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Department of sociology and political science

CONTENT OF LECTURES

ON SOCIOLOGY OF MANAGEMENT

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##### Theme 1. Sociology is science of society. Social structure of society.

1. **Subject and object of studying sociology. Social as a subject of sociology.**
2. **Functions of sociology.**

**3. Sociology in the system of social and humanitarian disciplines (interdisciplinary connections).**

The sociologist has a distinctive way of examining human interactions. ***Sociology*** is the systematic study of social behavior and human groups. It focuses primarily on the influence of social relationships upon people's attitudes and behavior and on how societies are established and change. As a field of study, sociology has an extremely broad scope and it deals with families, gangs, business firms, political parties, schools, religions, labor unions, etc. It is concerned with love, poverty, conformity, discrimination, illness, alienation, overpopulation and community.

***The Sociological Perspective.*** In human society, newspapers, television and radio are the usual sources of information about such groups and problems. However, while the basic function of journalists is to report the news, sociologists bring a different type of understanding to such issues. The perspective of sociology involves seeing through the outside appearances of people's actions and organizations.

One major goal of this perspective is to identify patterns of and influences on social behavior. For example, sociologists study the passionate desire of movie or rock fans to see in person, to talk with, even to grab the clothing of a star. Why do people feel this need so powerfully?

The sociological perspective attempts to provide explanations for such patterns. Sociologists are not content to just recognize that millions of people want to meet stars, rather they examine the shared feelings and behavior of fans within the larger social context of human culture.

***The Sociological Imagination.*** In attempting to understand social behavior, sociologists rely on unusual type of creative thinking, ***sociological imagination,*** i.e.an awareness of the relationship between an individual and the society. Thus instead of simply accepting the fact that movie stars and rock stars are the «royalty» of human society, we could ask, in a more critical sense, why we are not as interested in meeting outstanding scientists, or elementary school teachers, or architects. Sociological imagination can bring new understanding to daily life around us.

***Sociology and Social Sciences.*** Theterm ***science*** refers to the body of knowledge obtained by methods based upon systematic observations. The sciences are commonly divided into natural and social sciences. ***Natural science***is the study of the physical features of nature and the ways in which they interact and change. Astronomy, biology, chemistry, geology and physics are all natural sciences. ***Social science*** is the study of various aspects of human society. The social sciences include sociology, anthropology, economics, history, psychology and political sciences.

These academic disciplines have a common focus on the social behavior of people, yet each has a particular orientation in studying such behavior. Anthropologists usually study cultures of the past and preindustrial societies that remain in existence today. Economists explore the ways in which people produce and exchange goods and services. Historians are concerned with the peoples and events of the past and their significance for us today. Political scientists study international relations, the workings of government and the exercise of power and authority. Psychologists investigate personality and individual behavior. In contrast to other social sciences, sociology emphasizes the influence that society has on people's attitudes and behavior. Humans are social animals; therefore, sociologists scientifically examine our social relationships with other people.

To better illustrate the distinctive perspectives of the social sciences, let us examine sociological and psychological approaches to the issue of gambling. Viewed from the perspective of psychology, gambling represents an escape into a fantasy world where great fortune can be attained easily. By contrast, sociologists focus on the social networks that develop among many gamblers. Participants in gambling establish friendship groups. For such persons gambling is aform of recreation and may even be their primary social activity. This example shows that by viewing social phenomena from several perspectives, we can enhance our understanding of human behavior.

***Sociology and Common Sense.*** Human behavior ia something about which we all have experience and at least a bit of knowledge from a source of wisdom, which is called common sense. In our daily life, we rely on common sense to get us through many unfamiliar situations. Unfortunately, this source of knowledge is not always reliable. For example, it was once considered «common sense» to accept that the earth is flat.

Like other social scientists sociologists do not accept something as a fact because «everyone knows it». Instead, each piece of information must be tested and analyzed in relationship to other data. At times the findings cf sociologists may seem like common sense. Yet, it is important to stress that such findings have been tested by researchers.

Why do people commit suicide? One traditional commonsense answer is that people inherit the desire to kill themselves. Another view is that sunspots drive people to take their own lives.

Sociologists are not particularly interested in why any one individual commits suicide; they are more concerned withwhy ***people in general*** take their own lives. In order to undertake such research, sociologists develop theories that offer a general explanation of some type of behavior.

In sociology ***a theory*** is a statement or a series of statements that uses concepts to explain problems, actions or behavior. An effective theory will have both explanatory and predictive power. That is, it will help us to develop a broad and integrated view of seemingly isolated phenomena and to understand how one type of change in an environment leads to others.

An essential task in building ***a sociological theory*** is to examine the relationship between bits of data, gathered through research, that may seem completely unrelated. For example, in researching the problem of suicide sociologists are primarily concerned not with the personalities of individual suicide victims, but rather with suicide rates and how they vary from country to country. And their research suggests that suicide, while a solitary act, is related to group life. They have developed a theory to explain how individual behavior can be understood within a social context. Their theory has predictive power, since it suggests that suicide rates will rise or fall in conjunction with certain social and economic changes.

