization and its main divisions (accountants, lawyers, economists, marketers, strategic analysis specialists, etc.);

– line managers who head departments are engaged in the production of products or the provision of services. In a production organization, this is the master, the head of the workshop, the director, in a university — this is the head of the department, dean, rector, etc.).

– The vertical division of managerial labor presupposes a strict hierarchy of management levels:

– the highest level of management of the organization can be represented by the chairman of the Board of Directors (supervisory, constituent council), the president, the Vice-president, the management board. This group of the management apparatus (AU) ensures the interests and needs of the owners of shares, develops the organization's policy and contributes to its practical implementation;

– The middle management level ensures the implementation of the organization's functioning policy, developed by senior management, and is responsible for bringing specific tasks to departments and departments, as well as for their implementation. These are heads of departments, directors of enterprises that are part of a large organization, heads of functional departments;

– The lowest level of management is represented by junior managers. These are the managers standing directly above the workers and other performers. They can be foremen, foremen, supervisors and other administrators responsible for bringing specific tasks to direct performers.

At all levels, managerial activity is associated with the performance of not only purely managerial, but also executive functions. However, with an increase in the level of management, the share of executive functions decreases (at the highest level, execution takes about 10% of the total time budget of managers; on average — 50%; at the lowest — about 70%).

### **5.3 Management and authority**

An integral part of the management process is power.

In all organizations, the proper use of power is necessary to achieve effective functioning.

According to sociologist Robert Birsted, "power stands behind every organization and supports its structure. Without power, there is no organization and no order."

The power allows the head to direct the actions of subordinates in line with the interests of the organization, encourage them to work more effectively and prevent conflicts that arise. The concept of power can refer to an individual, a group, and an organization as a whole.

**Power is** a managerial category that defines the interdependence between participants in the organizational process. The more one person or group of people depends on others, the more power the latter have.

**By orientation,** power can be **positive (creative)**, but also **negative**, meaning the ability to hinder something. The amount of power required depends on the goals and nature of the management object's activities.

Authority in an organization can be **formal** if it is confirmed by official acts and **informal** if it exists in fact, without the presence of relevant official acts. Formal power is legitimate, i.e. legitimate, both from a legal point of view and in the eyes of the person to whom it applies. The informal power of a leader is based on authority, image, qualifications, experience, recognition of the greater effectiveness of the decisions he makes and actions to implement them.

Power can be **strong** and **weak**. With a strong power, the head has more opportunities than with a weak power to make and implement strategic management decisions, even if they do not coincide with the opinions of other members of the organization.

A strong authority, unlike a weak one, is more stable. It is usually formed by successful business results. Strong power is often the result of result orientation, which has a positive effect not only on the results of the organization's functioning, but also on its internal environment. The struggle for influence, which is sometimes waged in organizations, is replaced by building constructive relationships that contribute to achieving the goals set. Professionalism and the ability to effectively solve emerging problems are more in demand.

**The main types of power in the organization:**

- A power based on coercion. Influence through fear.
- Reward-based power. Positive reinforcement, but limited resources when giving rewards.
- Expert — reasonable faith. The contractor believes that the manager has exceptional knowledge that allows him to meet the need. This type of power is less stable than charismatic power.
- Charismatic power. Blind faith in the personal qualities of the leader. The properties of the leader may simply be attractive to the performer (he wants to be the same, the power of the example).
- The traditional executive authority believes that the leader has the right to give orders. It is based on laws.

Based on his own vision of the strategic management situation, preference system, and management style, the head determines the goals facing the organization and ensures their achievement. The degree to which the individual system of preferences of the head is taken into account when setting goals and making management decisions of a strategic nature determines the degree of authoritarianism or democracy of his management style.

**The authority of the head is determined by:**

- 1) **the resources** that he has the right to dispose of:
  - financial,
  - logistical,
  - personnel,
  - information and communications through which it is received,
  - administrative resource (determined by its rights, regulatory framework, power actions, the ability to use other sources of administrative power),
  - expert;
- 2) **technologies** that he can use, including analytical, innovative technologies, patents, know-how, etc.
- 3) **the management system and the team** with which the decisions he makes can be implemented;
- 4) **individual qualities of a leader.**

Managers use all forms of power in various combinations in their activities.

Power, the process is two-way. The authority of the boss over the subordinate is one side, visible. The other side is the power of subordinates over the boss, the head depends on subordinates in obtaining the necessary high-quality information for decision-making, responsibility for the results of the work performed by subordinates, the ability of subordinates to do work, informal contacts.

**The balance of power** is a situation in management when the level of influence of a leader with authority over subordinates is equal to the degree of dependence of this subordinate on the head.

An effective leader will maintain a balance of power in the organization: use his power over a subordinate within reasonable limits, sufficient to achieve goals, but not causing disobedience of subordinates.

## **6. The sociological foundations of managerial decision-making**

6.1 The essence and specifics of the management decision.

6.2 Modern methods of management decision-making.

6.3 Effectiveness of management decisions.

### **6.1 The essence and specifics of the management decision.**

The management decision is an integral part of the management activity in the organization.

**A management decision** is a process as a result of which a certain action is taken or the optimal path of development is chosen to achieve the set goals.

The management decision is based on the analysis of information, assessment of possible options and selection of the most appropriate one among them. Managerial decision-making is a responsible and complex process that requires balance, expertise and analytical thinking. A manager making a management decision must take into account many factors, including the impact of the external and internal environment on business processes in the organization, available resources, expected results and potential risks.

Management decision plays an important role in the effective functioning of the organization. This allows managers to overcome problems, make important strategic decisions and achieve their goals. Management decisions affect every aspect of an organization's work, including planning, organization, control, and motivation processes. Making the right management decisions can help to improve the organization's results, optimize the use of resources, increase the efficiency of processes and develop competitive advantages. In addition, management solutions provide the basis for the development of strategies, allow you to adapt to changing market conditions and increase the flexibility of the organization.

**Management decisions can be of four main types.**

1) **rational – dictated** by the surrounding realities. In turn, they have several varieties: appropriate opportunities, commitments, or sequences.



2) **compromise** – taking into account mutual conflicting interests. They are related to limitations. You have to make the wrong decision that you want. It is necessary to take counter steps towards opponents or unfavorable circumstances. The negative consequences or interests of others usually act as constraints;

3) **intellectual** – accepted on the basis of knowledge and experience. They usually have no explicit restrictions. These are the most effective and therefore preferred solutions;

4) **intuitive** ones are sudden insights coming from the subconscious. Enlightenment is possible only under certain conditions: a person must have the appropriate knowledge, be passionate about his business. In this case, along with consciousness, the subconscious mind also works, which sometimes "gives out" unexpected results. Insights are also called "insight solutions"

A management decision is a creative act of purposeful influence of the subject of management on the object, based on knowledge of objective laws and experience and leading to practical results.

**The classification of solutions** allows you to study their features and choose the most effective ones in the context of a specific task. However, due to the complexity of the conditions (influencing factors), decision-making goals, requirements and decision structure, it is problematic to create a simple and clear classification of them. Therefore, there may and do exist different classifications of management decisions.

In a generalized form, the classification of management decisions can be presented as follows:

Classification feature	Types of management decisions	
1	2	
Management object	Marketing Production Financial Personnel	
The nature of the decision-making process	Intuitive Based on judgments Rational	
Number of alternatives	Standard Binary options Multiple alternatives Innovative	
Terms of validity	Permanent (safety information) One-time (about bonuses)	Periodic (quarterly) Short-term (dispatching) Long-acting (job description)
Periodicity of decision-making	One-time Cyclic Frequent	
Form	Written Oral	

1	2	
Content	Production Socio-political Economic Organizational Technical	
The possibility of automation	Programmable (associated with a large amount of information) Amenable to partial automation (when it is necessary to process a large amount of information in a short time, automation — within the framework of specific tasks), Accepted on the basis of only logical justification Unexplored (based on intuition and work experience)	
The time of occurrence of consequences for the control object	Strategic Promising Current	Operational Stabilization
The nature and specificity of the ways of influencing the management object	Political Economic Technical	
1	2	
The number of subjects influencing decision-making	Defining Competitive Adaptations	
Solution development technology	Organizational (programmed, unprogrammed) Compromises	
Predictive effectiveness	Ordinary (inefficient, rational, optimal) Synergetic And the synergistic ones	
The importance of taking into account time constraints for the development, adoption and execution of decisions	Real-time solutions Decisions made during one of the stages Decisions that do not have explicit time limits for their adoption	
The composition and complexity of the implementation of solutions	Simple Process (algorithmized, blurred)	
The nature of accounting for changes in the conditions for the implementation of the decision	Flexible Hard	

### Stages of making a management decision

The management decision-making process includes several stages that ensure a systematic approach and maximize the chances of making an effective decision. Here are **the main stages of making a management decision**:

**1. Identification of the problem or task:** The supervisor must clearly identify the problem that needs to be solved or the task that needs to be completed. This may include analyzing the current situation, discovering the causes of the problem, and determining the goals that need to be achieved;

**2. Information collection and analysis:** The manager must collect reliable information necessary to evaluate options and make a decision. This may include collecting data, conducting research, consulting with experts, and analyzing existing resources;

**3. Evaluation of alternatives:** at this stage, the manager analyzes various solutions, evaluates their advantages and disadvantages, their compliance with the goals and requirements of the organization;

**4. Decision-making:** The head selects the most appropriate option from the presented alternatives and makes the final decision. This decision should be reasonable, flexible and take into account the previous stages of decision-making;

**5. Implementation and control:** After making a decision, the head implements its implementation by developing action plans, appointing those responsible and establishing mechanisms for monitoring and evaluating results.

## **6.2 Modern methods of management decision-making**

Management methods are considered as tools for analyzing and developing management decisions. **Management decision-making methods include:**

– Heuristic methods of (informal) managerial decisions – methods based on the analytical abilities and intuition of the head;

– Methods of complex decision-making (discussion): the method of expert assessments. A task force of specialists is being created who make a decision based on discussion;

– The Delphi method is a method based on a multi-level questionnaire. The survey is conducted in several stages, after each of which the questionnaires are processed and a certain general opinion is output. In the future, cardinal changes to the general solution should be explained by each expert who proposes them.;

– Quantitative methods of decision-making. These methods are used to process the information presented in quantitative meters. Most often, processing is performed using integrated software. But the use of quantitative methods alone does not provide unconditional grounds for decision-making;

– Individual decision-making styles - a set of techniques, methods, and methods that are mainly used by the head to make managerial decisions;

– A matrix for evaluating the results of implementing solutions. To compile such a matrix, indicators for evaluating the economic and social effectiveness of decision results are selected;

– Game methods. The game, in this case, is a model for the development of a certain phenomenon in certain conditions, and the result of using the method is to develop a strategy for solving the problem;

– Methods based on the construction of a decision tree are used to structure complex problems in order to divide them into subordinate levels.

– Analytical and systematization methods.

### **Conditions for making managerial decisions:**

1. The condition of certainty. A situation in which the manager is fully aware of all the circumstances of decision-making and the consequences of its

implementation.

2. Risk conditions, when the circumstances of the problem and decision-making and the likelihood of events are known. In conditions of risk, there is no ideally correct decision, and the method of its foundation is chosen by the head based on past decision-making experience.

3. The situation of uncertainty and uncertainty. A situation where the manager does not have enough information about the problem, about the conditions of its implementation, about possible results.

Since the end of the last century, new ways of effective solutions have been developing in management practice. The world-famous theorist of modern management R. Daft proposed the following figurative names for **modern decision-making techniques**:

1. "**Brainstorming**" is a discussion in an interactive (everyone must express their opinion) group of alternatives to a solution, a joint public search for the best option. At the same time, the most incredible proposals can be put forward. You can't reject anything right off the bat, you can justify everything.

2. **The Devil's Advocate** is a specially invited opponent who is extremely critical. He is involved at the stage of discussion of the developed draft decision. The task of this opponent-lawyer is as follows: to search for "weak points" in the proposed solutions; to encourage a rethink of the accepted approaches.

3. "**Multiplicative protection**" is a discussion between the developers of the draft decision and their opponents. This technique is also used at the stage of discussion of the draft decision. Two groups are involved in the discussion. Some give arguments "for" the project they have developed. Others put forward arguments "against". The final version is being worked out in the discussion.

4. **The Carnegie Model** is a joint search for a solution by a coalition of managers and specialists from different fields and ranks. This model allows you to take a broader and more comprehensive look at the problem being solved, without closing yourself in the narrow framework of the specialty.

5. **Consulting** is the provision of qualified information to the manager on a given problem, consulting in preparation for making a management decision. In management, taking into account the specifics of the activities of managers, consulting has become an auxiliary function. With the help of consulting, managers prepare important decisions, develop and implement complex projects.

### **6.3 Effectiveness of management decisions**

The ratio of effect (result) and cost characterizes the effectiveness of an activity or phenomenon. The effectiveness can be positive or negative.

It is advisable to consider efficiency as the effectiveness of the functioning of the system and the management process, as a result of the interaction of the managed and control systems, i.e. the integrated result of the management components. Effectiveness shows the extent to which the governing body implements the goals and achieves the planned results. The results of an action

correlated with the goal and costs are the content of efficiency as a management category.

The concept of "**decision effectiveness**" can be considered as the effectiveness of decision development and the effectiveness of management decision implementation, which corresponds to two stages of the management decision-making process. Each of them can use its own assessment approaches and performance indicators.

**The effectiveness of a management decision is determined by the following parameters:**

- The decision is based on real goals;
- The necessary amount of time and resources are available to implement the solution;
- It can be applied to the specific conditions of an average organization;
- Risk situations are thought out in advance;
- The decision according to forecasts does not create conflict situations;
- The possibility of changes in the business and background environment of the management decision is taken into account;
- It provides an opportunity in terms of performance control.

Management decisions are made at all levels of management in accordance with the functional responsibilities and rights of managers.

The efficiency and quality of solving issues largely depends on the experience and knowledge of the head in a particular field of activity. So, a manager who knows the production technology and capabilities of his subordinates well will be able to navigate faster and more correctly, and make the necessary decisions in cases of defects, violations of the product release schedule, etc.

The speed, correctness and clarity of decisions depend on the personal qualities of the leader, his determination, initiative, courage, desire to independently perform the duties assigned to him and on his organizational abilities. He often has to take certain risks when making decisions. But this risk must be justified. The famous formula of the art of war "he who risks nothing will achieve nothing" is quite applicable to management activities. However, this formula assumes accurate calculation, correct foresight based on knowledge, logical reasoning, and not reckless actions.

The effectiveness of the company as a whole consists of the effectiveness of management decisions, product efficiency, the company's ability to produce it, and a high image among suppliers, contractors and customers.

The effectiveness of management decisions is the resource effectiveness obtained as a result of the development or implementation of a management decision in an organization. The resources can be finances, materials, staff health, labor organization, etc.

Similarly to the classification of general efficiency, the effectiveness of management decisions is divided into organizational, economic, social, technological, psychological, legal, environmental, ethical and political.

Organizational effectiveness of management decisions is the fact that organizational goals are achieved by fewer employees or in less time. Organizational goals are related to the realization of the following human needs: in the organization of life and security, in management, stability, and order. Organizational effectiveness and the quality of management decisions are inextricably linked, and therefore in many publications these parameters of management decisions are considered together.

The economic efficiency of management decisions is the ratio of the value of the surplus product obtained as a result of the implementation of a particular management decision and the cost of its development and implementation.

The social effectiveness of management decisions can also be considered as the fact of achieving social goals for more people and society in a shorter time by fewer employees, with lower financial costs. Social goals realize the following human needs: information, knowledge, creative work, self-expression, communication, recreation.

Technological efficiency of management decisions is the fact of achieving certain results (industry, national or global technological level of production), planned in the business plan, in a shorter time or with lower financial costs.

The psychological effectiveness of management decisions is the fact of achieving psychological goals for a larger number of employees or the population in a shorter time, with fewer employees or with lower financial costs. Psychological goals realize the following human needs: love, family, free time.

The legal effectiveness of management decisions is assessed by the degree to which the legal goals of the organization and staff are achieved in a shorter time, with fewer employees or with lower financial costs. Legal goals realize human needs for safety and order.

The environmental effectiveness of management decisions is the fact that the environmental goals of the organization and staff are achieved in a shorter time, with fewer employees or with lower financial costs. Environmental goals realize the following human needs: safety, health, organization of sustainable development of life, physiological.

The ethical effectiveness of management decisions is the fact that the moral goals of the organization and staff are achieved in a shorter time, with fewer employees or with lower financial costs. Ethical goals realize the needs and interests of a person in observing the moral norms of behavior by others.

The political effectiveness of management decisions is the fact that the political goals of the organization and staff are achieved in a shorter time, with fewer employees or with lower financial costs. Political goals realize the following human needs: faith, patriotism, self-expression and self-expression, governance.

The effectiveness of management decisions is divided by the levels of its development, coverage of people and companies. The effectiveness of management decisions at the level of production and management of a company, group of companies, industry, region, country is highlighted.

## **The role and place of decision-making in the management process**

As is known, the management process is a purposeful influence of the subject of management on the object of management, carried out to achieve certain goals. The management process of an organization consists of interrelated generalized functions: planning, organization, motivation, coordination and control, united by connecting communication processes. These general management functions, in turn, can be represented by a set of private functions. For example, planning includes the functions of analyzing the state of the management object, forecasting trends in its development, determining management goals, developing a plan to achieve goals; control includes the functions of accounting, analyzing the current state of the object and assessing the degree of achievement of the goal.

The implementation of general and private management functions requires appropriate decisions. Decision-making is an integral part of any management function that provides answers to the questions "what to do" and "how to do" that arise in the implementation of management functions.

Thus, the decision-making process plays a special role in the management process - it is necessary for the implementation of all management functions. Figuratively speaking, management functions depend on decision-making, just as language depends on vocabulary and grammar.

The theory of decision-making is an integral part of the science of management. This theory contains a system of basic ideas, describes the patterns of the decision-making process, defines the methods and technology of decision-making, and formulates the most important practical recommendations. Knowledge of the theory equips the head with a scientifically based approach to the performance of his main function and provides the opportunity to systematically increase its effectiveness. Knowledge of the theory of decision-making is a prerequisite for the professional competence of the head.

## **Topic 7. Social management technologies**

7.1 Social technologies: concept and essence.

7.2 Social forecasting.

7.3 Social engineering.

7.4 Social planning.

### **7.1 Social technologies: concept and essence.**

The concept of "**social technologies**" is one of the new concepts in modern sociology. It is applied in relation to explaining the management features of both society as a whole and certain organizations, as well as any type of social facilities.

In relation to society, an analysis of this category becomes possible based on examples of the search for a rational type of organization for managing the social environment, culture and economy.

Within the framework of other levels of public organization, social technologies are used in the field of governance of the country, individual regions, territories, cities and districts, which, in turn, is associated with resolving issues of people's life problems as specific administrative units.

In the case when a specific organization is considered, it is customary to talk about the sequence (algorithm) of solutions in solving certain social tasks: improving the skill level or labor efficiency of employees, improving the motivation system of employees, strengthening the productivity of workers' relationships, creating an effective corporate culture – that is, optimizing the workspace in accordance with the actual needs of employees, thanks to which Spiritual and material values are being created.

#### **Definition of social technology**

If the engineering definition of **the category "technology"** is taken as the basis, it is customary to understand a system of methods and means for obtaining, processing and processing materials, raw materials, semi-finished products, or products that are necessary to obtain the necessary results that will be immediately ready for operation.

It is also customary to understand **technology** as a certain form of description of the production process, together with instructions for commissioning, technological rules, maps, schedules, since for the organization of normal production forms it is necessary to observe strict sequential operations, together with ensuring stable criteria for the impact on objects of labor within the established limits.