It is important to understand that a theory — even the best of theories — is not a final statement about human behavior. This theory of suicide is not an exception. Sociologists continue to examine factors which contribute to a society's rate of suicide. The sociological research shows that the incidence of suicide increases following nationally televised stories about suicide, and the impact is the greatest after the publicized suicide of an entertainer or politician, and is somewhat less after the suicide of an artist, a criminal or a member of the economic. elite.

One means of classifying sociological theories is by the subject under study. Thus, there are theories concerning the causes of criminal behavior or the universal nature of religion. Yet, theories can also be distinguished by levels of analysis. There are two of them.

***Macrosociology*** concentrates on large-scale phenomena or entire civilization. Thus, the above described cross-cultural study of suicide rates is an example of macrosociology.

By contrast, ***microsociology*** stresses study of small groups and often uses experimental studies in laboratories. Sociologists find it useful to employ both of these approaches. In fact, we can learn a great deal by using macro-level and micro-level analysis to study the same problem. For example, we might try to understand criminal behavior at the macroscopic level by analyzing crime rates in various countries and at the microscopic level by examining the social forces that influence individuals to become criminals or delinquents.

***Origins of Sociology.*** Philosophers and thinkers of ancient and medieval societies made countless observations about human behavior and predicted that a systematic study of human behavior was needed to improve society.

The first founder of sociology as a science was the French theorist Auguste Comte (1798-1857). He gave sociology its name. The second founder of sociology was Herbert Spencer (1820-1903). He greatly dominated scholarly thinking in his times by suggesting that societies are bound to change.

Few sociologists have had such a dramatic impact on many different areas within the discipline as Emile Durkheim (1858-1917) did. Above all, he will be remembered for his insistence that behavior cannot be fully understood in individualistic terms, that it must be understood within a larger social context. He developed a fundamental thesis to help understand all forms of society through intensive study of group behavior.

Another important theorist who contributed to the scientific study of society was the German philosopher Max Weber. He pointed out that much of our social behavior cannot reanalyzed without studying the subjective meanings people attach to their actions — how they themselves view and explain their behavior. He suggested that sociologists should thoroughly consider thoughts and feelings of the people under study.

Contemporary sociology reflects the diverse contributions of earlier theorists and gains new insights which help to better understand the workings of modern human society.

**Theme 2. Society and social changes**

**1. The concept of society. Society as a social system.**

**2. The concept of social change and its types.**

**3. Concepts of social change and modernization**

Long years in domestic sociology the term «social changes» was not used. In social studies and in the practical policy at us the concept **«social development»**, designating only certain kind of the social changes having an orientation towards improvement, complication, improvement was cultivated. However there is a set of other social changes as which it is impossible to recognise as changes towards perfection as, for example, occurrence, formation, growth, disappearance, a transition period etc. Therefore and has received a wide circulation wider concept «social changes» which does not contain an estimated component, covers a wide range of social changes, regardless to their orientation. Social changes mean not any changes occurring in any sphere (economic, political, spiritual), and changes of social systems, social stratification, social îáùíîñòåé, social processes, institutes, the organisations, their interactions.

Thus, «**social changes**» are designated by concept the various changes occurring during some time in social îáùíîñòÿõ, groups, institutes, the organisations and societies, in their mutual relations with each other, and also with individuals.

Changes can be carried out at following **levels:**

1. At level of interpersonal relations (liberalisation of sexual morals).
2. At level of the organisations and institutes (change of existing social institutes).
3. At level of small and big social groups (occurrence of farmers, businessmen).
4. Global levels (economic development of one countries, stagnation and crisis in others).

**Kinds of social changes depending on type of social communications:**

1. **Structural** social changes - the changes, concerning structures of various social formations (change in structure of a family, a society).
2. **Remedial -** the changes mentioning social processes (changes in migratory processes, in society stratification).
3. **Functional -** the changes, concerning functions of various social systems, institutes, the organisations (change in functions of a family, formation, legislative and an executive power).
4. **Motivational -** changes in sphere of motivations of individual and collective activity (change of motivation of students).

All these changes are closely connected among themselves: changes of one kind with necessity involve changes of other kinds.

Also allocate such **types of social changes** as:

1. Evolutionary (gradual, slow, smooth, quantitative transformations of objects) and revolutionary (rather fast, radical, qualitative) changes;
2. Progressive (advance) and regressive (recoil back)**;**
3. Imitating (copying of existing forms of a social life) and innovative (creation of new forms of a social life).

If presence of social changes in social systems admits all sociologists concerning factors of social changes various opinions are expressed.