The invention of social technologies was accomplished many years ago. So, for many centuries, people have been managing public affairs, transferring accumulated knowledge and information from one generation to another. At the same time, they always used technologies that were most often not specially developed, and were very primitive.

In the course of the development of human society, there was a complication of social ties, there was an increase in their number, the dynamics of social processes increased significantly, which gave rise to new requirements in the field of improving social technologies.

At the same time, general sociological patterns continued to operate, including the increasing role of subjective factors in the development of world civilizations, which led to drastic changes in management practice and theory; as well as the introduction of social impact methods that provide an increased level of quality of social technologies.

#### **The essence and purpose of social technologies**

The essence and purpose of any technology is to optimize management processes, together with the exclusion of all types of operations and activities that are not necessary to obtain social results.

Social technology can be interpreted identically to the category of "management", however, the final meaning of social technology is revealed solely through the identification and use of the potential of social relations and "human



resources", which should correspond to the goals and meaning of human life, as well as be realized through the commonality of procedures, methods, techniques and operations of specialized activities, which involves the use of the potential of creative activity both as subjects of management and as an integral social organization.

At the same time, according to sociological sources, there is also an expanded concept, which includes issues of design, experimentation and design of elements of management cycles.

The definition of social technologies is close to the explanation of the term "organization" in the sense in which it is used by sociologists, implying the processes of actual implementation of those aspects that were worked out at previous managerial levels: in the field of planning, design and programming.

Not all organizational processes can be regulated and algorithmized: within the framework of the management process, the activities of the head and any person involved in management are always associated with elements of creative improvisation, as well as premonition.

Because of this, the activities of a leader and organizer can be related to both science and art. At the same time, this does not mean that in this large-scale field of searching for rational forms of organizing managerial activities, there are (or should be) programs (algorithms) for implementing sequential actions to achieve pre-formulated goals.

Thanks to social technologies, it is possible to replicate techniques and methods, together with their repeated repetition, as well as application in similar situations for other social situations or in other processes.

There are also negative aspects in the control algorithms that are fixed in technologies: they can contribute to the conservation of techniques and methods that, precisely due to these circumstances, can condemn developers to failures and miscalculations at new stages.

Social technology is an essential element of the management mechanism, as well as a means of translating from the language of intentions into the language of a specifically applied language. This is achieved largely through the formalization of the processes of social management, together with the subsequent division into smaller elements through the performance of procedures and operations.

A procedure is a set of actions through which specific processes are managed.

An operation is a form of direct action, as well as ways to solve specific tasks in the field of a certain procedure.

Summarizing the above, we can conclude that social technologies represent some means to achieve a specific goal, which consists of:

- phased implementation of specific activities;
- preliminary, conscious and systematic development of operations through the use of scientific facts;

– taking into account the specifics of the sphere of public life, within which the activity is implemented.

At the same time, social technology can act in two forms: as a project that contains the operations of a procedure, and as an organizational activity that is built on the basis of this project.

## **7.2 Social forecasting**

Forecasting is the development of a forecast; in a narrow sense, it is a special scientific study of specific prospects for the development of a phenomenon. Forecasting as one of the forms of concretization of scientific foresight in the social sphere is interconnected with planning, programming, design, management, goal setting.

**Social forecasting** is the prediction of trends and prospects for the possible development of social systems, objects, social phenomena, processes (labor collectives, regions, population migration, childbearing, etc.). The object of social forecasting can be all social systems, all phenomena occurring in society.

Social forecasts should be considered in both a broad and narrow sense. In a broad sense, social forecasts represent:

a) a comprehensive prediction of the transformations of the social environment under the influence of objective, as well as constantly acting and purposeful subjective factors;

b) determining the prospects for the development of the social sphere and social management and regulation;

c) determining the social consequences of predictive developments related to various spheres of human activity.

In a narrow sense, social forecasting applies to those social objects, processes, forms and types of social relations that are associated with the non-productive life of a person, labor groups, and other social communities; with planning for improving social working conditions, meeting social needs, public education and upbringing, etc.

### **The main principles of forecasting are:**

– **continuity**. The development of forecasts is considered as an ongoing process necessary to refine forecast estimates in connection with possible changes in the real situation, on the one hand, and to ensure a link between forecasting, planning and regulation, on the other hand;

– **a combination of long-term and current forecasts**. The long-term forecast should be decisive, revealing the patterns and trends of development, within which forecasts for a shorter term are compiled and adjusted.;

– **approval**. Ensures compliance of the social forecast with scientific, technical and other types of forecast;

– **multivariance**. It is necessary to have several options for an adequate assessment when choosing a forecast.

### **Forecasts are classified according to different criteria:**

1. by the scale of forecasting:

– global;

- structural (intersectoral and interregional);
  - macro-forecasts;
  - microprognoses;
2. by forecasting goals:

- search engines;
- normative.

Depending on the time period for which the forecast is made, there are forecasts:

- operational;
- short-term;
- medium-term;
- long-term;
- long-term.

**Methods of social forecasting:** expert assessment, extrapolation, modeling, analogies, complex techniques.

**Expert assessment** is a procedure for obtaining an assessment of a problem based on the opinion of specialists (experts) in order to make a subsequent decision (choice).

There are two groups of expert assessments:

Individual assessments are based on the use of the opinions of individual experts, independent of each other.

Collective assessments are based on the use of the collective opinion of experts.

A joint opinion has more accuracy than the individual opinion of each of the specialists. This method is used to obtain quantitative estimates of qualitative characteristics and properties. For example, the evaluation of several technical projects according to their degree of compliance with a given criterion, during the competition, the judges evaluate the performance of a figure skater.

**The following methods of expert assessments are known:**

- The method of associations. It is based on the study of an object similar in properties to another object.
- The method of paired (binary) comparisons. It is based on the comparison of alternative options by an expert, from which it is necessary to choose the most preferred ones.
- The method of preference vectors. The expert analyzes the entire set of alternative options and selects the most preferred ones.
- The method of focal objects. It is based on the transfer of features of randomly selected analogues to the object under study.
- Individual expert survey. A survey in the form of an interview or in the form of an analysis of expert assessments. It means a conversation between the customer and an expert, during which the customer poses questions to the expert, the answers to which are significant for achieving program goals. The analysis of expert assessments involves the individual filling out by an expert of a form developed by the customer, according to the results of which a comprehensive analysis of the problem situation is

carried out and possible solutions are identified. The expert makes his views in the form of a separate document.

– The midpoint method. Two alternative solutions are formulated, one of which is less preferable. After that, the expert needs to choose a third alternative, the evaluation of which is located between the values of the first and second alternatives.

**Extrapolation** is the study of a part or phenomenon as a whole and the dissemination of conclusions from one part to other parts or to the future.

**Modeling as a technology of social forecasting** (from the Latin word - "modulus" – measure, norm; from the French "modele" – sample, prototype) is a method of studying objects of various nature on their analogues (models) Used to highlight or clarify the characteristics of existing or constructed objects.

Modeling is a multifunctional study. His scientific task is to reproduce, on the basis of familiarity with an existing object, another one that replaces it. The model is an analogue of the original. The main condition of the model is that it must resemble the original, but not repeat it, so in this case the modeling itself loses its meaning. The main difference between the model and the original is the ability for flexible predictive thinking, which does not affect the initial data of the model.

### **7.3 Social engineering**

**Social engineering** is the reasoned construction of a social object as a state and as a process that meets specified requirements and is studied to build a project in the near or distant future.

Social engineering is one of the manifestations of purposeful activity, when various options for solving social problems are being developed. It is also used in the preparation of social plans and programs to regulate radically transformable processes and phenomena that previously did not need detailed elaboration and management.

Engineering, being one of the forms of development and decision-making, acts as an important element of the management cycle, ensuring the implementation of its other functions. However, social engineering, unlike planning, determines and determines other management functions to a lesser extent, because it allows for a variety of solutions based on available material, labor and financial resources task changes somewhat when it comes to the reorganization (reconstruction) of existing social processes or social institutions on fundamentally different foundations. In this case, the engineering is aimed at finding and substantiating such tools, which suggest the possibility of their reproduction or replacement in various situations.

Another difference is that social design may not have specific deadlines, based only on approximate calculations, without a strict time limit.

Noting the exceptional importance of this process, the term **social construction** is sometimes used. Constructive activity is a field of creative development of social reality. It is based on the fact that along with the most likely trend, there are less likely, but realistically possible trends. In addition, there is usually a reserve of internal social resources that can be mobilized to solve this social problem. And finally, long-term goals that are similar in content may change their position at some stage, or the same goal is provided by different means.

So, **social engineering** is a specific activity associated with the scientifically based definition of options for the development of social processes and phenomena and with the purposeful radical change of specific social institutions.

### **Stages of social engineering**

**The engineering stages** are a system of techniques, methods, rules, procedures, and operations for creating a social project. The most generally accepted scheme of social design is the following: problem clarification (problem situation) - social order - social passport - project goals - project objectives - survey forecast - normative forecast - verification and correction - model - construct - project.

1) Clarification of the problem. A substantive problem situation (organizational, social) is a kind of social contradiction that requires the organization of purposeful actions to eliminate it or choose one of the possible alternatives to social development.

2) Social order. The order acts as a specific social setting for the development of specific measures to realize the material and spiritual needs of people, resolve contradictions, and find a compromise. The social order is formed on the awareness of the need to solve the social problem that has arisen, without which further effective functioning and development of the community, successful progress is impossible.

3) Certification of an object - obtaining accurate data about a system, process or phenomena, describing their conditions, functioning and development. A passport is a consolidated document that displays the quantitative and qualitative parameters of the system that affect the functioning and development, and analyzes the structure of the elements. The social passport should contain basic information about changes in the social structure, conditions, labor protection and remuneration, housing and cultural conditions, etc. The stages of creating a social structure passport (general sketch):

a) determination of characteristics and parameters affecting the normal functioning and development of the system, their classification and differentiation;

b) development of passport forms (introduction of indicators that will change under the influence of the control subsystem);

c) filling out passport forms, obtaining the necessary data: working with documents, questionnaires, interviews, etc.

4) Goals. The goal is the reason for the beginning of any human activity. A true understanding of the goal by the subjects is the key to success. The process of building a goal corresponds in thinking to the process of practical activity. Goal setting includes three main links: a) displaying a need (motive); b) displaying ways and means of satisfying it (planning, programming action); c) displaying the final results, consequences (direct and side effects, desired and not desired).

5) After defining the goals, based on them, it is important to establish the main tasks facing the social system. A task is the formulation of an individual or social need awaiting satisfaction.

The design tasks are formed on the basis of a thorough study of the state of the system, its material, labor, financial resources, norms and regulations, and satisfaction of certain social needs. In order for tasks to "work", they must be expressed concretely, using certain indicators:

a) particular tasks should not be dissolved in general ones;

b) they should not be overly detailed, to constrain the initiative of the subject of social design.

#### **7.4 Social planning**

**Social planning** is a system for developing plans for economic and social development at all levels of the general structural organization of society.

Its essence consists in the scientifically based definition of goals, objectives, indicators, tasks and activities, setting deadlines, rates and proportions of the development of labor, industrial, spiritual and social spheres in labor groups, associations, industries, cities and republics, the scale of the country or the union of states.

**The main tasks of social planning are:** subordination of all processes of material, spiritual and social production to the interests of people, satisfaction of their needs; ensuring the economic and social efficiency of public production; establishment of social standards and proportions of development of all spheres of public life; introduction of principles of public self-government; subordination of the use of social factors and conditions for the multilateral development of personality to planned regulation; purposeful regulation all social processes and public relations.

**The object of social planning** is social relations at all levels, including social differentiation, social structure; quality and standard of living of the population, including the level of real income in general and by social groups; quality and level of consumption; provision of housing, its comfort; provision of the population with the most important types of goods and services; development of education, health, culture; determination of the volume of these services provided to the population on a paid and free basis, etc.

**General planning methods** are characterized by what objective laws of the development of society are based on possible ways to achieve goals, what they are aimed at and in what organizational forms they are embodied.

For a long time, the leading method of planning was balance, which arose as a way to ensure links between the needs of society and its capabilities with limited resources.

The scientific nature of social planning largely depends on the use of the normative method. Its requirements serve as the basis for the compilation of indicators of social development at various levels of social organization of society. It is the standards that make it possible to carry out calculations and justify the reality of planned tasks, to determine guidelines for the development of many social processes.

The analytical method combines analysis and generalization. Its essence boils down to the fact that in the course of planning, social progress is divided into its component parts and on this basis, the directions for the implementation of the planned program are determined.

The method of options is becoming increasingly important, the essence of which is to identify several possible ways to solve social problems in the presence of as complete and reliable information as possible. Its variant is the method of variant approximations: first, on the basis of the available initial data, a possible path is

determined in the order of the first approximation, and then successive refinements are made. The use of this method is associated with the search for optimal solutions to a particular social problem, with the right choice of priorities.

The complex method is the development of a program taking into account all the main factors: material, financial and labor resources, performers, deadlines. Its application implies compliance with the following requirements: determining the pace and proportions of the development of the social process, its statistical and dynamic model and the development of the main indicators of the plan.

In social planning, the problem-oriented method has become increasingly used, which is usually associated with solving key urgent tasks of social development, regardless of their departmental affiliation.

A social experiment has been widely recognized, during which the mechanism of action of objective laws and the peculiarities of their manifestation on the basis of one or more social institutions are clarified. The obtained conclusions help to correct the course of development of the planned process, to verify in practice the predicted provisions and conclusions.

Economic and mathematical methods occupy an important place in social planning. Such a name is conditional in a certain form. In fact, we are talking about quantitative analysis using the planning methods already listed above. Mathematical methods do not cancel out social analysis, but rely on it and, in turn, influence its further improvement.

Currently, quantitative analysis relies on methods such as linear programming, modeling, multivariate analysis, game theory, etc. But all these formal and logical quantitative procedures are assigned the role of a specific tool necessary for solving various tasks.

In planning theory and methodology, it is important to be able to apply quantitative characteristics. After all, formal logic (and mathematics, respectively) is a means of obtaining new knowledge. But the practical implementation of this knowledge requires not only mathematical truth, but also the correct interpretation of the results. Only on the basis of the integrated use of these planning methods with the help of quantitative analysis is it possible to develop an optimal solution. Quantitative analysis should always be compared with common sense, so that there is no absolutization of quantitative characteristics.

## **Topic 8. Organization as an object of management**

8.1 The concept of an organization as an object of management.

8.2 The organization's management structure and the factors determining it.

8.3 The manager as the subject of management.

Every person is connected with organizations in one way or another throughout their life. It is in organizations or with their assistance that people grow, study, work, overcome illnesses, enter into diverse relationships, develop science and culture. Human activity is carried out everywhere within their

framework. There are no organizations without people, just as there are no people who don't have to deal with organizations.

**An organization** is an association of individuals into a single whole for joint work.

From the point of view of management, it would be more correct to use the following definition:

**Organizations** are social objects that aim to achieve a goal, are created as specially structured and coordinated systems of activity and are connected to the external environment.

In this definition, the organization is brought to the fore as a social object, or a specific social system. Its specificity lies in the fact that, being the object of managerial influence, the organization simultaneously acts as a collective subject of activity.

The central aspect of an organization is the coordination of people and resources to collectively achieve desired goals.

At the same time, the organization is an open system. It lives in an environment of interaction with a dynamic external environment.

**The main characteristics of the organization are:** mission and purpose, material base, personnel, position in the market segment (in the industry), internal and external environment.

All organizations can be divided into 2 types: formal and informal.

**An informal organization** is a community of people that arises spontaneously (and not purposefully), who regularly interact with each other to achieve certain goals. The relationships between the members of such a group are formed on the basis of personal sympathies. The members of the group are connected by common views and interests.

**A formal organization** is a group of people whose activities are consciously coordinated to achieve a common goal or goals.

Formal organizations are divided into commercial and non-commercial.

**Commercial organizations** are organizations whose activities are aimed at systematically making a profit from the use of property, the sale of goods, the performance of works or the provision of services.

**Non—profit** organizations are organizations that do not have profit-making as the main purpose of their activities and do not distribute the profits among the participants.

By the nature of the organization's activities, there can be public and economic ones.

**Public organizations** are voluntary associations of citizens created to meet their spiritual and other non—material needs. These are political parties, creative and professional unions.

**Business organizations** are created to meet the material and social needs of a person and society and to generate entrepreneurial profits. These are enterprises and their associations.



In relation to the government, organizations can be governmental and non-governmental.

The first ones are created by the authorities to solve their specific tasks. They have an official status, corresponding rights and obligations. These can be, for example, research institutions, commissions, delegations, etc. Non-governmental organizations are created on the initiative of individuals or legal entities to solve private tasks. They usually do not have official rights.

**Any organization is a complex system.** It includes a lot of elements, very different in many ways. The purpose of the organization is the basis for the ordering of all its elements.

If we consider an organization as a system, then its management is an independent subsystem. This is the management of the organization.

Despite all the variety of types and types of organizations, the different specifics of their activities, the general laws of management apply to their management.

In order for an organization to succeed, it must be effectively managed. The role of management in the life of any form is difficult to overestimate. Success, high profitability and competitiveness depend to a certain extent on the skill of managers.

One of the most important aspects of management is the way an organization is managed. The whole range of modern methods can be placed between two essentially extreme positions – reactive or targeted management.

Reactive management is the managers' response to current events and phenomena. The result of management actions is set only qualitatively. In other words, such management involves avoiding negative consequences for the company.

Objective management is the active influence of managers on all elements of an organization for the successful realization of its goal.

## **8.2 The organization's management structure and the factors determining it**

The effectiveness of achieving the goals of the organization, the implementation of its strategy, and interaction with the external environment are largely determined by the correctness of the organization's management structure.

**The management structure** is an ordered set of interrelated management units and individual positions that are in stable relationships with each other, ensuring their functioning and development as a whole.

The organization's management structure should be focused on the implementation of its strategy. Since the strategy and plans change periodically, the management structure requires adequate changes. In the context of complicated economic development, which requires non-standard solutions, the conflict between established management schemes and, in fact, new management objects or between traditional, rationalistic and entrepreneurial, innovative management styles is increasingly manifested. The creation of management systems that allow

to unleash creative initiative at all hierarchical levels is currently the main goal of the reorganization of firms, and this is carried out primarily on the basis of determining new priorities in the development of the organization.

Classical and modern types of structures are considered in the theory of management. **There are three types of classical structures: functional, divisional and matrix.**

**The functional structure** is the division of an organization into parts by type of activity (functions).

The functional structure assumes that the grouping of positions into departments is based on the proximity of professions, competencies and the use of resources. The functional structure can be considered as a departmentalization in accordance with organizational resources. This is due to the fact that each type of functional activity – production, engineering, human resource management – is related to specific resources used to solve organizational tasks. At the same time, employees and means of production are considered as a common organizational resource of the company, so they gather in one department.

With a functional structure, each of the main departments of the company refers to its main activity as a single whole.

**The divisional structure** is the division of an organization into self-sufficient units (divisions) by type of products.

Sometimes divisions (factories, branches) can be created on a geographical basis. In any case, the basis of departmentalization in this case is not so much the similarity as the diversity of professional activities of employees. The main criterion for grouping is the products produced by this part of the company. It is no coincidence, therefore, that divisional structures are sometimes called product structures.

The divisional structure is best suited for large companies. Most large corporations consist of fairly independent business units. Each of them solves its own tasks, serves different customers or produces products focused on specific markets.

**Matrix** structures are the coexistence of functional and divisional, overlapping command chains and product lines.

Overlapping chains, double lines of authority form a matrix. Employees are accountable to two supervisors at once (double subordination). Usually, hierarchies of authority are directed as follows: functional – vertically, divisional – horizontally.

The latest management theory has put forward two types of modern organizational structures.

**These are command and network structures.**

**The command structure** is the division of personnel into work and management groups (teams).

The teams permeate all levels from the general directorate to the production sites. This avoids the disadvantages of a vertical chain of command, when all important decisions are made only at the very top, which significantly slows down

work. The team structure seriously increases the involvement of staff in the work process, flexibility and adaptability of the company to the dynamics of the environment.

Teams can be very different: targeted and multifunctional, temporary and permanent, research and production, work and management.

The network structure is the division of a company into independent divisions – firms by completed activities.

At the same time, the organization is greatly "squeezed". The central place in it is occupied by a broker (intermediary). He maintains communications with other divisions through telecommunications-firms that carry out "vital" functions. The company's divisions are completely independent. They pay for the broker's services under a contract, out of profit. Business units can be located anywhere in the world.

**The network structure** is the latest approach to departmentalization.

A network organization usually has 2-3 levels of hierarchy. For comparison, in traditional structures there are 10 or more of them. At the same time, bankruptcy or non-fulfillment of a contract by one of the network's firms paralyzes the activities of the entire organization.

Depending on this, **the structures of organizations are divided into high and flat.**

**A high structure** is one that has more than three levels of hierarchy.

**A flat structure** has only 2-3 levels of hierarchy.

The management of an organization can also be characterized by another important concept – the degree of centralization.

**Centralization of management** is the concentration of authority at the top level of the hierarchy.

**Decentralization of management** is the transfer of a significant part of power to the middle and lower levels of the hierarchy.

The transfer of decision-making rights from top managers to lower managers is called **delegation of authority**.

Flat structures, decentralization of management and delegation of authority are directly linked. All of them are modern management trends. They rightfully belong to the best achievements of modern management.

**Factors determining the management structure**

It is possible to identify factors that directly affect the management structure and those factors that affect indirectly.

The components of the management mechanism itself - goals, principles, and methods - act as factors directly influencing the structure.

The main factors affecting the structure are the management functions, their composition, content and volume. The development of management functions explains and determines the development of the management structure. The management structure is also directly influenced by the scale and complexity of production (type of production), the nature of products and technology used; the nature of scientific and technological progress and methods of its implementation

(the pace of product and technology renewal, integration of science and production, etc.); the degree of concentration, specialization and cooperation of production; the size and territorial location of the production.

Along with the factors acting on the structure directly, it is necessary to identify those that affect the structure more indirectly. This group of factors includes personnel, equipment, management technology, and labor organization. Although these factors have an impact on the structure, they are generally determined by it.

The most important factor influencing the formation of an organizational structure is the norm of manageability. Both the number of employees in the department and the number of divisions of the apparatus depend on it.

Thus, when forming a management structure, many factors have to be taken into account simultaneously: goals and a system of functions, the amount of work and the norm of manageability.

### **8.3 The manager as a subject of management**

**Managers** are hired specialists in the field of management, who are empowered to make decisions and ensure their implementation in various types of activities of an organization operating in market conditions.

Within the framework of a systematic approach, the manager is considered primarily as a subject of management, although the vertical division of managerial labor does not exclude his subordination to a higher management body, while the head can simultaneously be considered as an object of management.

The term "manager" has become very widespread in recent years and is used in relation to:

- to managers in relation to subordinates (executors);
- to the heads of business organizations, as well as subordinate functional and production units (departments, departments, departments);
- to the organizers of specific types of work within individual departments or program-target groups;
- to management specialists in the field of production or commerce;
- to entrepreneurs-organizers who carry out their activities in a certain area of business;
- to the members of the company's management body who are endowed with executive power and perform certain functions.

**The main task of the manager** is to ensure the effective work of the entire team in the interests of achieving the goals of the organization or the department entrusted to him on the basis of available resources (labor, logistical, financial, information).

An organization cannot exist without managers, as they are called upon to implement **the following important functions in organizations**:

- 1) ensure that the organization fulfills its main purpose and the interests of the founders of the company;
- 2) develop the goals and strategy of the organization's activities;

- 3) to manage the staff of the organization;
- 4) be responsible for the results of the organization's activities;
- 5) establish links between individual operations in the organization;
- 6) be the main link in the organization's communication with the external environment;
- 7) represent the organization in various events, etc.

The peculiarity of the manager's activity is that, on the one hand, he is called upon to lead the team, and on the other hand, he himself is a member of the headed team. At the same time, he is responsible not only for his work, but also for the results of the work of subordinates. Therefore, the effectiveness of management is largely determined by the degree of support for its activities from subordinates. Organized management of people's joint activities is precisely the essence of managers' work. If the manager cannot rationally organize the work of the entire team, then all the efforts of the other members of this team may be in vain.

The following features of managers' work are distinguished:

- active participation in the organization of production (commerce);
- mainly the mental nature of the work;
- irregular working hours;
- increased neuropsychiatric stress associated with managing people and making responsible decisions;
- the work of managers is actually not quantifiable.

**Managers, regardless of the number of management levels, are traditionally divided into three categories:**

1. **Lower-level managers (operational managers)** are junior managers who direct workers and other employees directly. They make up the majority of management personnel in any organization.

2. **Middle managers** coordinate and control the work of junior managers. They usually head large divisions in the organization (shop foreman, shift supervisor, department head, branch director, etc.) and are a kind of buffer between senior and lower-level managers.

3. **Senior managers (top managers)** make up the least numerous contingent of managerial employees (chairman of the board, president and vice president of the company, CEO of the association, etc.). They are responsible for making important decisions for the organization as a whole. Their work does not have a clear conclusion and contains significant risk.

**The main requirements for a modern manager**

The requirements for the professional competence of a manager can be divided into two groups.

The first is the knowledge and skills that allow you to perform professional work in management. They include:

- The ability to justify and make decisions in situations characterized by high dynamism and uncertainty;

- Awareness of the development of the industry in which the company operates: the state of research, technology, technology, competition, dynamics of demand for products;
- Ability to manage resources, predict and plan the work of the enterprise, knowledge of ways to improve management efficiency;
- The ability to use modern information technology, means of communication and communication.

The second group of requirements is related to the ability of managers to work with people and manage themselves. Managers should have personal qualities that enhance trust and respect from others. This group includes:

- high sense of duty and dedication;
- honesty in relationships with people and trust in partners;
- the ability to express your thoughts clearly and convince;
- respectful attitude towards people regardless of their position in the organizational hierarchy;
- the ability to quickly restore their physical and mental strength and critically evaluate their own activities.

A modern leader must necessarily have leadership qualities.

The manager should have important **personal qualities**: communication skills, benevolence, responsiveness, assertiveness, discipline, responsibility, initiative, collectivism, self-control, self-control, intelligence, etc.

One of the most important characteristics of a manager's activity is the **management style**.

**Management style** is the manner in which a manager behaves towards subordinates in order to influence them and encourage them to achieve the goals of the organization.

There are many classifications of management styles, but traditionally there are **three main styles: authoritarian, democratic and liberal**.

- **Authoritarian management style** — characterized by rigidity, exactingness, unity of command, predominance of power functions, strict control and discipline, result orientation, ignoring socio-psychological factors;

- **Democratic management style** — based on collegiality, trust, informing subordinates, initiative, creativity, self-discipline, consciousness, responsibility, encouragement, transparency, orientation not only on results, but also on ways to achieve them;

- **The liberal management style** is characterized by low demands, connivance, lack of discipline and exactingness, passivity of the leader and loss of control over subordinates, giving them complete freedom of action. K. Levin's research provided the basis for the search for a management style that can lead to high productivity and satisfaction of performers.

Considerable attention was paid to the study of leadership styles in the writings of R. Laikert, who in 1961 proposed a continuum of leadership styles. His extreme positions are job-focused leadership and person-centered leadership, with all other types of leadership behavior in between.

According to Likert's theory, there are **four leadership styles**:

1. Exploitative-authoritarian: the head has clear characteristics of an autocrat, does not trust subordinates, rarely involves them in decision-making, and forms tasks himself. The main incentive is fear and the threat of punishment, rewards are random, and interaction is based on mutual distrust. Formal and informal organizations are in conflict.

2. Paternalistic-authoritarian: the leader favorably allows subordinates to take a limited part in decision-making. The reward is valid, and the punishment is potential, and both are used to motivate employees. The informal organization is partly opposed to the formal structure.

3. Advisory: the head makes strategic decisions and, showing confidence, delegates tactical decisions to subordinates. The limited involvement of employees in the decision-making process is used for motivation. The informal organization does not coincide with the formal structure only partially.

4. The democratic leadership style is characterized by full trust, based on the broad involvement of staff in the management of the organization. The decision-making process is dispersed at all levels, although it is integrated. The flow of communications goes not only in vertical directions, but also horizontally. Formal and informal organizations interact constructively.

R. Likert called model 1 task-oriented with a rigidly structured management system, and model 4 - relationship-oriented, based on brigade labor organization, collegial management, delegation of authority and general control. According to R. Likert, the latter approach is the most effective.

Attempts to define a universal leadership style have failed, because the effectiveness of leadership depends not only on the management style of the leader, but also on many factors. Therefore, they began to look for the answer within the framework of situational theories. The main idea of the situational approach was the assumption that managerial behavior should be different in different situations.

A model describing the dependence of leadership style on the situation was proposed in the 1970s by T. Mitchell and R. House. At its core, it is based on the motivational theory of expectation. Performers will strive to achieve the goals of the organization when there is a connection between their efforts and work results, as well as between work results and remuneration, i.e. if they receive some personal benefit from this. **The Mitchell and House model includes four management styles:**

1. If employees have a great need for self-respect and belonging to the team, then the "support style" is considered the most preferable.

2. When employees strive for autonomy and independence, it is better to use an "instrumental style" similar to one focused on creating organizational and technical conditions of production. This is explained by the fact that subordinates, especially when nothing depends on them, wanting to complete the task as soon as possible, prefer to be told what and how they need to do, and create the necessary working conditions.

3. Where subordinates strive for high results and are confident that they will be able to achieve them, a style focused on the "participation" of subordinates in decision-making is most appropriate for the situation when they seek to realize themselves in managerial activities. At the same time, the head should share information with them, make extensive use of their ideas in the preparation and decision-making process.

4. There is also a style focused on "achievement", when the head sets feasible tasks for the performers, provides the conditions necessary for work and expects to complete the task independently without any coercion.

One of the most modern is the model of leadership styles proposed by American scientists V. Vroom and F. By Yetton. Depending on the situation, the characteristics of the team and the characteristics of the problem itself, they divided the leaders into 5 groups according to leadership styles:

1. The head himself makes decisions based on the available information.

2. The head informs subordinates about the essence of the problem, listens to their opinions and makes decisions.

3. The head presents the problem to subordinates, summarizes the opinions expressed by them and, taking them into account, makes his own decision.

4. The head together with subordinates discusses the problem, and as a result they develop a common opinion.

5. The leader constantly works together with the group, which either develops a collective decision or makes the best one, regardless of who its author is.

## **9. Information and communication processes in the management system**

9.1 The role of communications in management. Types of communications.

9.2 Communication process: elements and stages.

9.3 Communications in the management system of organizations.

9.4 Communication barriers and ways to overcome them. Improving the effectiveness of management communications.

### **9.1 The role of communications in management. Types of communications**

In order to carry out their activities, the manager must constantly exchange information. Information exchange is embedded in all types of management activities and is a connecting process or communication.

**Communication** is a stable connection between the participants in the management process, which represents the interdependence of the stages of working with information.

Communication and information are different, but related concepts. Communication includes both WHAT is transmitted and HOW this "what" is transmitted.



The term "communication" comes from the Latin "communis", meaning "common": the sender of information tries to establish a "community" with the recipient of information. From here, communication can be defined as the transmission of not just information, but meaning or meaning using symbols.

**Communication goals in the organization:**

1. To organize information exchange between the subject and the object of management.
2. To establish the process of emotional and intellectual exchange of management information.
3. Establish the relationship between people in the organization.
4. Formulate general views on the internal environment of the organization.
5. To organize the joint work of teams in order to fulfill the tasks of the organization.

**The main objectives of the communication process are:**

- Informational (cognitive) – transfer of information and knowledge;
- Interactive (motivational) – organization of interaction between people by coordinating actions, distributing work, influencing position and behavior;
- Perceptual (contact) – the perception of each other by communication partners, the establishment of mutual understanding;
- Expressive (emotional) – arousal or change of emotional experiences.

**Types of communications in organizations:**

- Vertical is the exchange of information between the head and subordinates;
- Horizontal is the process of transferring information between employees of the same level;
- Verbal — the process of communication in order to convey information using words;
- Non—verbal - communication through facial expressions, gestures, glances;
- Formal
- Informal
- Interpersonal
- Empathic
- Intelligent

**The form of communication:**

- Written
- Oral
- Video
- Electronic
- Emotional

**Means of communication:**

- Documents
- Speech

- Sign systems
- Electronic means of communication
- Video and telecommunications
- Elements of the structure of the human physiological system.

**The importance of communication in an organization:**

1. Communication is the main condition for the existence and development of an organization.

2. Communication interacts with the external environment, determining the level and quality of management decision-making.

3. Communications characterize the state of the internal environment of an organization by ensuring the functioning and interaction of people, structure, goals, technology and objectives of the organization.

4. Communication creates an informal structure in the process of functioning of the organization and helps to bring the formal structure closer to it.

**9.2 Communication process: elements and stages**

Communication is a complex phenomenon. They need to be considered as a process.

**The communication process in management** is the exchange of information (in any form) between the elements of the organizational system through direct and feedback channels.

**Elements of the communication process:**

- Source – sender of information, creator of an idea (communicant), message, information;
- Message - information that the source transmits to the recipient;
- Channel (direct and feedback);

Communication channels are ways of transmitting information.

There are the following types of communication channels:

- Physically contact – personal communication;
- Interactive – phone, email, Internet;
- Personal statistics – letters, faxes, telegrams;
- Impersonal-statistical – reports, references, bulletins
- **Recipient**

Communication includes both WHAT is transmitted and HOW this "what" is transmitted.

The information transmitted in the communication process goes through **several stages:**

- **Origin** – formulation of an idea and selection of information;

Communication begins with the formulation of an idea or the selection of information. The sender decides what important idea or message needs to be conveyed.

- **Encoding and selection of the information transmission channel** – Before transmitting an idea, the sender must encode it into certain symbols: words, intonation and gestures (body language). It is this kind of coding that turns an idea

into a message. He must also select a channel compatible with the type of characters used for encoding.

– **Transmission** – using the selected channel. At this stage, the sender uses a channel to deliver a message (an encoded idea or a series of ideas). We are talking about the physical transmission of a message.

– **Decoding** is the perception and interpretation of what is transmitted over the channel into an understandable meaning for the recipient. After receiving the message, the recipient decodes it. Decoding is the process of translating the sender's characters into the recipient's thoughts. If the characters chosen by the sender have the same meaning for the recipient, he will correctly understand what the sender meant when formulating the idea. If no reaction to the idea is required, the communication process can be considered complete. For a number of reasons, which will be discussed later, the recipient may not give the message the meaning that the sender intended it to have. In management, the communication process can be considered effective if the recipient confirms that they have understood the idea correctly, with real actions that the sender expected from him. This process is called feedback. By providing feedback, the sender and recipient switch communication roles. The recipient becomes the sender — he goes through all the stages of the communication process and conveys his reaction to the sender, who in this case plays the role of the recipient.

### **9.3 Communications in the management system of organizations**

– Communications in organizations reflect different types of interests that determine the results of human activity, and are divided into 2 large groups: external and internal.

**External communications** – communications between the organization and the external environment. Environmental factors have a very strong impact on the organization's activities. Organizations use a variety of means to communicate with the components of their external environment.

**Internal communications** – communications within an organization between different levels and departments. They can be formal and informal.

Let's consider the main types of internal communications.

1) Communication between levels. Information moves between organizational levels through vertical communications. They can be top—down - when information is transferred from the highest level to the lowest, for example, when subordinates are informed about priorities, tasks, recommended procedures, etc. In addition to top-down communications, organizations need bottom-up communications. Bottom-up communications are usually carried out in the form of reports, proposals and explanatory notes.

2) Communication between departments (divisions) In addition to vertical communications, organizations need horizontal communications. The organization consists of many departments, for the coordination of tasks and actions of which communication is necessary. In order to achieve the movement of the organization in the desired direction, managers must ensure the joint activity of all its parts.

3) Communication between the manager and subordinates. Perhaps the most obvious element of communication in an organization is communication between managers and their subordinates. Although they relate to vertical communications, which have already been mentioned, let's consider them separately, since they make up the lion's share of management communications (as studies have shown, two thirds).

4) Communication between the manager and the working group. In addition to communication between the manager and the subordinate, in the organization there are also communications between the manager and his working group aimed at improving its effectiveness.

Traditionally, communications are divided into formal and informal. Formal communication channels are directly determined by the structure of the organization, its main functional goals and objectives. Informal communications are all those contacts that are implemented outside and in addition to formal communication channels.

Intra-organizational communications should have a number of characteristics:

- Be clear and precise;
- Transparent, and the information provided is based on reliable facts;
- We must appeal to the best interests of people and help to combat the atmosphere of distrust in the team.

#### **9.4 Communication barriers and ways to overcome them. Improving the effectiveness of management communications**

Communication is considered successful if the recipient of the information understands its content adequately to the meaning that the sender has put into it.

The factors that reduce the effectiveness of communication are called **communication barriers**.

These include:

- barriers of perception (first impression, prejudice against oneself and others, stereotypes, projection effect, order effect);
  - semantic barriers;
  - non-verbal barriers (visual barriers, acoustic barriers, tactile sensitivity, etc.);
  - barriers arising from poor listening;
  - barriers arising from poor-quality feedback.
- Management communications in an organization are characterized by such specific barriers as
- distortion of messages during the movement of descending and ascending information; the more hierarchical levels, the more distorting "filters", the role of which is played by both managers of different levels and subordinates;
  - information overload that prevents managers from responding to incoming information in a timely and adequate manner;

– the absence of links between departments that are either formally or actually not provided for by a specific organizational structure scheme.

In addition to objective reasons, subjective factors also make communication difficult. For example, preconceived ideas of people who reject new ideas because of their novelty, which seems doubtful at first glance, or because of stereotypes. As a result, the perception of the message is distorted and, as a result, its effectiveness decreases, the feedback process slows down.

**The effectiveness of communication processes depends on many factors.**

1. It is necessary to determine the need for information. At the same time, it is necessary to ensure that employees understand how information will be used and the correct direction of information requests.

2. Staff should be aware of the availability of information, i.e. there should be indexes, catalogs, telephone directories, navigators, etc., as well as the possibility of contacting professionals to obtain information about the knowledge accumulated in the organization.

3. Ensuring access to information.

4. The communication system in an organization should be characterized by completeness and completeness, which means that access is provided to both centrally managed and individually created information.

**To improve communication in the organization, it is recommended:**

- to ensure the management of information flows in the organization;
- use several communication channels in parallel when transmitting messages (for example, written and oral speech);
- to pay constant attention to the processes of information exchange;
- organize feedback systems;
- to provide professional development of management staff;
- use modern information technologies.

## **Topic 10. Management activities and culture**

10.1 Managerial culture as an integral part of organizational culture.

10.2 Types of management culture.

10.3 The influence of national cultures on management culture.

### **10.1 Managerial culture as an integral part of organizational culture**

Modern trends in the development of public relations increase the requirements for management personnel, there is a need to develop the conceptual foundations of the managerial culture of managers.