1. On a question, **the impulse for social changes** whence arrives, there are two answers:
2. Representatives **theories** (a geographical direction) believe, that social changes are generated by external factors: a climate, a landscape etc.;
3. The majority of sociologists are supporters development factors, i.e. believe, that it is necessary to search for the reasons of social changes in the society. So, representatives **of the disputed approach** in motive power of development of a society see social contradictions and conflicts which are inherent in any social system. **The Marxist sociology** as the main motive power of a society sees unity and conflict of opposites which occurs in all spheres. In economic - the contradiction between productive forces and relations of production, in sociopolitical - struggle of classes, in spiritual - struggle of ideologies.).
4. Concerning a role **of objective and subjective factors** in social changes two points of view express:
5. Supporters **of subjectivity** as a principal cause of social changes consider conscious activity of the individual or group of people, on the foreground the individual consciousness is put forward;
6. Supporters **of an objectivism** believe, that in a society the objective laws not dependent on will and consciousness of people operate.
7. On a question, whether carry social changes **causally caused or casual character**, also it is offered two answers:
8. **The Marxist determinism** underlines causal conditionality of all social phenomena; it is meant, that by each of the subsystems entering into a society, exists not in itself, and is in cause and effect dependence on other spheres, all subsystems are dependent on an economic subsystem;
9. **The social Darvinism** considers, that social changes are made thanks to casual variations and natural selection.

4. On a question on what reasons generate social changes, following answers are offered:

1. **theories** consider as an original cause of social changes the changes occurring in to sphere - outlooks, religion, consciousness of social groups, societies as a whole. Such changes define shape of all society.
2. **Social and economic theories** the main reason see in economy, relations of production.
3. **Industrially-technological theories** believe, that social changes from technological changes. Allocate 3 ways by means of which the technology determines social changes:
4. Changes in technology create problems of a social order which demand certain actions from people (occurrence of the biotechnologies allowing women to bear nonnative children, has generated the substitute motherhood requiring both in new social norms, and in new social roles);
5. The new technologies, the new technics create new possibilities for the individual and groups in their activity, dialogue (new possibilities of social communications are created thanks to installation of telephones, development of TV, the computer technics etc.)
6. New technologies quite often create new forms of interaction between individuals and a various sort (Internet development individualises work of many highly skilled workers).

**Modernisation** is a transition from äîèíäóñòðèàëüíîãî to industrial, or to the capitalist society, carried out by the complex reforms which have been stretched in time. It means cardinal change of social institutes and a way of life of the people, covering all spheres of a society. A modernisation essence connect with distribution worldwide values and achievements of an industrial society - rationalism, a thrift, an urbanization, industrialisation.

Industrialisation - creation of a large mechanical production.

Urbanization - resettlement of people in cities and distribution of city values of a life on all levels of population.

Distinguish two kinds of modernisation.

1. **Organic modernisation** is the moment of own development of the country and is prepared by all course of previous evolution. For example, transition of England from feudalism by capitalism as a result of industrial revolution Such modernisation *begins* 18 century not with economy, and *from culture and change of public consciousness*. Capitalism arises as a natural consequence of changes in a way of life, traditions, outlook and orientations of people.

2. **Inorganic modernisation** shows the answer to an external call from more developed countries. It represents a way of the "catching up" development undertaken by the government on purpose to overcome historical backwardness and to avoid foreign dependence. Russia which including owing to the tataro-Mongolian invasion has been rejected in the development on several centuries ago, repeatedly tried to catch up with the advanced countries. Petrovsky reforms, Stalin modernisation of 30th years, reorganisation 80 and the subsequent economic reforms pursued this aim.

Inorganic modernisation assumes, that the country catches up with more advanced countries and borrows them high technologies. Modernisation is made by purchase of the foreign equipment and patents, loan of another's technology, the invitation of experts, training abroad, investments. Respective alterations occur in social and political spheres: the control system sharply changes, new power structures are entered, the country constitution is reconstructed under foreign analogues.

Inorganic modernisation *begins* not with culture, and *from economy and a policy*. Organic modernisation goes "from below", and inorganic "from above". Principles “ìîäåðíèòè” have not time to capture the overwhelming majority of the population, therefore do not receive strong social support. They seize only minds of the most prepared part of a society. Such kind of modernisation is present at Post-Soviet societies.

**U.Rostou** optimistically looks at prospects of modernisation of traditional societies. He is assured, that rational fragments (communications, barter, growth of knowledge, relations), being gradually fixed, will create more or less organic social system. Japan needed 20 years on catching up and overtaking the USA, whence it borrowed technology and the finance. For short term inorganic modernisation was replaced by the organic.