In the field of sociological research, there are many approaches to the interpretation of concepts. Let's try to define **the concept of managerial culture from the standpoint of various approaches:**

- **axiological** – managerial culture acts as a set of material and spiritual values;

- **functional** – managerial culture is considered as a way or means of implementing managerial activities, the relationship of subjects, objects of social management and their components;
- **normative** – managerial culture is the parallel coexistence of norms, rules of human behavior, traditions and customs of management teams and groups;
- **personal** – defines managerial culture as the level or degree of education and upbringing of managerial personnel;
- **qualitative** – managerial culture acts as an integral characteristic of social management, the degree of realization of socially significant characteristics of the managerial level in management activities, which can be expressed in a wide range – from low to high levels of managerial culture;
- **process** – management culture as a set of ways, means, methods and technologies for the implementation of management activities.

There are many definitions of the concept of "managerial culture" in the scientific literature. Most often, in a broad sense, the term "managerial culture" is used to characterize the organizational and technical conditions and traditions of management, professional and moral development of the head.

The concept of "management culture" is close to the concept of "managerial culture". However, they are not identical. The first characterizes the professional and personal qualities of a specialist, the second characterizes his activity. Managerial culture is the most important prerequisite for a management culture, although it should be recognized that such a division is relative.

**Managerial culture** is a set of values, knowledge, skills, attitudes and norms of behavior used in the management of social systems and organizations.

As a specifically professional phenomenon, **managerial culture** represents a certain degree of mastery by a specialist of the managerial experience of mankind, the degree of his perfection in managerial activity, the achieved level of development of his personality precisely as a leader and, finally, his desire for continuous improvement of his activities.

It expresses the attitude of a specialist to his work, an understanding of its essence, his role and his place in the management of the institution, the nature of managerial training, the style of managerial activity, communication, behavior, attitude to self-improvement.

The following can be distinguished as **the main components of the management culture**:

1. **The ideological component**: beliefs, interests, preferences, orientations of the leader.
2. **The axiological component** consists in the values of the managerial work of the head.
3. **The practical component** of the managerial culture of the head reveals the nature of their interaction with subordinates, methods, forms of planning, organization, motivation, control, management techniques and technologies, the level of knowledge of information technology, documentation.

4. **The creative component** is closely related to the practical one and is expressed in the manager's ability to approach issues of planning, organization, motivation and control in a non-standard way.

5. **The reflexive design component** manifests itself in the reflexive thinking culture of the leader, in the self-realization of his essential forces.

The specificity of the culture of managerial work is that it is based on **certain norms that must be observed by the head:**

1) legal norms of managerial work;

2) moral norms – regulate the behavior of a leader in the field of morality and morality;

3) organizational norms – establish the structure of the organization, the procedure for the activities of functional units and their managers;

4) economic norms – regulate the economic activity of the organization.

There are other types of norms (technical, aesthetic, etc.) that shape the management culture in a certain way.

The formation of managerial culture and its implementation is influenced by objective and subjective factors. A particularly important role here is played by the personal qualities of a leader – intelligence, business knowledge, organizational skills, needs and interests that he is guided by; the concern of society for the proper training of managers, for the education of their managerial culture.

## 10.2 Types of management culture

The American sociologist **Charles Handy** proposed one of the most popular typologies of managerial culture, which is based on the distribution of power and related personality orientations. Value orientations determine the specific nature of the relationship between an individual and an organization, the structure of the organization and the nature of its activities at various stages of evolution.

Charles Handy identified 4 managerial cultures, the essence of each of which is metaphorically expressed by one of the gods of mythology:

1. "culture of power" or "culture of Zeus";

2. "role culture" or "Apollo culture";

3. "culture of the task" or "culture of Athens";

4. "culture of personality" or "culture of Dionysus".

**The first type of culture is the "culture of power", or "culture of Zeus".** Zeus, as is known, personifies the image of the king of the gods in mythology. In this culture of the organization, according to Handy, a special role is played by the leader, his personal qualities and abilities. The culture of power is primarily the culture of an organization, in which the moment of personal power plays an essential role. Resources have a prominent place as a source of power. at the disposal of one or another manager. An organization with this type of culture usually has a rigid hierarchical structure. Decision-making is more determined by the logic of competition, the struggle of influences, than by the logic of the technological cycle or formal rules and procedures. Control over the execution of

decisions is carried out centrally. Recruitment and promotion through the hierarchical ladder is carried out quite often according to the criteria of personal dedication, taking into account some rules and a small amount of bureaucracy. This type of culture allows an organization to react quickly to a changing situation, make decisions quickly and organize their execution.

The "culture of power" is most often characteristic of newly formed commercial structures. It functions most optimally in small family-type organizations, the growth of an organization for such a culture creates significant problems, since it can be very difficult to coordinate the diverse activities of a large number of people based on personal control.

**The second type of organizational culture is the "role culture" or "Apollo culture".** The god Apollo is associated in Greek mythology with the assertion of a rational principle in comparison with the spontaneous emotional principle of the god Dionysus. The "Apollo culture" is a bureaucratic culture in the Weberian sense of the word. It is characterized by a strict functional distribution of roles and specialization of sites, the activities of which are coordinated and directed by a small link of the top management of the enterprise. This type of organization operates on the basis of a system of rules, procedures and standards of activity, compliance with which should guarantee its effectiveness. Since the main point of influence and control are rules and procedures, the nature of the functioning of organizations with this type of culture depends more on the rationalization of activities: the distribution of work, responsibilities and rights, etc., and not on the personal responsibilities of employees, including heads of organizations.

The main source of power is also not personal qualities, but a position held in a hierarchical structure. An organization with this kind of culture is usually able to successfully operate in a stable, predictable environment that allows it to maintain significant control over the situation. In the case of rapid and drastic changes in the environment, when it is necessary to react quickly, this type of culture turns out to be ineffective.

**The third type of organizational culture is the "task culture" or "Athena culture".** Athena in ancient Greek mythology is a warrior goddess. Consequently, this type of organization's culture is more suitable for activities in extreme conditions. More generally, this type of culture is focused primarily on solving problems and implementing projects. The main focus here is on the speed of work, providing staff with a significant amount of freedom in choosing organizational forms.

The effectiveness of organizations with such a culture is largely determined by the high professionalism of employees and the cooperative group effect. The main means of distributing power is professionalism and the possession of information resources. Those who are currently experts in the leading field of activity, as well as those who have the maximum amount of information, have great authority in organizations of this type.



This culture is effective in cases where the situational requirements of the market are decisive in the organization's activities. This happens in cases where an organization produces perishable products or services, where the speed of response to a situation is important, since it has the ability to quickly mobilize resources.

The "task culture" works well in situations where resources are available to everyone who needs them. In this case, the control over the activities is carried out by the top management of the organization and is reduced to the allocation of projects, employees and resources, without ignoring the working methods as well. In cases of resource scarcity, senior management may be inclined to establish full control over the methods and results of activities, and project managers may compete for influence aimed at gaining access to resources. Because of this, it becomes necessary to regulate all personnel activities. Therefore, Ch. Handy considers the "task culture" to be transitional. It can develop into either a "culture of power" or a "role culture".

**The fourth type of organizational culture is the "culture of personality" or "culture of Dionysus".** The God Dionysus is associated with an impulsive emotional beginning. Creative personalities form the basis of the organization. An organization with this type of organizational culture unites people not to solve some common tasks, but so that they can achieve their own goals.

Examples of such organizations include legal consultations, law firms, consulting firms, creative unions, etc. Since the function of this type of organization is not to achieve its own goals, but to ensure or assist in achieving the goals of its constituent members, since power and control in them are of a coordinating nature. Power is based on proximity to resources, professionalism and the ability to negotiate.

Research in the field of management culture continues both in our country and abroad. Various grounds for classification are given and on their basis original typologies of types of managerial culture arise. But despite this diversity, all scientists agree on one thing – the recognition of managerial culture as an important and necessary component of the entire social management system.

### **10.3 The influence of national cultures on management culture**

National-state and ethnic factors play an exceptional role in the formation and development of managerial culture, skills and management style of a manager. Residents of different countries have significant differences in social attitudes, values, beliefs, their performance of work duties, in the relationship between managers and subordinates, preferences in clothing, food, recreation, etc. The study of the influence of national cultures on management, conducted by the **Dutch scientist G. Hofstede**, which covered more than 60 countries, allowed us to identify five main cultural parameters characterizing managerial relations in different countries. This:

1. individualism / collectivism;
2. the power distance;
3. rejection of uncertainty;

4. the predominance of the feminine/ masculine principle;
5. focus on the future.

**Individualism / collectivism.** In some cultures, special importance is attached to individualism, individual rights and freedoms of citizens, personal careers and personal rewards. In other cultures, it is collectivism, where harmony between members of society comes to the fore, the emphasis is on the collective, personal feelings are subordinated to the needs of communities. Face preservation is of great importance in collectivist cultures (maintaining one's own image in the eyes of others), reputation largely determines one's social position. The USA is a country of individual culture, Japan is a collectivist one.

**The distance of power.** This factor involves finding out:

- the degree of importance of organizational status, prestige, level of organizational hierarchy;
- availability of decision-making rights depending on the organizational level;
- the level of relationship between employees and managers.

The distance of power means the recognition of strict and legitimate decision-making rights for managers in accordance with their levels, recognition of the fact of inequality and dependence of people as a given. In some cultures, the distance of power is manifested to a greater extent (Japan, Asian and Latin American states), and in others to a lesser extent (the United States and Scandinavian countries).

**Rejection of uncertainty.** In some cultures, they prefer clear instructions, the concreteness of the orders of the authorities, i.e. the certainty of management attitudes, do not accept uncertainty. In others, they prefer a high degree of uncertainty in the work process. There is a high degree of rejection of uncertainty in Japan. They also prefer stability, concreteness and clarity in Greece, Portugal, and Belgium. A low degree of rejection of uncertainty is typical for the United States, China, and Ireland.

**The masculine/ feminine type of society.** In societies of the masculine (masculine) type, the roles of the sexes are defined in a traditional manner, while societies of the feminine (feminist) type are characterized by broad views on the vast variety of roles that men and women play in the work process and in the household. In societies of the masculine type, assertiveness and the acquisition of wealth are valued. In "feminine" societies, there are interpersonal relationships, caring for others, and a balance between family and service. Scandinavian countries are a vivid example of feminist societies, Japan is a typical muscular society, and the USA is a moderately masculine one.

**Orientation towards the future.** In some cultures, the main aspect is placed on values such as preparation for the future, great importance is attached to economy and thrift, i.e. the culture is oriented towards the future (Hong Kong, China, Japan). In other cultures, the past is highly valued and attention is focused on the present, great importance is attached to traditions and the need to fulfill

historical social obligations, i.e. the emphasis is on short-term orientation (France, USA, etc.).

Based on these parameters, G. Hofstede makes cultural profiles (personnel values) of countries. Here are examples of some profiles.

### **1. The basic values of the organizational culture of the staff of American companies:**

- the ideology of personal "determinism", that is, the recognition of the fact that a person can significantly influence his future;
- Freedom of expression is highly valued and individualism is encouraged;
- Ensuring equal opportunities for all;
- Competition is recognized as the most effective economic mechanism;
- Decisions should be based on an analysis of goals;
- innovative activity is supported, the search for improving changes;
- Any specialization is assessed as a positive factor;
- The quality of the work is evaluated, not the personality;
- The basis for the movement of members of the organization through hierarchical levels corresponds to the delegation of authority;
- The demonstration of power is condemned; the main orientation of the staff is "for the future."

### **2. The values of Japanese companies:**

- the main thing is the success of the company, group values;
- preference is given to group decision-making processes over individual decisions;
- special attention is paid to the member of the organization as a person, personalization of organizational relations, mutual trust;
- taking the initiative of subordinates, abandoning strict formal control;
- preference for vague descriptions of functions and arrangements, avoiding formal contracts;
- high motivation for achievements in work and responsibility, which is group, not individual;
- personal identification with the group, subordination to its interests and norms, dedication to mutual obligations, including between managers and subordinates.

### **3. The basic values of the Arab organizational culture:**

- the main argument for decision-making is "the will of Allah";
- the main object of attention is the personality, the person is evaluated, not his work;
- the basis for the promotion of a member of the organization is the personal trust and respect of the leadership for him;
- the main function of subordinates is to serve the leader as a buffer. If something extraordinary happens, then you need to rely on the circumstances, but not on the management;

- loyalty only to the head, but not to the company;
- the performance of subordinates with the initiative is not approved;
- there is a demonstration of power at all levels of government;
- every leader must have his own goals and ideas that are different from others;
- exceptionally high centralization of management, authority is not delegated;
- the main framework of assessments is focused on the primacy of the past, there are few assessments of the present, the future is considered predetermined by fate.

The creation of joint ventures and multinational companies is becoming important during the transition to market relations. The staff of such companies is staffed by highly qualified specialists who are carriers of national traits of behavior, way of thinking, culture, and traditions. The success or failure of such firms operating in the global market depends, not least, on how much they have managed to eliminate friction in relations between employees of different nationalities, with different cultural traditions.

Culture influences communication, vertical and horizontal relationships, and cooperation in decision-making and problem-solving. Therefore, cultural differences are fraught with the danger of conflict situations. Scientists have identified the following communication barriers in the activities of multinational companies:

- **interference resulting from the denial of cultural differences.** Despite the revealed cultural differences in labor and managerial norms of behavior, many people rely on analogies in the course of international contacts and do not associate cultural dissimilarities in thinking, emotional perception, behavior and communication;

- **distortions in the perception of reality.** This factor can be studied and made manageable if we take into account not only the possibility of different interpretations of reality by speakers of the same culture, but also the existence of a common cultural specific perception prism for each nation;

- **template thinking.** People tend to evaluate others based on superficial impressions, simplified signs, and attribute certain qualities to representatives of certain countries and, accordingly, cultures. Excessively negative prejudices can interfere with mutual understanding, as there is a certain alienation towards the country and its people as a result of unjustified antipathy towards them;

- **ethnocentric arrogance.** There is a known tendency for all nations to consider their own value concepts above the values of other peoples, thereby adhering to a nationalistic way of thinking, which hinders or hinders communication between representatives of different nationalities.

A special place among the components of the management culture, managerial skills and style of activity in modern conditions belongs to the **managerial thinking of the head**. Solving the extraordinary tasks of the transition period requires a deep analysis of social phenomena, the ability to go beyond the

usual vision of the world, the ability to distinguish true innovation from far-fetched, unrealistic projects. It is important to get rid of stereotypes as schematic, standardized, emotionally colored images that have great stability and reflect a habitual attitude to the world around you, to yourself. In management, the researchers note, many stereotypes are harmful, but the most harmful in the period of modernization are stereotypes of distrust of transformations, innovations that feed other stereotypes and, above all, **stereotypes of responsibility**:

- "fear of responsibility",
- "taking full responsibility on yourself",
- "the desire to evade responsibility",
- "underestimation of responsibility",
- "to look, not to be responsible",
- "lack of responsibility".

What forces hold these and many other stereotypes so firmly in the managerial culture of a manager, the style of his activity, and the moral and psychological characteristics of many modern managers? Perhaps there are **two of them: the protective power of belonging to power, its structure and the professional and moral infirmity of the manager himself**. The first allows (without thinking much about the consequences) relying on stereotypes, neglecting the interests of the people, the second forces them to do so in the hope of prolonging their power-elite protection. However, no matter what power the bearers of destructive stereotypes rely on, they should reflect on the words of **Lao Tzu**: "Where great sages have power, their subjects do not notice their existence. Where small sages rule, the people are attached to them and praise them. Where even lesser sages rule, the people are afraid of them, and where even lesser ones rule, the people despise them".

# PRACTICAL SECTION

## Topics and situations for practical training

### Practical lesson 1

#### Sociology of management in the system of sociological knowledge.

##### Questions for discussion:

1. Sociology of management as a branch of sociological science.
2. Sociological laws and their application in management.
3. The specifics of the object and subject of sociology of management.
4. Structure, functions, methodology and methods of management sociology.
5. The main approaches to the sociology of management.

##### Topics of reports and abstracts:

1. Management as an object of sociological knowledge.
2. Sociology of management as the theoretical basis of the theory of social management.
3. Sociality as a universal feature of social systems.

##### Questions for self-control and repetition:

1. Define the following concepts: "sociology", "management", "scientific management", "social management", "management activity", "organization", "regulation", "object of management", "subject of management", "management", "social management", "manager", "management system", "management method", "information", "information society", "dialectical materialism", "structural functionalism".
  2. What does the subject field of management sociology include?
  3. What is the relationship between the concepts of "scientific management", "social management" and "sociology of management"?
  4. How do you formulate the object and subject of sociology of management?
  5. What is the place of sociology of management in the system of social studies?
6. Run the tests:
  - 1) The sociology of management is...
    - a) a science that studies the mechanisms of social management of various social communities, based on socially significant goals, moral and legal norms and applied sociological research;
    - b) a set of goals, objectives, priorities, principles, strategic programs and planned activities that are developed and implemented by state or municipal authorities with the involvement of civil society institutions;
    - c) the function of managing public relations, managing the culture of influence on a person on behalf of the government, organization, firm, corporation.

2) The theoretical function of the sociology of management acts as...

a) systematization, description, accumulation of the obtained research material in the form of analytical notes, various scientific reports, articles, books, in which the real picture of the studied social object is recreated, on the basis of which management decisions are made;

b) concentration, explanation, replenishment and enrichment of existing sociological knowledge, development of laws and categories of this science based on the study of management processes of real social objects;

c) collection, systematization and accumulation of information about actually existing management systems, about essential, internally necessary features and connections characteristic of management systems.

3) The descriptive function of the sociology of management acts as...

a) systematization, description, accumulation of the obtained research material in the form of analytical notes, various scientific reports, articles, books, in which the real picture of the studied social object is recreated, on the basis of which management decisions are made;

b) explanation of trends and patterns of formation and functioning of real management systems;

c) collection, systematization and accumulation of information about actually existing management systems, about essential, internally necessary features and connections characteristic of management systems.

4) The information functions of the sociology of management acts as...

a) systematization, description, accumulation of the obtained research material in the form of analytical notes, various scientific reports, articles, books, in which the real picture of the studied social object is recreated, on the basis of which management decisions are made;

b) concentration, explanation, replenishment and enrichment of existing sociological knowledge, development of laws and categories of this science based on the study of management processes of real social objects;

c) collection, systematization and accumulation of information about actually existing management systems, about essential, internally necessary features and connections characteristic of management systems.

5) The predictive function of management sociology acts as...

a) systematization, description, accumulation of the obtained research material in the form of analytical notes, various scientific reports, articles, books, in which the real picture of the studied social object is recreated, on the basis of which management decisions are made;

b) concentration, explanation, replenishment and enrichment of existing sociological knowledge, development of laws and categories of this science based on the study of management processes of real social objects;

c) scientifically anticipating the development of the management system and directing its improvement.

6) \_\_\_\_\_ the approach to the sociology of management focuses on external forms of behavior and its constituent elements – actions, actions, reactions, etc.

- a) dialectical-materialistic;
- b) situational;
- c) structural and functional;
- d) behavioral.

7) The essence of this approach to the sociology of management lies in the implementation of a chain that characterizes any actions of both the manager and the performers: "goal – means – process – result".

- a) dialectical-materialistic;
- b) situational;
- c) structural and functional;
- d) activity-based.

8) \_\_\_\_\_ The approach acts as a scientific worldview about the most general laws of the development of nature, society and consciousness, while the management process is known only in development, dynamics.

- a) dialectical-materialistic;
- b) situational;
- c) structural and functional;
- d) behavioral.

9) Representatives of the structural and functional approach are:

- a) D. Bell, O. Toffler, A. Touraine;
- b) E. Mayo, A. Maslow, F. Herzberg;
- c) T. Parsons, R. Merton;
- d) F. Taylor, G. Gant, G. Ford.