The American sociologist **M.Levi** in the concept "late modernisation» pays attention that patriarchal societies, being tempted with achievements industrial, bring their elements in the active. Intrusion of the ready industrial ("modernised") models blows up structure of a patriarchal society, however does not transform it into the industrial. does not occur simultaneously in all sectors of a public life. Technological innovations in the absence of rational culture of labour relations and parliamentary democracy appear useless, cause pressure and chaos. Separate social institutes, acting as modern,"industrial", actually continue to function as traditional. There is an effect. Irrationality, a paradoxicality, spontaneity, according to G.Almonda, become characteristic lines of the society formed at collision western (rational) and local (traditional) cultures. It is necessary to consider also and that:

«Late modernisation» can put a society in external dependence;

* Modernisation can be successful at sharp increase in number of middle class, its high social mobility;
* The success of modernisation depends on organizational efforts of the central power, its ability to localise, block social conflicts.
* Successful modernisation demands wide social support, mobilisation of social potential, ability to predict benefit from it, authority of the leader.

**Тheme 3. Introduction to Sociology of management.**

**1. Sociology of management as a science.**

**2. Formation of sociology of management.**

**3. Formal organization and its main characteristics.**

Management is a function of biological, social, technical, organizational systems that ensures the preservation of their structure, supports a certain mode of activity. In the most general form of management, it emerges as a purposeful, coordinated and deliberately organized process that contributes to the maximum effect at the minimum cost of resources, effort and time. Management in social systems (social management) is the management of people by people. It covers the impact of the activities of people in groups, other communities with their different interests. This is the most complex area of ​​management. It is the subject of social science research. In the process of production, distribution and consumption of material goods, people are united in different organizational forms, that is, socio-economic systems. Therefore, social governance is a property inherent in society. It influences society with a view to its ordering, preservation of qualitative specificity, improvement and development, and conditioned by the social nature of work, as well as the need for communication of people in the process of life.

The focus of sociology of management is social management. Social management can be considered as an interaction of managers and managers in connection with the identification of urgent problems of their vital activity in the social sphere, the development, adoption and implementation of decisions aimed at the effective functioning of social (demographic, territorial, professional, industrial, cultural, etc.) communities. The specificity of social governance is that it permeates all levels of government. Thus, at the level of management, social management is reflected in the policy of recruitment, their training, placement, creation and improvement of motivation of their activity. At the municipal level, social governance has two aspects. On the one hand, it is the management of the staff of municipal bodies, institutions, enterprises, on the other - it is the work to create the necessary and favorable conditions for the life of various social communities in the fields of education, health care, social protection, culture and leisure, provision of services and goods. . At the level of public administration, a similar duality can be observed: 1) management of government employees; 2) managing the processes of providing various services to the population, its social protection, infrastructure development, optimization of migration flows, etc.

2. Content and specifics of social management.

Management sociology is a branch of sociological knowledge that studies the system and processes of governance in the context of social relations that are emerging in society. Its object is a social system, elements of which are the communities, organizations, social groups that interact with each other regarding the realization of common and specific interests.

In the social system, there are two main subsystems - control and control. In particular, G. Spencer, drawing an analogy between society and a living organism, distinguished in society the layers of control and control. Manageability is the main characteristic and management is the main function of the social system. Controllability - as the main characteristic of the system - means the degree of control that the control subsystem of any organizational unit exercises relative to the controllable, as well as the degree of autonomy that the controllable subsystem maintains with respect to the controllable. Of course, this line is flexible and varies depending on the type of social organization, the quality of managerial influence, features and more. However, it cannot disappear at all. This is true of all social systems.

**S**ystem connections (horizontal and vertical) are the basis of the system's existence. The number of elements in it can vary, and the connections are always constant. Relationships are broken, the social system is falling apart. Certain, stable system of bonds of individuals, formed in the process of their interaction with each other in the conditions of a given social organism is called social relations. The relationships that underlie the social system are resilient. They are regular and repeat unchanged. In other words, people come and go and relationships stay. At the same time, unstable relationships can occur in the system, that is, those that appear sporadically and do not recur. The elements of the system, individuals, social groups, organizations and communities, exist not in isolation but in certain relationships. Any relationships in the system can be represented as paired relations of type "element 1 - connection - element 2". Each link in the system can be expressed through a corresponding intra-system pair. For example, "master - slave", "manager - executor", "control subsystem - managed subsystem". Intra-system pairs, engaging and intersecting with others, form both the system itself and its functional basis - control. Therefore, the main task of management sociology will be to study and diagnose these relationships, to find ways to improve their effectiveness. Management relationships (system pair relationships) are the main link, with the help of me

Object and subject of sociology of management. In the sociological literature there is no clear opinion on the object and subject of sociology of management. Management sociology is defined by EM Babosov as a special sociological theory that studies the processes of governance in different types of communities and society as a whole, the various activities of governing bodies, the system of selection, placement and formation of management personnel. In the subject area of ​​sociology of management, he attributes research and the formation of management goals, their compliance with the expectations of the governed. Sociology of management deals with the study of people, their relationships, relationships, their consciousness, behavior in the process of joint performance of tasks (Zh. Toshchenko). According to MV Udaltsova's point of view, the sociology of management is reduced to the study of the processes of social management in production. Since half of the active life of a person is spent in the sphere of work, production and in general economic activity, special attention is deserved by those social relations that are formed and functioning in a given social environment. The science that studies them and establishes the basic criteria for the effectiveness of their functioning from the point of view of all subjects of social relations, is called sociology and psychology of management.