The seminar session can be held in the form of a business game "Formation of the management concept" and/or a seminar discussion on the topic "The role of social factors in management".

### **Business game "Formation of the management concept"**

Description of the situation

The characteristics of the Japanese and American approaches to the organization's personnel management are given in Table 1.

Setting the task

What is the specificity of the approach to personnel management in the Republic of Belarus? Describe the main features of this approach using the criteria



given in Table 1.

Give two options: in the conditions of the USSR and at the present time.

What is the specificity of the approach to personnel management in China? Describe the main features of this approach using the criteria given in table 1.

Table 1. – Japanese and American approaches to organization management

<b>Criteria for the organization of work</b>	<b>The Japanese approach</b>	<b>The American approach</b>
The basis of the organization	Harmony	Effectiveness
Attitude to work	The main thing is the fulfillment of duties	The main thing is the implementation of tasks
Competition	Practically not	Strong
Guarantees for the employee	High (lifetime employment)	Low
Decision making	From bottom to top	Top to Bottom
Delegation of authority	In rare cases	Is Common
Relationships with subordinates	Family	Formal
The method of hiring	After graduation	By business qualities
Remuneration of labor	Depending on the length of service	Depending on the results

### **Discussion on the topic: "The role of social factors in management"**

In the process of preparing for the discussion, it is necessary:

1. define the topic of the discussion;
2. Formulate the discussion questions;
3. identify the participants of the discussion;
4. identify the moderator of the discussion;
5. Prepare a poster with the topic and questions of the discussion;
6. Accompany the beginning and closing of the discussion with musical call signs, moving on to the discussion of the next issue.

The procedure for conducting

1. The teacher opens the discussion: names the moderator, announces the topic and purpose.
2. The moderator introduces the panelists.
3. The moderator announces the rules of the discussion.
4. The moderator introduces the participants to the issues of the discussion.
5. A discussion on the proposed issues is announced. When discussing issues, the moderator alternately invites each participant to express their opinion. Then the students are given time to put forward arguments in defense of their position and counterarguments to the other side. After that, the other party should

be given the opportunity to respond or make additional arguments in their favor. Next, the participants in the discussion state their position on the results of the discussion: agreement-disagreement with the opponents in certain points.

6. In turn, each expert group is invited to summarize the discussion on each issue. The assessment is subject to:

- the content and validity of the arguments;
- persuasiveness and resourcefulness in an argument;
- a sense of humor.

The evaluation criteria must be communicated to the teams at the same time as the task.

7. The teacher summarizes the discussion: determines the winner, summarizes the speeches, and thanks the participants.

Rules of the discussion

1. In the discussion, everyone is equal.
2. Everyone has the right to their own point of view.
3. Any point of view has the right to exist.
4. Speak briefly and concisely about many things.
5. Be able to listen.
6. What you say is not the ultimate truth.
7. If you want to say something extra, raise your hand.
8. Reject – offer, offer – do.

Sample questions for the discussion seminar on the topic "The role of social factors in management":

1. Types and role of social relations in the management system.
2. Economic features and management.
3. The influence of national cultures on the management style.
4. The relationship between the political and management systems of society.

## **Practical lesson 2**

### **The history of the development of managerial thought**

#### **Questions for discussion:**

1. Periodization in the history of managerial thought. Four managerial revolutions.
2. Medieval managerial thought.
3. Managerial thought of the 18th and 19th centuries.
4. The development of managerial thought in the 20th century.
5. The specifics of management in the sociological theories of G. Spencer, M. Weber, T. Parsons, etc.
6. The history of Russian managerial thought.
7. The development of the sociology of management in the twentieth century.

8. The development of the sociology of management in our country.

**Topics of reports and abstracts:**

1. Prerequisites for the emergence of the theory of social management.
2. The main stages of the development of managerial thought.
3. Classical sociology on the peculiarities of social management.
4. School of Scientific Management.
5. Administrative School of Management.
6. The School of Human Relations.
7. The modern period of social management development.

**Questions for self-control and repetition:**

1. Define the following concepts: "civilizational approach", "cultural approach", "formational approach", "behaviorist approach", "process approach", "situational approach", "systemic approach", "administrative approach", "quantitative approach", "institutionalization", "cooperation", "hierarchy", "patriarchal society", "preamble", "polis", "aristocracy", "democracy", "status", "theocracy", "utopia", "communism", "bureaucracy", "innovation", "potential", "industrial revolution", "rationalization of labor", "terblig", "incentive", "tectology", "theory of the managers' revolution", "the concept of social responsibility of business", "the idea of industrial democracy", "the school of human relations", "the concept of post-industrial society".

2. Run the tests:

1) The famous scientists of the Middle Ages T. Mohr and T. Campanella, according to their beliefs, are representatives of ...

- a) the school of "human relations";
- b) social utopianism;
- c) the Administrative school of Management;
- d) Taylorism.

2) Four principles of management: 1) a scientific approach to the performance of each element of the work; 2) a scientific approach to the selection, training and training of the worker; 3) cooperation with the worker; 4) the division of responsibility for the results of work between managers and workers, are the basis of:

- a) the theory of "post-industrial society";
- b) theories of the "revolution of managers";
- c) schools of "human relations";
- d) schools of "scientific management".

3) A representative of the administrative school in management, who formulated 14 management principles that must be guided in solving managerial tasks.

- a) D. Bell;
- b) M. Weber;

- c) A. Fayol;
- d) F. Taylor.

4) The school of "human relations" is associated with names such as:

- a) D. Bell, O. Toffler, A. Touraine;
- b) E. Mayo, A. Maslow, F. Herzberg;
- c) T. Parsons, R. Merton;
- d) F. Taylor, G. Gant, G. Ford.

5) The concept of a "post-industrial society" is associated with names such as:

- a) D. Bell, O. Toffler, A. Touraine;
- b) K. Marx, F. Engels, V. Lenin;
- c) T. Parsons, R. Merton;
- d) F. Taylor, G. Gant, G. Ford.

6) The principle of democratic centralism in the socialist system of government presupposes...

a) strict discipline in the work process, unquestioning obedience to the will of the head, collegiality based on the broad participation of workers in management;

b) building the entire production management system based on the achievements of management science;

c) centralized management of the national economy and the provision of economic independence to the collectives of enterprises;

d) the distribution of material goods and satisfaction of people's needs in terms of the quantity and quality of their labor with the help of material and moral incentives.

7) The principle of unity of command and collegiality in the socialist system of government presupposes...

a) strict discipline in the work process, unquestioning obedience to the will of the head, collegiality based on the broad participation of workers in management;

b) building the entire production management system based on the achievements of management science;

c) centralized management of the national economy and the provision of economic independence to enterprise collectives;

d) the distribution of material goods and satisfaction of people's needs in terms of the quantity and quality of their labor with the help of material and moral incentives.

8) The principle of unity of political and economic management in the socialist management system presupposes...

a) strict discipline in the work process, unquestioning obedience to the will of the head, collegiality based on the broad participation of workers in management;

b) building the entire production management system based on the achievements of management science;

c) that political tasks are determined taking into account the state of the economy, the level of its development, economic laws, subordination of management to the implementation of plans;

d) the distribution of material goods and satisfaction of people's needs in terms of the quantity and quality of their labor with the help of material and moral incentives.

9) The principle of the sectoral and territorial approach in the socialist management system assumes...

a) the establishment for a long period of directions, rates and proportions of production development from the enterprise to the national economy as a whole;

b) building the entire production management system based on the achievements of management science;

c) that political tasks are determined taking into account the state of the economy, the level of its development, economic laws, subordination of management to the implementation of plans;

d) that production, which creates economic conditions for people's lives, is managed mainly by sectoral bodies, and infrastructure, which determines the social conditions of the population, is mainly managed by territorial bodies.

10) The principle of planned economic management in the socialist management system presupposes...

a) strict discipline in the work process, unquestioning obedience to the will of the head, collegiality based on the broad participation of workers in management;

b) building the entire production management system based on the achievements of management science;

c) that political tasks are determined taking into account the state of the economy, the level of its development, economic laws, subordination of management to the implementation of plans;

d) the establishment for a long period of directions, rates and proportions of production development from the enterprise to the national economy as a whole.

11) The principle of material and moral incentives in the socialist management system presupposes...

a) the establishment for a long period of directions, rates and proportions of production development from the enterprise to the national economy as a whole;

b) building the entire production management system based on the achievements of management science;

c) the distribution of material goods and satisfaction of people's needs in terms of the quantity and quality of their labor with the help of material and moral incentives;

d) that production, which creates economic conditions for people's lives, is managed mainly by sectoral bodies, and infrastructure, which determines the social conditions of the population, is mainly managed by territorial bodies.

12) The principle of economy and efficiency in the socialist management system presupposes...

a) strict discipline in the work process, unquestioning obedience to the will of the head, collegiality based on the broad participation of workers in management;

b) an effective combination of human and material resources, the greatest economy of forces and the most productive use of labor;

c) centralized management of the national economy and the provision of economic independence to enterprise collectives;

d) the distribution of material goods and satisfaction of people's needs in terms of the quantity and quality of their labor with the help of material and moral incentives.

13) The principle of continuity of economic decisions in the socialist management system presupposes...

a) that the basis is the unity of economic phenomena and processes as a sequence of quantitative changes carried out in time and space;

b) an effective combination of human and material resources, the greatest economy of forces and the most productive use of labor;

c) centralized management of the national economy and the provision of economic independence to enterprise collectives;

d) that production, which creates economic conditions for people's lives, is managed mainly by sectoral bodies, and infrastructure, which determines the social conditions of the population, is mainly managed by territorial bodies.

3. Select one of the management schools of your choice and analyze its advantages and disadvantages.

The seminar session can be in the form of an analysis of the texts of primary sources: commenting (fragments) of the text; comparative analysis of texts; interpretative analysis of the text; factual analysis of texts.

**Commenting on (fragments of) texts.** This form of work involves the teacher's selection of texts (fragments) on specific topics of the discipline being studied, individual counseling of students on formal and substantive requirements for work of this nature. Students complete the task individually in writing. It should include an explanation of the basic concepts and provisions of the text, the

student's reasoning about the problems analyzed in the work and, if possible, his own critical remarks. The following texts may be offered to students for comment:

1. Castels, M. The formation of a society of network structures / M. Castells // The New post-industrial Wave in the West: an anthology. edited by V.L. Inozemtsev. M., 1999.

2. Collins, R. Sociological intuition: an introduction to non-obvious sociology // P.L. Berger, B. Berger, R. Collins. Personality-oriented sociology. M., 2004.

**Comparative text analysis** requires students to have a deep and fluent command of the analyzed texts. For analysis, the student is offered several texts that are logically and meaningfully related to each other. The task can be performed either in the form of a test dialogue reconstructing the polemic of thinkers on a particular problem, or in the form of a short summary summarizing the analysis. The work is done in writing and checked by the teacher. The following can be offered as texts for such a form of work:

1. Taylor, F. Scientific organization of labor // Management is science and art. M., 1992.

2. Fayol, A. General and industrial management // Management is science and art. M., 1992.

**Interpretative analysis of the text.** This form of individual supervised work is aimed at acquiring students' skills of perception and understanding of the text, as well as the ability to interpret it from various theoretical positions. As specific tasks, such forms as direct interpretation of the text, interpretation from the positions of "for" and "against", "playing" with the text can be used. The work can be done by students in writing or in the form of an oral message, which is voiced in the audience. In the latter case, it is assumed that other versions of the interpretation of this text are being voiced, which may be a prerequisite for subsequent discussion. The following texts can be offered as texts for interpretation:

1. Merton, R. Social theory and social structure / R. Merton. – M., 2006.

2. Parsons, T. Social system / T. Parsons. – M., 1999.

3. Parsons, T. The coordinate system of action and the social theory of action systems: culture, personality and the place of social systems / T. Parsons // American sociological thought: texts / edited by V.I. Dobrenkov. – M.: Publishing House of Moscow State University, 1994. – pp. 448-476.

4. Parsons, T. On the structure of social actions / T. Parsons. – M.: Akad. the project, 2000. – p. 64.

**Factual analysis of texts.** It is a research conducted by students aimed at clarifying the historical context of the creation of a certain social concept, determining its place and significance in the logic of the development of managerial thought of this era. This form of work will allow the student not only to learn the content of this text more deeply, but also to turn to the analysis of the patterns of development of the historical and scientific process. For this kind of

research, the teacher offers small in volume, but very significant in terms of the content of the work of one or another thinker. In accordance with the tasks set, the following works can be recommended:

1. Merton, R. Social theory and social structure / R. Merton. – M., 2006.
2. Parsons, T. Social system / T. Parsons. – M., 1999.
3. Parsons, T. System of modern societies / T. Parsons. – M., 1997.
4. Samuelson, P. Economics / P. Samuelson, W. Nordhaus. – 16th ed. Moscow; St. Petersburg; Kiev, 2000.

### **Practical lesson 3**

#### **The main sociological models of management**

##### **Questions for discussion:**

1. Three main management tools: hierarchy, culture and market.
2. Subordination, reordination and coordination as models of social management.
3. Modern American and Japanese management and training systems.
4. Management and manipulation.
5. Types of manipulation: economic, political, bureaucratic, ideological, psychological.

##### **Topics of reports and abstracts:**

1. The concepts of the sociological management model.
2. Manipulation as the realization of selfish interests.
3. Bureaucracy as a social phenomenon.

##### **Questions for self-control and repetition:**

1. Define the following concepts: "authoritarianism", "nomenclature", "management strategy", "management tactics", "patrimonial bureaucracy", "structure", "mentality", "subordination", "reordination", "coordination", "stereotype", "brand", "punctuality", "top manager", "model"

2. Run the tests:

1) The main management tools include:

- a) hierarchy, culture, market;
- b) planning, organization, motivation, control;
- c) subordination, reordination, coordination.

2) According to M. Weber, bureaucracy is...

a) a form of misinterpretation and implementation of social power – political, economic, organizational, etc.;

b) activities involving the regulation and coordination of relations in a managed system, focused on creating favorable conditions for the preparation and implementation of management decisions;



c) the best form of management for the rational or effective achievement of organizational goals;

d) a type of activity based on the division and cooperation of managerial labor and characterized by a certain uniformity, complexity and stability of the impact on the object and subject of management.

3) Weber's ideal type of bureaucracy includes certain elements, including:

a) hierarchy; written documentation; stigmatization;

b) a high degree of specialization; depersonalization of relationships; religiosity;

c) establishment of a formal set of rules; fixed salary; depersonalization of relations;

d) all of the above options are correct.

4) Coordination as a management model can be defined as ...

a) orderliness at both the intrasubject and intersubject levels, in which the parties, parts and elements of the same subject or the interaction of several subjects are characterized by identity, equality;

b) orderliness, in which one of the elements of an object or one of the interacting objects plays the role of a leading, determining principle in the activities of all others;

c) orderliness, in which the legal or organizational subordination of one community to another or one side of the parts and elements of a community to another is carried out, both horizontally and vertically.

5) Subordination as a management model can be defined as ...

a) orderliness at both the intrasubject and intersubject levels, in which the parties, parts and elements of the same subject or the interaction of several subjects are characterized by identity, equality;

b) orderliness, in which one of the elements of an object or one of the interacting objects plays the role of a leading, determining principle in the activities of all others;

c) orderliness, in which the legal or organizational subordination of one community to another or some sides of parts and elements of a community to others is carried out, both horizontally and vertically.

6) Reordination as a management model can be defined as...

a) orderliness at both the intrasubject and intersubject levels, in which the parties, parts and elements of the same object or the interaction of several objects are characterized by identity, equality;

b) orderliness, in which one of the elements of an object or one of the interacting objects plays the role of a leading, determining principle in the activities of all others;

c) orderliness, in which the legal or organizational subordination of one community to another or one side of the parts and elements of any community to others is carried out, both horizontally and vertically.

7) A feature of the American management model is ...

a) the individual nature of decision-making; a strictly formalized management structure; a business career is determined by personal results;  
b) management decisions are made collectively on the basis of unanimity; non-standard, flexible management structure; business career is determined by personal results.

c) the individual nature of decision-making; non-standard, flexible management structure; promotion by seniority and work experience.

8) The peculiarity of the Japanese management model is ...

a) the individual nature of decision-making; a strictly formalized management structure; a business career is determined by personal results;  
b) management decisions are made collectively on the basis of unanimity; non-standard, flexible management structure; promotion by seniority and work experience.

c) the individual nature of decision-making; non-standard, flexible management structure; business career is determined by personal results.

3. Проанализируйте в сравнении идеальную модель бюрократии М. Вебера и современные бюрократические организационные системы. В чем выражаются их основные различия и противоречия?

The seminar session can be conducted in the form of a practical task "Management and manipulation".

### **Practical task "Management and manipulation"**

Analyze any television commercial following the scheme.

1. Are direct influence techniques – information and rational arguments – used in favor of buying a product (phrases like "Now it's 25 percent cheaper", enumeration of useful properties of the product, etc.)? What exactly?

2. Are manipulation techniques used (for example, the sentence "Connect while free" is an example of manipulation of a missed opportunity)? What is their meaning?

3. Are the techniques of emotional influence used:

The association of the advertised product with a value (listed in the text or otherwise) or with several values.

Are these values significant for social and age groups – potential consumers of the product (for example, the scene of a noisy disco is adequate only for young people)?

The association of the product with getting rid of troubles. Is it significant

the problem that they are offering to get rid of, for potential buyers? Will the association with the product be positively or negatively colored?

Positive emotions are associated with the plot of the video. Which ones?

4. What other methods of influence can be distinguished?

5. Analyze each of the techniques used, by what means it is implemented:

5.1. The general development of the plot. For example, it shows how household, family or other problems are solved when using a new detergent.

5.2. The pictorial series. For example, a sense of peace and contentment is achieved by showing beautiful landscapes.

5.3. Showing individual details. For example, as the story progresses, an expensive car appears, associated with wealth and prestige.

5.4. Speech information: dialogues, voiceover.

5.5. Non-verbal audio information: music, other sounds.

5.6. Corporate advertising slogan (in visual or sound form): "Let's change life for the better", "Chewing gum protects your teeth from morning to evening", etc.

5.7. Other means.

6. Do you think this advertisement is effective? Why?

#### **Practical lesson 4**

##### **Management as a system and management as a process**

###### **Questions for discussion:**

1. The social management system as a form of implementation of interaction and development of management relations.

2. The control mechanism.

3. The essence and types of the management structure.

4. The concept and essence of hierarchical subordination.

5. The pyramidal management structure.

###### **Topics of reports and abstracts:**

1. Horizontal and vertical management relationships.

2. Ethno-psychological parameters of social systems.

3. The essence of the management process.

###### **Questions for self-control and repetition:**

1. Define the following concepts: "management", "social management system", "management system", "management mechanism", "management functions", "management structure", "management subject", "management object", "managerial impact", "power distance", "management level", "horizontal links", "vertical links".

2. What are the main management functions?

3. What are the main components of the management structure?

4. What are the characteristics of management at the grassroots, middle and top levels of management?

5. Why, from your point of view, are social relationships rarely symmetrical? Give at least three justifications.

6. Give examples of the main types of social relations in management.

7. Indicate the advantages and disadvantages of paternalistic and fraternalistic relations in management.

8. Run the tests:

1) How do the concepts of "management" and "management" relate?

a) the concept of "management" is broader than the concept of "management";

b) the concept of "management" is broader than the concept of "management";

c) "management" and "management" are synonymous concepts.

2) Management is:

a) Impact on the economic system.

b) Impact on the managed system.

c) Impact on decision-making

d) Impact on activities.

3) The subject of management is:

a) Humanity.

b) Management groups and personalities.

c) Personalities.

d) Society as a whole.

4) The object of the management decision:

a) Persons interested in the management decision.

b) The persons performing the management decision.

c) Persons making managerial decisions.

d) Persons developing a management solution.

5) An organized community of people united by a specific species socially useful activities, during which cooperative relations, common interests, values, norms are formed, are ...

a) a social group

b) social institution

c) labor collective

d) labor resources

6) The values and ethical principles of the organization are contained in its:

a) strategy

b) mission

c) internal regulations

d) the collective agreement

The seminar session can be held in the form of a role-playing game "Conversation with the administration".

**Role-playing game "Conversation with the administration"**

Purpose: to choose a strategy and tactics of behavior in a typical situation, to train the ability to interest the interlocutor and conduct negotiations in general.

The procedure for conducting

1. The presenter explains the context of the role-playing game, offers a description of situations, participants choose roles.

2. After reading and discussing the situation, the moderator offers the participants the roles of actors.

They assign roles (1-2 participants or the lead administrator). They explain it so that the participants understand the point of view of the characters. Before starting the game, everyone should choose which option is preferable for him, which tactics and strategy he intends to adhere to, what he would do and why.

Then several situations are played out so that the participants can play the role of an employee.

3. The participants who played the characters are asked to comment on what they learned during the game, how they felt in this role.

4. The rest of the participants observe and comment on the actions of the actors at the end of each scene.

**Situation 1.** You have been working at a new place for only 2 weeks. By chance, we heard the manager telling employees that he wanted to assign someone a new task. You know how to do this job, and the fact that the one who does the job well will get a promotion.

How do you achieve what you want?

Possible behaviors are listed below.

1. Forget it, you won't do this job anyway, there's nothing to worry about.

2. Make up a training program for the manager and a list of actions for the employee who will perform this task. By the next time, if the opportunity presents itself, you will be fully armed.

3. Ask one of the employees to vouch for you in front of the manager.

4. Tell the manager that you have heard about the task and can complete it.

5. Volunteer to complete this task, and after receiving it, do your best to do so. As you work, master the necessary skills as soon as possible (say to yourself, "yes, I can," and then figure out how to do it).

6. Other \_\_\_\_\_

**Situation 2.** There is a job in your institution that you would like to do. But you are assigned only uninteresting, uncreative work.

How do you achieve what you want?

Possible options are listed below.

1. Keep poring over what you are assigned. One day, your dedication will be noticed and rewarded.

2. Worry to employees that you are wasting time.
3. Write a letter to the head.
4. Tell the manager that you want to do another job, and let someone else do yours.
5. Tell everyone that you expect to get a job in another organization where they will be able to evaluate you.
6. Start looking for a new job.
7. Get angry, demonstrate it.
8. Outline a work plan that you would like to do. Show it to the manager and say, "I can do everything else if you agree." Show that you are able to do this and ask for a chance.
9. Other \_\_\_\_\_

## **Practical lesson 5**

### **Managerial activity as a subject of sociological analysis**

#### **Questions for discussion:**

1. Management as a social attitude. Objects and subjects of social management.
2. Management and power.
3. Management and leadership.
4. The main forms, methods and principles of management activities.
5. Inert, optimal and aggressive control environment.

#### **Topics of reports and abstracts:**

1. The concept of managerial mentality and managerial culture.
2. The objective nature of the state interest. Natural and artificial state interest.
3. Mechanisms for the development of state interest.

#### **Questions for self-control and repetition:**

1. Define the following concepts: "managerial activity", "social relations", "power, leadership", "managerial mentality", "managerial culture", "state interest".
2. Give your definition of the object and subject of sociology of management?
3. What is the relationship between management and power, management and leadership?
4. What is the managerial mentality?
5. Give examples of an inert, optimal and aggressive management environment.
6. How are interests expressed in management?
7. What is the "state interest"?
8. What is the difference between natural and artificial state interest?
9. Perform the tests:

1) \_\_\_\_\_ - this is a system of originality of the mental life of people belonging to a particular culture, a qualitative set of features of their perception and assessment of the world around them, having a supra-situational character, due to the economic, political, historical circumstances of the development of this particular community and manifested in a peculiar behavioral activity.

- a) mentality;
- b) culture;
- c) tradition.

2) \_\_\_\_\_ - This is both science and knowledge about ways to influence people, these are personal qualities, the ability to work with people who depend on education, experience and leadership traits.

- a) management culture;
- b) managerial mentality;
- c) management.

3) Which group of forms of management activity does not exist?

- a) legal;
- b) organizational;
- c) not legal.

4) \_\_\_\_\_ - This is the sum of the resulting interests of the nation, society and its strata, as well as individual interests.

- a) State interest;
- b) national interest;
- c) political interest.

10. List the main normative and legal acts where the state interest of the Republic of Belarus and the People's Republic of China is clearly expressed.

The seminar session can be held in the form of a business game "Modeling a modern leader".

### **Business game "Modeling of a modern leader"**

Purpose: to form an idea of the qualities of a modern leader necessary for successful practical activity.

The rules of the lesson. The lesson is conducted in one cycle. Approximate duration of the main stages:

- explanation of the head – 5 minutes;
- group decisions of the participants – 20 minutes;
- collective discussion of solutions – 25 minutes;
- checking personal qualities by tests – 20 minutes;
- summing up and announcing the results – 10 minutes.

The head is a key figure not only in the organization of work, but also in the formation of a socio-psychological climate. His leadership style and behavior

largely depend on the attitude to the work of each employee, the motivation and final results of his work, the general atmosphere in the organization. The proposed practical lesson will allow participants to determine the qualities necessary for a modern leader in terms of efficiency and humanization of labor relations.

The procedure for conducting

1. The teacher formulates the task of the practical lesson, explains the goals, initial conditions, tasks of the participants and distributes the forms of the player, which indicate a list of qualities necessary for a successful leader. The task is to prioritize these qualities.

2. All participants are divided into groups of 5-7 people, depending on the total number of students, and in a free exchange of opinions, through mutual consultations, develop a common opinion for each group regarding the assessment of the qualities of the leader. This assessment boils down to determining the qualities of priority, priority, ensuring the effectiveness of management activities.

3. Participants in the course of a collective discussion identify the five most significant qualities of a modern leader and designate them on the form of the player in the column "Group discussion". The groups do not exchange opinions among themselves.

4. One of the members of the playing group reports and defends the opinion of his team.

5. Then the participants of the game come to a collective opinion on the qualities necessary for a modern leader, i.e. the model of a successful leader. At the same time, the column "Result of the collective discussion" is filled in.

6. Students can check their personal qualities of a supervisor using the proposed tests.

7. The teacher summarizes the lesson, analyzes the group activity of the participants, correlates it with the results of a collective discussion. Based on this, a model of a successful leader is formulated, and the correctness of the choice of qualities is evaluated. The teacher reports the assessment of groups and individual participants of the lesson.

The player's form

<b>№</b>	<b>Assessed qualities of a manager</b>	<b>Group discussion</b>	<b>The result of a collective discussion</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
1	Sociability, or the ability to establish contacts		
2	Courage in decision-making		
3	Intelligence and intellectual abilities		
4	Entrepreneurial spirit		
5	Professional competence		
6	The ability to dress tastefully		
7	Title of the theory of production management		
8	The ability to solve problems theoretically		
9	Initiative		



1	2	3	4
10	Demanding		
11	Mindfulness towards subordinates		
12	Negative attitude to alcohol		
13	The ability to perceive criticism		
14	Efficiency		
15	Knowledge of engineering and technology of production processes		
16	Sense of humor		
17	Efficiency		
18	The ability to take risks		
19	Active in social work		
20	Education		
21	The ability to find an individual approach to each employee		
22	Awareness of events abroad		
23	Work experience in a managerial position		
24	Sense of duty		
25	Discipline		
26	Integrity and correctness		
27	Optimism		
28	The ability to achieve final results at the lowest cost		
29	The unity of word and deed		
30	Intolerance of bureaucracy		

### **Practical lesson 6.**

#### **The sociological foundations of managerial decision-making**

##### **Questions for discussion:**

1. Management decision: concept, types, features.
2. The specifics of decision-making in social management.
3. Stages of modeling management decisions.
4. The process of implementing decisions in management practice.
5. The main forms, methods and principles of management activities.

##### **Topics of reports and abstracts:**

1. Goal-setting in social management. Building a "goal tree".
2. The mechanism of decision-making in public administration.
3. The specifics of the management decision-making process in a crisis.

##### **Questions for self-control and repetition:**

1. Define the following concepts: "management decision", "modeling", "goal setting", "forms of management activity", "methods of management activity", "principles of management activity", "management decision-making process".

The seminar session can be in the form of a business game "Making a managerial decision" and/or performing a practical task "My social capital".

### **Business game "Making a management decision"**

Situation 1. Labor discipline was violated in the team, as a result of which there was a breakdown in work activities. The perpetrators are unknown. As a leader, you need to identify violators, punish them and restore the working activity of the team as soon as possible.

Situation 2. There was a conflict between subordinates in the team, which resulted in an unfavorable working atmosphere. Each side of the conflict turns to the leader for support in turn. You need to resolve the conflict without allowing it to grow and worsen.

Situation 3. A subordinate, who was previously characterized as a disciplined and responsible employee, did not complete an important task on time. The company has lost a business partner and damaged its reputation. You need to respond to the current situation and work out the optimal management solution.

Situation 4. The work in the team is coordinated and distributed. During the execution of an urgent task, one of the employees fell ill. All employees are busy completing their tasks, but the work of a sick employee must also be completed on time. You need to redistribute the work in the team so that the entire volume of tasks is completed on time, avoiding conflict between employees.

Situation 5. The company has allocated additional funds to award bonuses to employees of the department. The distribution of the unplanned bonus was handled directly by the head of the department, who proceeded from the personal contribution of the employee. Some employees were unhappy and complained. It is necessary to justify your decision on bonuses.

### **Practical task "My social capital"**

<b>My qualifications</b>	
Education, professional development, courses	
<b>Experience, skills</b>	
Professional work experience, community service, hobbies	Professional work experience, community service, hobbies, which of these can be used
<b>My talents, strengths, abilities</b>	
Abilities	What are they manifested in
<b>Opportunities</b>	
Everything that increases your chances, gives you support (connections, property, car, passport, family support)?	How can you use them?
<b>Necessary</b>	
What else is needed for employment?	How can this be obtained or compensated?

## **Practical lesson 7.**

### **Social management technologies**

#### **Questions for discussion:**

1. Objective prerequisites for the development of social planning, design and forecasting.
2. The essence of social planning. The object and subject of social planning.
3. The concept and essence of social design. Stages of social design. The essence and specifics of social forecasting. Principles and types of social forecasting.
4. Methods of social forecasting: expert assessment, extrapolation, modeling, analogies, complex techniques.
5. Programming in the social management system.

#### **Topics of reports and abstracts:**

1. Typology of social projects.
2. Domestic and foreign experience of social planning.
3. Methods and principles of social design.
4. Global modeling of the world.

#### **Questions for self-control and repetition:**

1. Define the following concepts: "social planning", "social design", "social forecasting", "plan", "forecast", "project", "component", "parameter", "approbation", "prognostics", "imitation", "alternative", "extrapolation", "complexity", "conjuncture", "anarchy", "norm", "infrastructure", "perspective", "macroplanning", "programming", "procedure", "operation", "intuition".
2. What is the essence of social planning?
3. List the basic principles of social planning.
4. Describe the methods of social planning.
5. What is the essence of social design?
6. List the main stages of social design.
7. What is the essence of social forecasting?
8. Reveal the main methods of social forecasting.
9. What is the effectiveness of social forecasting?
10. Run the tests:
  - 1) Social planning can be defined as...
    - a) specific activities related to the scientifically based definition of options for the development of social processes and phenomena and with the purposeful radical change of specific social institutions;
    - b) determining development options and choosing the most appropriate one, based on the resources, time and social forces capable of ensuring their implementation;
    - c) scientifically based definition of goals, indicators, tasks (deadlines, rates, proportions) of the development of social processes and the main means of their

implementation in the interests of the entire population.

2) Social design can be defined as...

a) specific activities related to the scientifically based determination of options for the development of social processes and phenomena and with the purposeful radical change of specific social institutions;

b) determining development options and choosing the most appropriate one, based on the resources, time and social forces capable of ensuring their implementation;

c) scientifically based definition of goals, indicators, tasks (deadlines, rates, proportions) of the development of social processes and the main means of their implementation in the interests of the entire population.

3) Social forecasting can be defined as...

a) specific activities related to the scientifically based definition of options for the development of social processes and phenomena and with the purposeful radical change of specific social institutions;

b) determining development options and choosing the most appropriate one, based on the resources, time and social forces capable of ensuring their implementation;

c) scientifically based definition of goals, indicators, tasks (deadlines, rates, proportions) of the development of social processes and the main means of their implementation in the interests of the entire population.

4) The essence of the matrix of ideas methodology in social design:

a) when different solutions are made on the basis of several independent variables;

b) it is carried out through communicative interaction, in which various projects are discussed, assessments, examination of facts, and polemic of opinions are carried out;

c) on the basis of similarity, similarity of objects in any properties, signs or relationships, an assumption is formulated about the presence of these properties, signs or relationships in the phenomenon that is the object of design;

d) several proposed ideas are considered separately from each other, and then a certain relationship and interdependence are established between them.

5) The essence of the analogy method in social design:

a) when different solutions are made based on several independent variables;

b) it is carried out through communicative interaction, in which various projects are discussed, assessments are carried out, facts are examined, opinions are polemic;

c) on the basis of similarity, similarity of objects in any properties, signs or relationships, an assumption is formulated about the presence of these properties, signs or relationships in the phenomenon that is the object of design;

d) several proposed ideas are considered separately from each other, and then a certain relationship and interdependence are established between them.

6) The essence of the brainstorming technique in social design:

a) when different solutions are made based on several independent variables;  
b) it is carried out through communicative interaction, in which various projects are discussed, assessments are carried out, facts are examined, opinions are polemic;

c) on the basis of similarity, similarity of objects in any properties, signs or relationships, an assumption is formulated about the presence of these properties, signs or relationships in the phenomenon that is the object of design;

d) several proposed ideas are considered separately from each other, and then a certain relationship and interdependence are established between them.

7) The essence of the synectics methodology in social design:

a) when different solutions are made on the basis of several independent variables;

b) it is carried out through communicative interaction, in which various projects are discussed, assessments are carried out, facts are examined, opinions are polemic;

c) on the basis of similarity, similarity of objects in any properties, signs or relationships, an assumption is formulated about the presence of these properties, signs or relationships in the phenomenon that is the object of design;

d) several proposed ideas are considered separately from each other, and then a certain relationship and interdependence are established between them.

8) Short-term plans are plans that...:

a) are developed for a period of up to one year;

b) are developed for a period of 3 to 5 years;

c) are developed for a period of 10 to 15 years.

9) Medium-term or tactical plans are plans that ...:

a) are developed for a period of up to one year;

b) are developed for a period of 3 to 5 years;

c) are developed for a period of 10 to 15 years.

10) Long-term or strategic plans are plans that ...:

a) are developed for a period of up to one year;

b) are developed for a period of 3 to 5 years;

c) are developed for a period of 10 to 15 years.

3. Independently develop a social plan using logically structured procedures and operations.

4. Analyze, of your choice, one of the implemented social projects. What, in

your opinion, are its advantages and disadvantages?

5. Based on one of the methods of social forecasting, develop your own social forecast.

The seminar session can be in the form of a business game "Drawing up a personal life plan" and / or performing practical tasks "Planning and organizing activities in the free market" and "Activity planning".

### **Business game "Making a personal life plan"**

Description of the situation.

The HR-manager is halfway to achieving the ultimate goal of his career. Structural changes have been outlined in the organization where he works, which may lead to previously unforeseen additional rearrangements.

Setting the task. The manager needs to assess the current situation in the organization and weigh his opportunities and prospects for promotion. To do this, you need to create (if there is none) or clarify your personal career life plan.

Methodological guidelines

#### Personal life plan

##### 1. Assessment of the life situation

###### 1.1. Work

Do I have a clear picture of my job and its goals?

Does my work help me achieve other life goals?

What are my development and promotion goals in relation to work?

What kind of work would I like to do in five years?

Do I have inspiration and motivation?

What is my motivation now? In five years?

What are the strengths and weaknesses of my motivation?

What actions should I take to ensure that my work meets my personal needs in the coming years?

###### 1.2. Economic condition

What is my economic situation?

Do I have a personal budget - what is it, do I adhere to its framework?

What measures can I take, if necessary, to improve the economic situation?

###### 1.3. Physical condition

What is my physical condition?

What is my assessment based on (my own idea, tests, etc.)?

Do I regularly visit a doctor?

###### 1.4. Social status - human relations

Am I genuinely interested in the opinions and points of view of others?

How do I account for them?

Am I interested in other people's worries and problems?

Am I interested in another opinion?

Do I impose my thoughts and opinions on others?

Do I know how to listen?

Do I know how to appreciate the people I communicate with?

How does this manifest itself in practice?

Do I contribute to the development of the people I communicate with?

How do I maintain friendships?

Can I develop my feedback relationship?

1.5. Psychological state

What is my mental state?

What is my assessment based on (my own idea, tests, medical examination results)?

What stressors are bothering me at the moment?

Shouldn't I change jobs now?

What stressors can I expect in the near future?

Shouldn't I change my lifestyle, social circle, hobbies?

Do I need the help of psychiatrists?

1.6. Family life

Do I have the conditions for starting a family?

Should I have another child?

Do I pay enough attention to my parents, wife, and children?

What is the best way to spend your leisure time with your family?

Where to go on vacation?

Where should children go to study?

How can I help children with their own family?

2. Setting personal final career goals

2.1. The goals of my career are:

1) \_\_\_\_\_

2) \_\_\_\_\_

3) \_\_\_\_\_

2.2. My career must be completed by 20\_\_ at the latest.

2.3. What factors contribute to the realization of my career?

And what are the obstacles?

2.4. What are the most critical points in the implementation of my career? What can I do in this regard?

2.5. What do I need to use for my career: time, money, health, etc.?

2.5.1. Am I ready to take these factors into account or do I need to change my goals?

3. Private goals and activity plans that contribute to the realization of my career

<b>To achieve my life goals, I need to solve the following particular tasks</b>	<b>Events</b>	<b>Time</b>
3.1. In the field of performance development		
3.2. In the field of economic condition		
3.3. In the field of health and physical education		
3.4. In the field of social interaction, friendships and hobbies		
3.5. In the field of moral motivation and psychological state		
3.6. In the field of family life		

### **Practical task "Activity planning"**

The practical lesson involves rational planning of one's activities, taking into account the received lecture material. Students should learn how to develop a step-by-step action plan taking into account possible threats, costs and obstacles.

The basic principles of planning for:

- In planning activities , it is paramount to define goals and choose the most significant one at the present time;
- When setting a goal , it is necessary to anticipate the end result and the consequences of its implementation;
- When determining how to achieve a goal, you should consider various ways to achieve it, assess the possible costs, and choose the most appropriate ones;
- When choosing the optimal means to achieve the set goal, it is necessary to evaluate the factors contributing to the achievement of the goal.

Planning stages:

- Setting the goal of the activity.
- Formulation of the objectives of the activity.
- Definition of resources: temporary, material, financial, human.
- Checking the activity plan.

Planning scheme:

1. My action plan for...
2. Purpose:
3. Tasks:
4. Motives:
5. Possible consequences:
6. Possible threats/obstacles:
7. Necessary resources:
8. Steps leading to the goal with an indication of the time frame for implementation:

Approximate subject matter

1. Action plan for job search.
2. Professional growth plan.
3. An action plan to ensure the employment of young professionals.