Management sociology is understood as part of a general sociology that considers the process of formation, functioning and development of a certain sphere of life and culture in concert with a functioning community of people; explores the mechanism of social change and social relations, patterns of social actions and behavior in systems and processes of management (TP Galkina). The inclusion in the subject of sociology of management of the laws of social actions and behavior in systems and processes of management ultimately leads to the reduction of sociology of management to the sociology of management. The object of sociology of management is social governance, that is, governance in a society that represents the interaction of managers and governed entities, in the process of which are developed and implemented programs for the effective functioning of various social communities (GE Zborovsky).

Therefore, given the different approaches to defining the object of sociology of management, we can say that these are different types of social communities, organizations, social institutions and society as a whole, its individual spheres, their interaction in the process of functioning and development, development and achievement of common goals. The subject of sociology of management are management relations, the processes of their institutionalization and social mechanisms of optimization of managerial influence. In this case, management relations include the whole complex of interrelations between the subjects of activity concerning the making, making and implementation of management decisions. Management relations should be based on certain principles, forms, methods, styles of management activity. Since managerial relations are subject-object character, they can be considered, on the one hand, as conditions of interaction of the subjects of the management process, and on the other - as a result of this interaction. In other words, subject-object relations in the management process are determined by the study of both the institutions of management and the social outcomes of the managerial decisions that are made.

Thus, the sociology of management can be defined as the branch of the system of sociological knowledge, studying the laws, methods, forms, methods of purposeful influence on social relations, phenomena and processes that occur in society and its subsystems in order to regulate, support, maintain its optimal functioning and development or change, conversion to another state. The specificity of the object of sociology of management is manifested in the fact that it views social systems as a managed, hierarchical integrity-calling body, consisting of a managed and managed subsystems, the subject of sociology of management are management relations and methods of management, their laws. The subject area of ​​sociology of management is very broad. Management sociology studies management bodies - state and public, first of all as social systems, the whole complex of selection and placement of managerial personnel, relations formed between employees of the management apparatus in the performance of their managerial functions, the specifics of their interests. Another group of problems of sociology of management include: - social goals of management in terms of social criteria; their relevance to the interests and desires of the managed; - analysis of social consequences of managerial decisions; the attitude of the performers; - system of accounting interests, opinions, proposals. In the field of sociology of management also includes the study of problems of discipline, responsibility, diligence. These phenomena are seen not simply as social qualities of the individual, but as expressions of certain social relations that arise in the process of management.

Management Sociology studies the patterns, forms, methods of purposeful influence on social structures and processes that take place in social institutions and social organizations in

Social management and sociology of management. In the scientific literature, it is customary to distinguish between "management", "social management" and "sociology of management". Management in the broadest sense is defined as the managerial influence of the subject (manager) on the functioning and development of specific organizational structures mainly commercial in order to achieve the goals of the organization, the success of its activities.

Sociology of management and management are two different levels of management activity, they are different subject, object and subject of analysis. Sociology of management, unlike management, performs theoretical and methodological functions, because it reveals the broadest, fundamental laws and patterns of functioning of the sphere of administrative interaction, principles, forms, methods of administrative activity, reveals the social essence of the latter; mechanisms for managing society as a complex social system.

Social management, based on the basic knowledge of sociology of management, general principles of technology of social space, methods of various sciences, pursues pragmatic goals - to obtain the greatest social effect on this segment of social space at the lowest administrative costs. The higher the end result, the less the loss of management, the higher the effectiveness of social management. For social management, first of all, the development of programs of activity of the management entity is fixed, as a result of which the greatest effect will be achieved at the lowest management costs. As a result, it is unlikely to make sense to include social management in the sociology of governance. Relying on the sociology of management, as well as other areas of social knowledge, he still has its subject area, which intersects with the subject area of ​​sociology of management, but does not boil down to it. Based on the understanding of the subject of management sociology as a managerial relationship, that is, the activities of management entities in the development of decisions aimed at the implementation of the main directions of social policy and the organization of activities of governed entities for the implementation of the decisions taken, the sociology of management can be called sociology of the social sphere.

The value of management sociology lies in the fact that it identifies problems in this field, the need to develop programs aimed at solving them, creates a certain image, a model of optimal conditions for the life of communities in the social sphere and the optimal relationships between these communities. Management sociology makes a significant contribution to the creation of a management project (management project). Development of the part of the management project, which contains the target images, assessing situations, predicting their change, and carried out by the sociology of management.

**Тheme 4. Historical evolution and current state of sociology of management.**

**1. Socio-economic conditions of the theory of management.**

**2. School of Scientific Management.**

**3. The School of Human Relations.**

**4. Psychological school in the theory of organizations.**

1. The beginning of scientific understanding of the problems of management in the modern sense is relatively recent, at the end of XIX century. This was due to the urgent needs of industrial development, the sharp growth of production and the depletion of external conditions of development: the inability to further increase the length of working days, the unpromising and unprofitable use of women's and child labor, an immense increase in external control. There was an objective need to address the internal reserves of man, which was associated with the need to penetrate into the essence of his consciousness and behavior. It is on this basis that in the late XIX - early XX century, the first experiences of forms and methods of regulating the labor behavior of production workers emerged, which was reflected in the concept, which received the name of "scientific management", aimed at solving the problems of management in the sphere of economic activity. At the origins of this line was a prominent American engineer, WF Taylor (1856-1915), who became widely known by the results of the development and introduction into production of the operational division of labor and the rationalization of labor functions of workers. This made it possible to dramatically intensify individual and teamwork and increase its productivity. Taylor sought the mobilization of human resources not through rigorous control over employees, but on the basis of enriching the motivation of their work, which is achieved through differentiation of pay with regard to specific work outcomes. F. Taylor's ideas about improving management in a particular production were developed by his followers. Thus, an essential part of the program of management of the motives of G. Ford's work activity is a set of measures to improve the skills of employees and their career advancement. This focus on improving management at the level of the enterprise, firm, concern has been further developed in the works of G. Emerson, G. Church, A. Fayol, A.K. Guest. In their works, management was seen as a subject-object relationship, where the subject was the head (chief), and the object - the executor (subordinate).

2.Significant is the contribution to the preparation of management ideas, their substantiation historically and genetically linked to the fundamental search for the greatest European philosophers, writers, politicians of the Renaissance and the Enlightenment. The works of J. Locke, B. Spinoza, J.-J. Rousseau, CA Helvetia, et al. In their works, the principles of liberalism and democracy, the theory of the rule of law state, which were incorporated into the arsenal of scientific ideas about the management of complex social systems were grounded. No less profound influence on the theoretical views, closely related to the science of management, had the works of T. More, T. Munzer, J. Winstenley, T. Campanella, and then - J. Mélier, G. Mabli, Morelli, G. Babeff , A. Saint-Simon, S. Fourier, and R. Owen. They substantiated the importance of state participation in the regulation of economic life, showed the need to pursue purposeful policies across the society. The essence of this policy, not taking into account the elements of utopianism in its rationale, is to create the conditions to meet the vital needs of citizens and to ensure their rights and responsibilities.

3. The concept of management of social processes K. Marx

The work of K. Marx (1818-1883) had a great influence on the formation of concepts of management of social processes. One of the key provisions of his views on society is that the formation of its structure, dominant political relations, as well as the consciousness and behavior of people can be analyzed through the lens of material conditions of life that determine the nature of the subjective motives of participants in the historical process. K. Marx also made a significant contribution to the theory of social conflicts and ways of solving them, gave a thorough description of scientific ideas about the interdependence of the state and civil society. He substantiated the existence of two interrelated possible types of management processes in social systems - the spontaneous and conscious. Noting the general nature of the regulation of economic relations that follows from the very nature of the joint activity of people in any organization and in society as a whole, K. Marx drew attention to their specific historical nature and class conditionality.

**The doctrine of bureaucracy M. Weber**

According to the ideas of M. Weber, one or another type of motivation in different situations manifests itself unequally. For example, affective motivation is more common in situations of social conflicts and boiling human passions, traditional - in standard conditions of collective activity, value-rational - when it is necessary to act in accordance with the ideals of debt service or principles of justice, tseleratsionalna - in regulated economic activity, which requires regulated economic activity. thoughtful actions. For the first time, M. Weber paid particular attention to governance as an element of the economic system and to its need for organizations and enterprises. Thus, the German sociologist prepared the ground for the transition to a new stage of development of sociological ideas in the field of management, which can be regarded as the stage of constitution of two specific branches of sociological science - management sociology and management sociology. The provisions that dealt with the problems of power and the management of social and political processes in society became the basis for sociology of management, the same, where the problems of production management, enterprises and organizations were considered, served as the basis for the creation of sociology of management.

The Hawthorne experiment (E. Mayo, M. Follett, F. Herzberg, L. Warner)

In the 1930s and 1940s, significant contributions to the theory and practice of enterprise management were made by researchers studying the "networks" of formal and informal interpersonal relationships. This trend was the result of "Hawthorne experiments" by E. Mayo and their interpretations in the works of M. Follett, F. Rotlisberger, F. Herzberg, C. Bernard, L. Warner. The rigid subject-object management scheme was criticized and replaced by the subject-subject scheme: human relations in the process of joint activity became recognized as a dominant factor in labor productivity. The "economic" man gave way to the "social" man, for whom the authority of the informal leader and the sanctions of the primary social group were no less important than the requirements of formal rules. This management concept was based on the results of empirical research, substantiating the need for social regulation of labor relations in production organizations. They pointed out that so-called informal relationships in manufacturing organizations and other communities cause the formation of latent (hidden) cohesive groups of people. In the course of the implementation of research programs aimed at studying social relations in industry, L. Warner and his colleagues have equipped these concepts with empirical dimensions.