### **Practical task "Planning and organization of activities in the free market"**

The practical task involves the rational preparation of a plan for the organization of the company's activities according to the proposed algorithm, taking into account socio-economic conditions and state policy.

The algorithm of planning and organization of activities

1. Choose the organizational form of the enterprise (firm, enterprise, individual entrepreneur), describe the field of activity, image, corporate culture.
2. Define the goals and objectives of the company's activities.
3. Describe the favorable and negative factors affecting the company's activities and the implementation of the set goal (chances and threats).



4. Identify the necessary resources, strengths and weaknesses of the enterprise.
5. Identify the company's position in the market, assess competitiveness.

### **Practical lesson 8.**

#### **Organization as an object of management**

##### **Questions for discussion:**

1. Structuring is an integral element of sociological cognition and scientific management of social objects.
2. Sociological analysis of social organizations.
3. The specifics of the functioning of organizations in the social management system.
4. Objective foundations for the formation and improvement of organizational structures.
5. Formal and informal structures in organizations and management systems.

##### **Topics of reports and abstracts:**

1. Patterns of the emergence and development of social organizations in the Republic of Belarus.
2. Problems of centralization and decentralization in organizational structures of social management.
3. Personal aspects of organizational structures (humanistic approach to management).

##### **Questions for self-control and repetition:**

1. Define the following concepts: "organization", "social organization", "structuring", "differentiation", "communication", "correlation", "sociological analysis", "qualification", "consolidation", "synergetics", "formal organization", "informal organization", "protectionism", "prestige", "association", "typology", "effectiveness"
2. What is an organization? What are its features?
3. What is the structuring of organizations?
4. What types of social organizations are distinguished?
5. List the types of organizational structures and describe them.
6. Run the tests:
  - 1) The structure is...
    - a) the most important patterns, fundamental rules on which the organization, functioning or development of management systems are based;
    - b) orderliness, the internal organization of an integrated system, which is a specific way of interconnection, interaction of its constituent components;
    - c) activities aimed at regulating and coordinating relations in a managed system, focused on creating favorable conditions for the preparation and implementation of management decisions;

d) the best form of management for the rational or effective achievement of organizational goals.

2) Social organization is understood as...

a) a system of social groups and relations between them aimed at achieving certain goals through the distribution of functional responsibilities, coordination of efforts and compliance with certain rules of interaction in the process of functioning of the management system;

b) activities aimed at regulating and coordinating relations in a managed system, focused on creating favorable conditions for the preparation and implementation of management decisions;

c) a science that studies the mechanisms of social management of various social communities, based on socially significant goals, moral and legal norms and applied sociological research.

3) The formal structure of the organization can be defined as...

a) activities aimed at regulating and coordinating relations in a managed system, aimed at creating favorable conditions for the preparation and implementation of management decisions;

b) a spontaneously formed system of social ties, norms, and actions that are the product of more or less prolonged interpersonal and intra-group communication;

c) organizational structure based on strict standardization of organizational norms and relations between individual structural units.

4) The informal structure of an organization can be defined as...

a) activities aimed at regulating and coordinating relations in a managed system, aimed at creating favorable conditions for the preparation and implementation of management decisions;

b) a spontaneously formed system of social ties, norms, and actions that are the product of more or less prolonged interpersonal and intra-group communication;

c) organizational structure based on strict standardization of organizational norms and relations between individual structural units.

7. Show the ambiguity of the term "social organization". Give examples demonstrating it.

8. Analyze one of the large multinational corporations of your choice for the organizational structure of management. Highlight its main advantages and disadvantages, while offering your own methods for improving the organizational structure.

The seminar session can be held in the form of a business game "Formation of the concept of personnel management"

**Business game "Functional division of labor in the management apparatus of the organization"**

Description of the business game

A new commercial organization is being created. The following functional

divisions are supposed to be included in the management apparatus: the legal department, the security department, the office, the financial and economic department, the social and consumer services department, the personnel management department, the laboratory of sociological research, accounting, the second department. The functions of the HR Department are shown in table 2.

#### Setting the task

It is necessary to design a functional division of labor in the process of performing the functions of the personnel management department by building a diagram of the functional relationships of this department with other departments of the organization's management apparatus.

#### Methodological guidelines

The scheme of functional relationships reflects the horizontal connections of the functional divisions of the management apparatus. This scheme can be presented in the form of a table, on the left side of which the management functions performed by a specific functional unit are indicated vertically, and at the top horizontally - all functional divisions of the management apparatus and positions of senior managers. Symbols are placed at the intersection of rows and columns, reflecting the degree of participation of individual functional units and managers in the performance of specific functions of this unit. The following symbols are used: O - is responsible for the performance of this function, organizes its execution, prepares and draws up the final document; P - provides the initial data, information necessary to perform this function; Y - participates in the performance of this function; C - coordinates the prepared document or individual issues in the process of performing functions; P - accepts the decision, approves, signs the document.

Table 2.

The name of the functions of the personnel management department	Functional units and officials									
	1	2	3	4	5	6	7	8	9	10.
1. Recruitment and placement of personnel										
2. Drawing up a staff requirement plan										
3. Registration of admission, transfer, dismissal of employees										
4. Studying the causes of staff turnover										
5. Monitoring the proper use of personnel										
6. Creation of a reserve of personnel and its training										
7. Keeping records of personal affairs										
8. Preparation of documentation for the award										
10. Implementation of work on professional staff promotion										
11. Consideration of letters, complaints, applications										
12. Implementation of staff motivation										
13. Improving the style and methods of working with staff										
14. Analysis of the professional, age, educational composition of the staff, etc.										

### Description of the course of the business game

The roles are distributed as follows. Each of the participants in the game performs either the role of one of the heads of the functional units listed above, or the role of the head of the organization. At the same time, each participant puts down symbols for all functions performed by the HR department, determining the degree of participation of the department headed by him in the performance of these functions. The same thing is done by the participant who performs the role of the head of the organization. If any of the departments does not participate in the performance of a particular function, then the cell remains empty. Having entered the symbols in Table 2, students discuss the results obtained and decide on the final version of the scheme of functional relationships.

## **Practical lesson 9.**

### **Information and communication processes in the management system**

#### **Questions for discussion:**

1. The objective need for information support, its place in the management cycle.
2. The essence of social information.
3. Sources of social information.
4. Specifically, the sociological support of management.
5. Methods of collecting empirical data and their interpretation.

#### **Topics of reports and abstracts:**

1. Information barriers in modern society.
2. Mechanisms of manipulation of public consciousness in the management cycle.
3. The content of communication ethics.

#### **Questions for self-control and repetition:**

1. Define the following concepts: "information", "social information", "management cycle", "strategy", "tactics", "reliability", "efficiency", "optimum", "range", "information memory", "intensification", "epistemology", "identification", "empirical data", "sociological research", "representativeness", "sociological monitoring", "social problem", "disorganization", "hypothesis", "interpretation", "indicator", "reduction", "theory", "methodology", "sample population", "general population", "respondent", "pilot study", "formalization", "content analysis", "social experiment", "tools".
2. Provide a classification of information according to various criteria.
3. What role does information play in the process of activity?
4. What are the main requirements for social information in management?
5. What is empirical and sociological management support?
6. What are the main stages of a specific sociological study?
7. What is the technology of specific sociological research?
8. List the main methods of processing the received data.

9. Run the tests:

- 1) Information can be defined as...
  - a) the ideal content of communicative activity, which has an independent form of existence in the form of signals and signs;
  - b) the function of managing public relations, managing the culture of influence on a person on behalf of the government, organization, firm, corporation.
  - c) the most important patterns, fundamental rules on which the organization, functioning or development of management systems are based.
  
- 2) Information in relation to the system can be...
  - a) economic, organizational, social, ideological;
  - b) analytical, regulatory, planned, reporting;
  - c) external, internal;
  - d) oral, visual, mixed.
  
- 3) Information on management methods can be...
  - a) economic, organizational, social, ideological;
  - b) analytical, regulatory, planned, reporting;
  - c) external, internal;
  - d) oral, visual, mixed.
  
- 4) Information on the purpose in the management process happens...
  - a) economic, organizational, social, ideological;
  - b) analytical, regulatory, planned, reporting;
  - c) external, internal;
  - d) oral, visual, mixed.
  
- 5) Information on the method of expression is...
  - a) economic, organizational, social, ideological;
  - b) analytical, regulatory, planned, reporting;
  - c) external, internal;
  - d) oral, visual, mixed.
  
- 6) Information on the direction of movement can be ...
  - a) input (direct communication information), output (feedback information);
  - b) analytical, regulatory, planned, reporting;
  - c) external, internal;
  - d) oral, visual, mixed.
  
- 7) Information on control functions can be ...
  - a) input (direct communication information), output (feedback information);
  - b) analytical, regulatory, planned, reporting;

c) design, technological, planning and economic, operational and production, accounting;

d) oral, visual, mixed.

8) Information on the nature of the impact can be ...

a) input (direct communication information), output (feedback information);

b) directive, recommendation;

c) external, internal;

d) constant, variable.

9) Information on the degree of stability can be ...

a) input (direct communication information), output (feedback information);

b) analytical, regulatory, planned, reporting;

c) external, internal;

d) constant, variable.

10) Information on the spheres of circulation can be...

a) personal, official, mass;

b) analytical, regulatory, planned, reporting;

c) external, internal;

d) constant, variable.

11) The method of sociometry in sociology is...

a) a method of collecting primary empirical data, which consists in the deliberate, purposeful, systematic perception and registration of social facts that are subject to control and verification;

b) a method providing for an oral or written appeal by the researcher to the respondents with questions, the content of which represents the problem under study, followed by registration and statistical processing of the answers received;

c) a method of studying small groups, collectives and organizations by describing the system of interpersonal relations between their members;

d) a short-term standardized test aimed at obtaining in a relatively short period of time the most significant information about the characteristics of a particular object in order to establish the presence or severity of a certain mental property (traits, characteristics).

12) The method of observation in sociology is...

a) a method of collecting primary empirical data, which consists in the deliberate, purposeful, systematic perception and registration of social facts that are subject to control and verification;

b) a method providing for an oral or written appeal by the researcher to the respondents with questions, the content of which represents the problem under study, followed by registration and statistical processing of the answers received;

- c) a method of studying small groups, collectives and organizations by describing the system of interpersonal relations between their members;
- d) a short-term standardized test aimed at obtaining in a relatively short period of time the most significant information about the characteristics of a particular object in order to establish the presence or severity of a certain mental property (traits, characteristics).

13) The survey method in sociology is...

- a) a method of collecting primary empirical data, which consists in the deliberate, purposeful, systematic perception and registration of social facts that are subject to control and verification;
- b) a method providing for an oral or written appeal by the researcher to the respondents with questions, the content of which represents the problem under study, followed by registration and statistical processing of the answers received;
- c) a method of studying small groups, collectives and organizations by describing the system of interpersonal relations between their members;
- d) a short-term standardized test aimed at obtaining in a relatively short period of time the most significant information about the characteristics of a particular object in order to establish the presence or severity of a certain mental property (traits, characteristics).

14) The method of testing in sociology is...

- a) a method of collecting primary empirical data, which consists in the deliberate, purposeful, systematic perception and registration of social facts that are subject to control and verification;
- b) a method providing for an oral or written appeal by the researcher to the respondents with questions, the content of which represents the problem under study, followed by registration and statistical processing of the answers received;
- c) a method of studying small groups, collectives and organizations by describing the system of interpersonal relations between their members;
- d) a short-term standardized test aimed at obtaining in a relatively short period of time the most significant information about the characteristics of a particular object in order to establish the presence or severity of a certain mental property (traits, characteristics).

10. Describe the relevant information and accumulated in the process of management activities. Show their unity and difference.

The seminar session may be in the implementation of a practical task "The process of transmitting information".

**A practical task. Analysis of the "Information transfer process" scheme**  
Procedure: students receive the scheme, analyze and comment on it.

## Information Transfer Process

**BARRIERS**

**Informational fact**  
(the presence of a desire to say something,  
to convey any information)

**Observation**  
(subjective collection of information about  
what a person wants to say)

**Statement formulation**  
(selection of words, intonations, emotions,  
images, formulation of one's thoughts based  
on culture and communicative ethics, well-  
being of a particular person)

**Issuing information**

**Getting information**

**Feedback**  
(clarifying questions)

**Acceptance of information**  
(it is assumed that the received information  
is identical to the transmitted one)

### Physical barriers:

Noise, physical disabilities, physical condition of a person, inability to express their thoughts, age and gender differences, other distracting moments

### Psychological barriers:

Inability to listen, biased attitude towards the speaker, expectations and beliefs of a particular person, differences in communication culture, differences in subject competence

### Semantic barriers:

Giving words different semantic meanings, ignorance of the speaker's language



**Practical lesson 10.**  
**Management activities and culture**

**Questions for discussion:**

1. The specifics of managerial activity and managerial work.
2. Functions and methods of management activities.
3. Socio-cultural features and microculture of the organization.
4. Corporate culture: characteristics, structure and levels.
5. Ways to change the corporate culture.

**Topics of reports and abstracts:**

1. The structural model of the "managerial fan".
2. Ideals, values and norms as regulators of managerial activity.
3. Modern concepts about the structure of corporate culture.

**Questions for self-control and repetition:**

1. Define the following concepts: "managerial activity", "managerial work", "corporate culture", "organizational culture", "image of the enterprise", "microculture of the organization", "ideal", "value", "norm", "cultural profile", "national culture", "sociocultural features".
2. Name the main factors influencing management activities.
3. List the most significant characteristics of the corporate culture.
4. Describe the stages of culture formation.
5. Consider the influence of national cultures on corporate culture.
6. Give characteristics to the cultural profiles (personnel values) of the countries by filling out the table:

The values of the staff of American companies	The values of the staff of Japanese companies	The values of the staff of Arab companies	The values of the staff of Chinese companies	The values of the staff of Belarusian companies

The seminar session can be in the form of solving the problem of "Identifying the prevailing type of corporate/organizational culture" and/or conducting a discussion on the topic: "The problem of preserving ethnocultural characteristics in the context of a globalizing world space"

**Task "Identification of the prevailing type of corporate/organizational culture"**

Initial data and task statement

The proposed ten questions relate to different aspects of the organization's work. For each question, underline the answer option (A, B, C, or D) that you think best describes your organization. You should make your choice based on the actual

state of affairs in the organization, and not based on how it should be or how you would like it to be. If two formulations seem appropriate to you, still choose only one that better describes the situation in your organization.

1. The main business of management is this...

A. Organization of production and search for sales markets B. Direct work and improve efficiency

B. Delegation of responsibility and coordination of work of departments

C. Innovation, problem solving and cooperation between people

2. Communications in our organization are mainly:

A. Formal and impersonal

B. Rare, in writing

C. Personal

D. Private and informal

3. Control is mainly based on:

A. Plans and formal procedures

B. Achieving goals developed by a subordinate together with a supervisor

C. Sales figures

D. Accounting systems, budgets and standards

4. Motivation is more often based on:

A. A sense of belonging to the team and team values

B. Hope for improvement

C. Personal assessments

D. Status improvement

5. The organizational structure is mainly:

A. Informal

B. Centralized, functional

C. Decentralized and linear-staff

D. Cross-functional, problem-oriented

6. Core values:

A. Dominance and suppression of resistance B. Rationality and maintenance of order

B. Protection of the interests of members of the organization G. Achievement of the goals of the unit

7. People work mainly to:

A. Conform to the ideas of "correct" behavior

B. Get satisfaction from work

C. Solve problems and contribute to the common cause

D. Maintain existing privileges and conquer new ones

8. Relations with other organizations are mainly based on:

A. Mutual interests and community

B. Cooperation

C. Competition

D. Agreements and compliance with the letter of the law

9. Power is mainly based on:

- A. Competence, experience and knowledge
  - B. The ability to maintain discipline and order
  - C. Official position
  - D. The ability and desire to help other people
10. People are encouraged mainly for:
- A. The ability to achieve results and win
  - B. Following rules and procedures
  - C. Helping other people
  - D. Contributing to the achievement of the organization's goals

**Decision**

When summarizing the results for each question, circle the letters that you marked in the questionnaire. Then count the number of points (circled letters) for each column.

When summarizing the results for each question, circle the letters that you marked in the questionnaire. Then count the number of points (circled letters) for each column.

<b>Question</b>	<b>Authoritarian culture</b>	<b>Bureaucratic culture</b>	<b>A task-oriented culture</b>	<b>A human-centered culture</b>
1	B	C	A	D
2	A	B	D	C
3	D	A	C	B
4	C	D	B	A
5	B	C	A	D
6	A	B	D	C
7	D	A	C	B
8	C	D	B	A
9	B	C	A	D
10	A	B	D	C
<b>Total</b>				

The column that receives the most points will correspond to the culture that dominates your organization.

Discussion on the topic: "The problem of preserving ethnocultural characteristics in the context of a globalizing world space"

In the process of preparing for the discussion, it is necessary:

- define the topic of the discussion;
- formulate discussion questions;
- identify the participants of the discussion;
- identify the moderator of the discussion;
- prepare a poster with the topic and questions of the discussion;
- accompany the beginning and closing of the discussion with musical call signs, moving on to the discussion of the next issue.

The procedure for conducting:

1. The teacher opens the discussion: names the moderator, announces the topic and purpose of the discussion.

2. The moderator introduces the panelists.

3. The moderator announces the rules of the discussion.

4. The moderator introduces the participants to the issues of the discussion.

5. A discussion on the proposed issues is announced. When discussing issues, the moderator alternately invites each participant to express their opinion. Then the students are given time to put forward arguments in defense of their position and counterarguments to the other side. After that, the other party should be given the opportunity to respond or make additional arguments in their favor. Next, the participants in the discussion state their position on the results of the discussion: agreement-disagreement with the opponents in certain points.

6. In turn, each expert group is invited to summarize the discussion on each issue. The assessment is subject to:

- the content and validity of the arguments;
- persuasiveness and resourcefulness in an argument;
- a sense of humor.

The evaluation criteria must be communicated to the teams at the same time as the task.

7. The teacher summarizes the discussion: determines the winner in the discussion, summarizes the speeches, and thanks the participants.

Rules of the discussion:

1. In the discussion, everyone is equal.

2. Everyone has the right to their own point of view.

3. Any point of view has the right to exist.

4. Speak briefly and concisely.

5. Be able to listen.

6. What you say is not the ultimate truth.

7. If you want to say something extra, raise your hand.

Sample questions on the topic "The problem of preserving ethnocultural characteristics in the context of a globalizing world space":

1. The process of globalization: pros and cons.

2. World culture, transformational cultural flows and social management.

3. Management of global markets, global technologies.

4. Globalization of information processes.

# KNOWLEDGE CONTROL

## A list of control questions to prepare for the final test

1. Sociology of management in the system of sociological knowledge.
2. Directions of sociological management research.
3. The object, subject, tasks and functions of the sociology of management.
4. Methodology and methods of management sociology.
5. The main approaches to the sociology of management.
6. The classical stage of the development of Western sociology of management.
7. The non-classical stage of the evolution of foreign schools and management concepts.
8. The neoclassical stage of the evolution of foreign schools and management concepts.
9. The history of Russian managerial thought.
10. Current trends in modern management science.
11. Basic sociological management models.
12. Management and manipulation. Types of manipulation.
13. Management as a system.
14. Organizational characteristics of the management process. Technological characteristics of the management process.
15. Management as a social attitude. Objects and subjects of social management.
16. Management activity: its features, structure and characteristics.
17. Leadership as a kind of power. The concept of power and authority.
18. Manager (manager), manager, leader.
19. The essence and specifics of the management decision.
20. Models of managerial decision-making: essence and typology.
21. Conditions for the effectiveness of management decisions.
22. The concept and types of social technologies.
23. Social engineering: concept and principles.
24. The essence of social forecasting.
25. Social engineering.
26. Social planning: the concept and main types.
27. The concept of organization, signs, general characteristics, laws of functioning and development.
28. The concept and elements of the management structure.
29. The concept and typology of management styles.
30. The concept of management information. Requirements for management information.
31. Technologies for organizing information processes in management activities.
32. The model of the information exchange process.