Socio-psychological, behavioral concepts of social management

The social-psychological ideas correspond to the theory of motivation, which has become an integral part of applied research in the sociology of management. It has been elaborated in detail in the works of A. Maslow and F. Herzberg and other researchers. Its main content is to substantiate the need to formulate the motives of employees' work aimed at achieving not only purely personal, but also general economic success for the enterprise or corporation. In the further development of these provisions, the followers of these ideas, among the most important means of achieving managerial effect, began to consider attracting employees to participate in the management of enterprises and profit them as shareholders.

4 Systematic Approach to Management Processes (P. Blau, R. Merton, T. Parsons, G. Simon)

Significant contribution to the study of management activities made P. Blau, R. Merton, T. Parsons, R. Simon and several other sociologists. The totality of their works formed the basis of a systematic approach in the analysis of social and socio-psychological mechanisms for ensuring the stability of social systems and organizations, the integration of individuals in management processes. They focused on the institutional aspects of social action within the functioning of social systems. In general, these aspects are the emergence of certain needs for the desired types of social activity, the development of the necessary organizational structures and related legal and moral norms - regulators of behavior, the socialization of the individual as a result of the internationalization of its generally accepted norms and values.

General systems theory and cybernetic control theory

In the same period, along with the social aspects of the regulation of social life, a general theory of systems (L. von Bertalanffy, A. Rappoport) and cybernetic theory of management (N. Wiener, U. Ashby, V. Birr) arose, developed and influenced the theory of management. ). The merit of cybernetics is to develop a general theory of management, scientific principles and technological approaches to solving management problems in any social systems. It has shown the crucial importance of management information, without which any management process is impossible without the collection, transmission and processing. In cybernetics it is also proved that the presence of feedbacks is the most important principle of control in any self-controlled system. Cybernetics, as a science of management, primarily solves the question of not "what to manage" but "how." Not only setting the goal of management, but also determining the content of information required for management, ways of providing feedback, characterizing the quality and effectiveness of management and solving other management problems is the prerogative of the sciences, studying specific social or other objects.

**Тheme 5. Methodology of personnel of management.**

**1. The essence of personnel management.**

**2. Personnel management strategy.**

**3. Structure of personnel management.**

**4. Staff motivation**

1 Management is a specific type of activity endowed with authority. It is a purposeful influence of some people on others. Actual management approach is widely used in modern management practice. In this case, management is seen as a specific kind of tseleratsionalnoy activity, different from other activities (social-transformative, production, creative, etc.). The concept of managerial relations. In the process of management activities, management, management, leaders and each person enter into management relations, which can be divided into two parts: 1) related to goal setting, information analysis, task setting; 2) related to the organization of their achievement. Management relations are the subject of analysis of sociology of management. They are of exceptional complexity, being a unity of objective and subjective, and are implemented in the activities of management. They are determined by the features of the socio-economic system. Management relations - a necessary element of the mechanism of governance, have their own internal structure, in which the relations of centralism and independence, subordination and coordination, responsibility, competition, etc. are distinguished. They are divided into vertical and horizontal, formal and informal.

Social governance as a special type of human activity arises from the need to organize joint activity of people and is generated, on the one hand, by the division of labor (which is based on inequality of abilities), and on the other hand - by the socio-historical conditions of a particular society. In this case, social governance is an activity that covers the whole process of public life - political, economic and spiritual spheres.

Based on this, social management:

- manifests itself through the joint activity of people, organizes them for such activities into appropriate teams and organizes;

- its main purpose is to streamline and regulate joint activities by ensuring coordinated individual actions of participants in such activities by influencing their behavior (will);

- acts as a regulator of managerial relationships that arise between the subject and object in the process of practical implementation of social management functions;

- is imperious because it is based on the subordination of the will of participants in management relations - the subject forms and realizes the will, and the object obeys it;

- has a special mechanism of implementation through organizationally organized groups of people, which are the bodies of executive power (state administration), local self-government bodies and associations of citizens or authorized persons of these organizations.

2. Functions of social management.

Functions of social management. The following main functions of social management are distinguished: Purpose and goal achievement: is realized through the promotion of: 1) goals-orientations, which express the common interests of people, groups and units that are part of a managed organization; 2) goals and objectives - plans, orders, assignments given to the managed system by its control subsystem; 3) goals-systems that provide stability, integrity, stability of the managed system. Administrative: reflects the activities of the management structure on the basis of legislation in the field of labor and regulations governing staffing and complex labor relations. structural units and individualindividuals included in the organization.Social: provides social support and protection of employees, creating conditions for their e predictive work: determining possible changes in the environment and the corresponding transformation of the tasks and activities of the organization, as well as internal changes in the organization itself. efficiency and quality of work of all units and units of this management object.