33. The problem of the effectiveness of information support of processes.
34. Organization as a communication system. The model and types of communication in the organization.
35. Barriers to communication and their elimination.
36. Theoretical approaches to communication management in an organization.
37. Management culture as an integral part of organizational culture.
38. Management culture: its essence, main components and types.
39. Formation of managerial culture in teams with different nationalities.
40. Peculiarities of national cultures and their influence on the content and management technologies.

## **AUXILIARY SECTION**

### **Academic programme of higher educational establishment in academic discipline «Sociology of management» for speciality 7-06-0412-01 «Management»**

#### **EXPLANATORY NOTE**

The academic programme for the academic discipline "Sociology of Management" was designed for the speciality 7-06-0412-01 "Management" of profilisation: Innovation management, International management, Sports management.

The goal of studying the discipline is to master the most significant modern ideas and concepts of management sociology, the formation of a scientific understanding of management as a social phenomenon, the theoretical and methodological foundations of management sociology and the features of the sociological analysis of management activities and management relations, the laws of their functioning and development.

The main objectives of the discipline are:

- to form students' scientific understanding of the place and role of management activities in civilizational processes,
- to provide theoretical, methodological and applied knowledge, skills and skills of sociological analysis of management as a system, process and professional intellectual activity,
- to characterize the forms and methods of management, to show the specifics of the use in practice of both general scientific and specific methods of social management,
- evaluate alternatives and make optimal choices when making a management decision;
- formulate the basic requirements for management information and its use in the communication process.

The academic discipline "Sociology of Management" is one of the disciplines of the component of the institution of higher education of the curriculum of this specialty of advanced higher education. Its study is conditioned by the relevance of the problems of social management, since the success of socio-economic transformations in society is possible under the condition of deep conceptual updates of the managerial culture of both subjects and objects of the management process, the entire system of management and management. Practice shows that the management process needs to be studied not only within the framework of traditionally established disciplines, such as management, management theory, but comprehensively, supplementing curricula with sociological knowledge, which will contribute to a deeper and comprehensive assimilation of the specifics of managerial activity.

The sociology of management occupies a special place in the system of special sociological theories as a science that studies management, which is the defining direction of human life.

The academic discipline is based on the knowledge gained during the study of such disciplines as: "Sociology", "Theoretical foundations of Management", "Organization Management", "Management Psychology", "Personnel Management".

The knowledge and skills acquired by students in the study of this discipline are necessary for the development of subsequent special disciplines "Strategic Management", "Theory and technology of innovation", "Innovative technologies in personnel management" and other disciplines related to the formation of skills for analyzing management systems and processes in modern society.

As a result of studying the discipline, the master student must:

know:

- the basic concepts and categories, the basic provisions of management theory and practice, including modern concepts and discussion issues, the basics and features of the sociological approach to the consideration of management problems;

- specific characteristics of market and administrative forms of management, introduction of innovative technologies;

- methods of studying the efficiency of new organizational management structures and the style of activity of managerial personnel;

- features of management activities in conditions of joint ventures, the influence of national cultures on the social and psychological climate and the effectiveness of work in different national teams,

be able to:

- to carry out a comparative analysis of the problems and effectiveness of domestic and Western management, specific management systems, situations;

- to investigate and characterize the state of the subjects and objects of the management process, the quality of management information;

- to distinguish the characteristic features of management styles, routine and creative solutions, the true and imaginary causes of conflict situations, functional and dysfunctional consequences of their resolution;

- analyze and characterize the socio-economic, spiritual and creative interests and needs of the organization's employees, use them to motivate labour and management activities, develop self-government,

have the skill to:

- scientific analysis of managerial situations, their assessment and search for ways to improve management efficiency;

- research of the process of development and implementation of management decisions;

- analysis of the organizational structure of business entities and determination of their production and social efficiency;



- research on the activities of managers and management personnel;
- analysis of organizational behaviour, programs and methods for improving managerial skills, managerial culture and self-improvement of managerial personnel;
- studying the forms of business communication, the style of behaviour of the head in conflict and stressful situations, his role in the formation of a healthy socio-psychological climate in the team.

Mastering this discipline ensures the formation of the following competencies:

**SC-5.** To be able to conduct research on management processes using modern methods of sociological analysis

According to the syllabus, the study of the discipline is allocated:

- for full-time higher education, only 90 hours, of which 40 hours are classroom hours;

- for the correspondence form of advanced higher education, there are only 90 hours, of which classroom - 10 hours.

The distribution of in-class hours by courses, semesters and types of classes for full-time higher education is given in Table 1.

Table 1.

Full-time form of advanced higher education				
Semester	Lectures, h.	Laboratory classes, h	Practical training, h.	Form of current assessment
1	20	–	20	credit

The distribution of in-class hours by courses, semesters and types of classes for correspondence higher education is given in Table 2.

Table 2.

Correspondence form of advanced higher education				
Semester	Lectures, h.	Laboratory classes, h	Practical training, h.	Form of current assessment
2	4	–	6	credit

# THE LEARNING MATERIAL CONTENT

## UNIT I. THEORETICAL FOUNDATIONS OF MANAGEMENT SOCIOLOGY

### **Topic 1.1. Sociology of management in the system of sociological knowledge**

Sociology of management as a branch of sociological science. The subject field of sociology of management. Directions of sociological management research. The object, subject, tasks and functions of the sociology of management. Methodology and methods of management sociology. Basic approaches to the sociology of management.

### **Topic 1.2. The history of the development of managerial thought**

The classical stage of the development of Western sociology of management: scientific management F. Taylor, A. Fayol's theory of administration, M. Weber's theory of bureaucracy, F. and L. Gilbert's principles of personnel management, G. Emerson's systematic approach to management organization.

The non-classical stage of the evolution of foreign schools and management concepts: empirical sociology (Chicago School of Sociology), the School of Human Relations (E. Mayo, M. P. Follet), the school of Behavioral Sciences (A. Maslow, A. Argiers, R. Laikert, D. McGregor, F. Herzberg, etc.).

The neoclassical stage of the evolution of foreign schools and management concepts: the school of quantitative methods (A. Peccei), the Club of Rome and the problems of its research (world dynamics, limited resources of the planet, the structure of the world economy, global governance), "Big Theories" of social management (T. Parsons, R. Simon, J. March, etc.).

The history of Russian managerial thought: the pre-revolutionary stage, the post-revolutionary pre-war stage, the post-war stage of the development of Russian sociology of management, the post-perestroika stage of the development of Russian sociology of management: the problem of institutionalization and the search for a new paradigm in the national school of sociology.

Modern approaches to management. Current trends in modern management science.

### **Topic 1.3. Basic sociological management models**

Three main management tools: hierarchy, culture and market.

Subordination, reordination and coordination as models of social management.

Management and manipulation. Manipulation as the realization of selfish interests.

Types of manipulation: economic, political, bureaucratic, ideological, psychological.

## **UNIT II. MANAGEMENT AS A SOCIAL PHENOMENON**

### **Topic 2.1. Management as a system and management as a process**

Management as a system. The concept of a system. Properties of systems. The concepts of hierarchy and range as fundamental characteristics of the control system.

Management as a process. Substantive or functional characteristics of the management process. The concept of control functions. Managerial work. Organizational characteristics of the management process: the management cycle and its models. Technological characteristics of the control process.

### **Topic 2.2. Managerial activity as a subject of sociological analysis**

Management as a social attitude. Objects and subjects of social management. Management activity: its features, structure and characteristic features. Forms of management activity.

Management and power. Leadership as a kind of power. The concept of power and authority. The structure of power (components and resources of power). Grounds and types of power.

### **Topic 2.3. Sociological foundations of managerial decision-making**

The essence and specifics of the management decision. Classification of management decisions. Management decision and management style. Models of managerial decision-making: essence and typology. A system of conditions imposed on management decisions. Conditions for the effectiveness of management decisions.

### **Topic 2.4. Social management technologies**

The concept and essence of social technologies. Types of social technologies, their stages, procedures and operations. Features of the use of social technologies. Advantages and disadvantages of using social technologies. Managerial factors affecting the behavior and activity of an individual as a member of a particular organization.

Social engineering: concept and principles. Methods of planning, programming, foresight and forecasting as the basis of the modern socio-engineering approach.

The essence of social forecasting. Typology of social forecasts and functions of social forecasting. Methods of predictive research.

Social design. Basic concepts of social design. Typology, types, stages and methods of social design.

Social planning: the concept and main types. The subject, subjects and objects of planning. The system of plans. Indicators of the plan. Methods of social planning.

## **UNIT III. SOCIOLOGICAL ASPECTS OF ORGANIZATION MANAGEMENT**

### **Topic 3.1. Organization as an object of management**

The concept of organization, signs, general characteristics, laws of functioning and development. Management as management in an organization.

The concept of a management structure. Elements of the management structure: architecture (linear, functional, staff, matrix); management levels (higher, middle, lower); connections of elements (horizontal and vertical); relationships (formal and informal). The informal structure of the organization: the essence, causes, specifics. The role of the informal structure of the organization. The tasks of the manager in relation to the informal structure of his organization. The possibilities of sociological analysis of formal and informal structures of the organization.

Manager (manager), manager, leader. The specifics of the manager's work. Functions of the manager in the organization, methods of his work. The concept of management style. Typology of management styles.

### **Topic 3.2. Information and communication processes in the management system**

Information as a scientific category. The concept of management information. The volume and content of information required by subjects of various levels of management. Requirements for management information.

Technologies for organizing information processes: general rules, basic elements and stages of the communication process. Management as information structuring. Intra-organizational information flows: the "information skeleton" of the system. Levels of information passing. The ideological component of management activities and technologies for improving information processes.

A model of the information exchange process. The problem of the effectiveness of information support of processes.

Organization as a communication system. A model of communication as a process of information exchange. Types of communication in the organization. Vertical and horizontal communications. Formal and informal communication. Intra-organizational and inter-organizational communications.

Communication barriers and their elimination. Organizational (structural communication) barriers. Barriers in interpersonal communication.

Theoretical approaches to communication management in an organization.

### **Topic 3.3. Management activities and culture**

The concept of culture as applied to the field of business and management: entrepreneurial culture, corporate culture, organizational culture. Management culture as an integral part of organizational culture.

Management culture: its essence, main components, unity with the general culture of the country. Types of management cultures. Indicators for assessing the level of management culture in the organization. A real and reference management culture.

Managerial culture and managerial thinking of the head. Fight against stereotypes. Formation of managerial culture in teams with different nationalities.

Features of national cultures and their influence on the content and management technologies. G. Hofstede's research and substantiation of the five main cultural parameters characterizing managerial relations in different countries: individualism / collectivism; distance of power; rejection of uncertainty; predominance of the feminine/ masculine principle; orientation towards the future.

Formation of innovative management culture.

**EDUCATIONAL AND METHODOLOGICAL MAP OF THE ACADEMIC DISCIPLINE**  
full-time form of higher education

Unit number, topics	Unit name, topics, classes	In-class hours					Managed individual work	Knowledge control form
		Lectures	Practical training	Seminars	Laboratory classes	Other		
<b>1 semester</b>								
1.	Unit I. THEORETICAL FOUNDATIONS OF MANAGEMENT SOCIOLOGY							
1.1	Topic 1.1. Sociology of management in the system of sociological knowledge	2						
	Practical training No. 1. Sociology of management in the system of sociological knowledge		2					
1.2	Topic 1.2. The history of the development of managerial thought	2						
	Practical training No. 2. The history of the development of managerial thought		2					
1.3	Topic 1.3. Basic sociological management models	2						
	Practical training No. 3. Basic sociological management models		2					
2	Unit II. MANAGEMENT AS A SOCIAL PHENOMENON							
2.1	Topic 2.1. Management as a system and management as a process	2						
	Practical training No. 4. Management as a system and management as a process		2					
2.2	Topic 2.2. Managerial activity as a subject of sociological analysis	2						
	Practical training No. 5. Managerial activity as a subject of sociological analysis		2					
2.3	Topic 2.3. Sociological foundations of managerial decision-making	2						
	Practical training No. 6. Sociological foundations of managerial decision		2					
2.4	Topic 2.4. Social management technologies	2						
	Practical training No. 7. Social management technologies		2					
3	Unit III. SOCIOLOGICAL ASPECTS OF ORGANIZATION MANAGEMENT							
3.1	Topic 3.1. Organization as an object of management	2						
	Practical training No. 8. Organization as an object of management		2					
3.2	Topic 3.2. Information and communication processes in the management system	2						
	Practical training No. 9. Information and communication processes in the management system		2					
3.3	Topic 3.3. Management activities and culture	2						
	Practical training No. 10. Managerial activity and culture		2					
	Total for the semester	20	20					credit
	Total in-class hours	40						

## EDUCATIONAL AND METHODOLOGICAL MAP OF THE ACADEMIC DISCIPLINE

correspondence form of higher education

Unit number, topics	Unit name, topics, classes	In-class hours					Managed individual work	Knowledge control form
		Lectures	Practical training	Seminars	Laboratory classes	Other		
<b>2 semester</b>								
1.	Unit I. THEORETICAL FOUNDATIONS OF MANAGEMENT SOCIOLOGY							
1.1	Topic 1.1. Sociology of management in the system of sociological knowledge	2						
	Practical training No. 1. Sociology of management in the system of sociological knowledge		2					
2	Unit II. MANAGEMENT AS A SOCIAL PHENOMENON							
2.1	Topic 2.1. Management as a system and management as a process	2						
	Practical training No. 2. Management as a system and management as a process		2					
	Practical training No. 3. Social management technologies		2					
	Total for the semester	4	6					credit
	Total in-class hours	10						

## INFORMATION AND METHODOLOGICAL PART

### List of literature

#### Basic literature

1. Litvinchuk, E.V. Sociology of management: educational and methodological manual / E. V. Litvinchuk; Ministry of Transport and Communications of the Republic of Belarus, Educational Institution "Belarusian State University of Transport". – Gomel: BelGUT, 2017. – 33.
2. Chikindin, M.A. Sociology of Management: educational and methodological manual / M. A. Chikindin; Ministry of Agriculture and Food of the Republic of Belarus, Vitebsk State Academy of Veterinary Medicine. – Vitebsk: VGAVM, 2021. – 67 p.

#### Additional literature

3. Babosov, E.M. Sociology of management: a manual for university students / E.M. Babosov. – 6th ed., repr. and additional – Minsk: TetraSystems, 2010. - 271 p.:
4. Galkina, T.P. Sociology of management: from group to team: a textbook on spec. "Management" / T. P. Galkina. – M.: Finance and Statistics, 2001.
5. Citizens, V.D. Sociology of management: textbook [for universities] / V.D. Citizens. – 3rd ed., reprint. and additional – Moscow: Yurayt, 2011. – 604 p.
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## **Diagnosis tools for educational activity**

The estimation of students' knowledge level is made using ten-point scale in accordance with the criteria approved by the Ministry of Education of the Republic of Belarus.

To estimate the achievements of a graduate student, it is recommended to use the following diagnosis tools:

- oral and written survey during practical classes;
- conducting ongoing final test (tasks) on separate topics;
- speech of a master's student at a conference on a prepared abstract;
- passing a test in the discipline.

### **The topic of the abstracts**

1. Sociological laws and their application in management.
2. Structure, functions, methodology and methods of management sociology.
3. Basic approaches to the sociology of management.
4. Periodization in the history of managerial thought. Four managerial revolutions.
5. Medieval managerial thought.
6. Managerial thought XVIII-IXX centuries.
7. The development of managerial thought in the twentieth century.
8. The history of Russian managerial thought.
9. Three main management tools: hierarchy, culture and the market.
10. Subordination, reordination and coordination as models of social management.
11. Modern American and Japanese management and training systems.
12. Management and manipulation. Manipulation as the realization of selfish interests.
13. Types of manipulation: economic, political, bureaucratic, ideological, psychological.
14. Concrete and sociological management support.
15. Methods of collecting empirical data and their interpretation.
16. Objective prerequisites for the development of social planning, design and forecasting.
17. The essence of social planning. The object and subject of social planning. Methods of social planning.
18. The concept and essence of social design. Methods and principles of social design.
19. Stages of social design. Typology of social projects.
20. The essence and specifics of social forecasting. Principles and types of social forecasting.
21. Methods of social forecasting: expert assessment, extrapolation, modeling, analogies, complex techniques.
22. Global modelling of the world.

23. Management as a social attitude. Objects and subjects of social management.
24. Management and power. Management and leadership.
25. Basic forms, methods and principles of managerial activity.
26. The concept of managerial mentality and managerial culture.
27. Inert, optimal and aggressive control environment.
28. The objective nature of the state interest. Natural and artificial state interest.
29. Mechanisms for the development of state interest.
30. Structuring is an integral element of sociological cognition and scientific management of social objects.
31. Sociological analysis of social organizations.
32. Objective foundations of the formation and improvement of organizational structures.
33. Formal and informal structures in organizations and management systems.
34. The objective necessity of information support, its place in the management cycle.
35. The essence of social information.
36. Sources of social information.
37. Organization as a communication system
38. Managerial culture and managerial thinking of the head.
39. Managerial activity in the context of national culture.
40. Innovative management culture.

### **Final questions and tasks list for individual work of master students**

1. Sociology of management in the system of sociological knowledge.
2. Directions of sociological management research.
3. The object, subject, tasks and functions of the sociology of management.
4. Methodology and methods of management sociology.
5. Basic approaches to the sociology of management.
6. The classical stage of the development of Western sociology of management.
7. Non-classical stage of evolution of foreign schools and management concepts.
8. The neoclassical stage of the evolution of foreign schools and management concepts.
9. The history of Russian managerial thought.
10. Current trends in modern management science.
11. Basic sociological management models.
12. Management and manipulation. Types of manipulation.
13. Management as a system.

14. Organizational characteristics of the management process. Technological characteristics of the control process.
15. Management as a social attitude. Objects and subjects of social management.
16. Management activity: its features, structure and characteristic features.
17. Leadership as a kind of power. The concept of power and authority.
18. Manager, head, leader.
19. The essence and specifics of the management decision.
20. Models of managerial decision-making: essence and typology.
21. Conditions for the effectiveness of management decisions.
22. The concept and types of social technologies.
23. Social engineering: concept and principles.
24. The essence of social forecasting.
25. Social design.
26. Social planning: the concept and main types.
27. The concept of organization, signs, general characteristics, laws of functioning and development.
28. The concept and elements of the management structure.
29. The concept and typology of management styles.
30. The concept of management information. Requirements for management information.
31. Technologies of organization of information processes in management activities.
32. The model of the information exchange process.
33. The problem of the efficiency of information support of processes.
34. Organization as a communication system. The model and types of communication in the organization.
35. Communication barriers and their elimination.
36. Theoretical approaches to communication management in the organization.
37. Management culture as an integral part of organizational culture.
38. Management culture: its essence, main components and types.
39. Formation of managerial culture in teams with different nationalities.
40. Features of national cultures and their influence on the content and management technologies.

### **Methodical recommendations for the organization and implementation of individual work of master students**

During the study of the discipline it is recommended to use the following forms of individual work:

- solving individual tasks, performing individual tasks;
- preparation of abstracts on individual topics;
- preparation of messages, thematic reports, presentations on specified topics;

- compilation of a thematic selection of literary sources, Internet sources;
- work at topics (issues) are for self-study.