3. Principles of social management

Modern governance is guided by several basic principles. The principles of social governance should be understood as the rules, basic provisions and norms of behavior that govern the governing bodies in the social context of society. They determine the requirements for the system, structure, process and mechanism of social governance. The basic principles of social management include the following: unanimity in decision-making and collegiality in their discussion; the unity of influence of all management methods to maintain the integrity of the social system; connection of branch and territorial management; priority in achieving strategic goals; social management science; social management forecasting; motivation (stimulation) of work, etc.

In addition to the principles of management, there are also the laws of management - the general, essential and necessary relationships that are studied by the science of management. Governance laws express important internal sustainability.

Organization staff is a collection of full-time employees who have received the necessary professional training and (or) have practical experience.

Due to the fact that many non-core organizations carry out functions that do not correspond to their main purpose, all employees are divided into two groups: core staff and non-core staff. In particular, in the industry, the first group - industrial production personnel - include employees of basic, auxiliary and service industries, research units and laboratories, plant management, warehouses, security - that is, all those involved in the production or its direct service. The group of non-industrial staff includes employees of structures that are on the balance sheet of the organization, but are not directly related to the processes of industrial production: housing and communal services, kindergartens, dispensaries, educational institutions, etc.

Leaders are employees who hold the positions of organization leaders and their organizational units. These include directors (directors-general), chiefs, heads, managers, executors, masters at enterprises, in structural units and divisions; chief specialists (chief accountant, chief engineer, chief mechanic, etc.), as well as deputy managers.

Specialists are workers who perform special engineering and technical, economic and other work, engineers, economists, accountants, regulators, administrators, legal advisers. sociologists and more.

Employees include employees in the preparation and execution of documentation, accounting and control, maintenance (ie perform purely technical work), in particular - clerks, accountants, archivists, agents, secretaries, stenographers and more.

Workers are personnel directly involved in the process of material creation, as well as busy in the repair, moving of goods, transportation of passengers, provision of material services, etc. In addition, workers include janitors, cleaners, security guards, couriers, dressers. The members of the organization form all its structural units; it is through their efforts that the entire organization is realized, its products are created. Work with staff is the next step in creating an organization after developing a goal tree and forming an organizational structure. Structure as a system of norms and statuses becomes a working component of an organization only after it is saturated by its employees. At the same time, the structure imposes certain requirements on the personnel in accordance with the goals of the organization:

1) recognition and acceptance of cultural norms of the organization, above all norms of power and subordination, norms of activity, relation to the goals of the organization;

2) filling the staff with all the statuses in the organizational structure;

3) functional involvement of each member of the organization in the overall process of achieving the goals, which means not only fulfilling the requirements of his role, but also its connection with other roles, without which the effect of synergy and success of the organization as a whole is impossible;

4) the subordination of all members of the organization in advance of the developed and set goals.

In the formation of the organization's staff, the focus is on the roles performed by individuals, not the statuses themselves, which allows to solve problems of a high degree of professionalism and specialization. Obviously, it is important to take into account not only the target requirements and the place of the employee in the structure, but also the technological requirements. Thus, when recruiting an organization's staff, those characteristics that affect employees' performance of their roles should be considered. This is above all a measure of professionalism. As we have noted, the content of statuses and roles within an organization may be different. Yes, some roles are largely depleted in content, such as through the use of routine technology and the insignificance of functions performed. Other roles are related to complex technological operations and decision-making that require high qualification and professional knowledge. The staffing requirements in this case are greatly underpinned. Stages of work with personnel in the organization.

In general, it can be said that the work on the formation, development and stabilization of the staff of the organization is very multifaceted and should be done in stages.

Initial information about the staff and the need for it implies the identification of jobs that appear in the future, with their characteristics, that is, the number of required organization of employees and their quality specificity. This information is intended to engage employees who are currently outside the organization but potentially capable of fulfilling the role requirements to achieve organizational goals. For this purpose, an assessment of the labor market, currently available professionals in the necessary fields of activity, their needs and facilities, the possibility of their use within the organization.

Recruitment is the process by which each potential employee is successfully assessed to fulfill the role requirements in a given status. It is about determining the suitability of each applicant for solving the production tasks posed by the management of the organization, in other words, when recruiting personnel, the problem of adequate functioning of the employee in those production situations that are specific to vacant statuses is solved. Recruitment is carried out on the following basic parameters:

• professional qualities that include a certain level of knowledge and skills in future activities;

• level of general culture;

• the personality traits of the individual, including their ability and aptitude for this activity;

• mental qualities, namely: mental stability, ability to overcome stressful situations;

• social and psychological qualities - the ability to engage in conflict-free communication, the ability to integrate organically into the power relations and subordination specific to that organization;

• Physical data that can be very important when performing some activities in the organization.

4. Staffing is a rational allocation of staff to specific jobs that meets the requirements of the organization as a whole. Here, the main point is the ratio of accepted employees and specific jobs, subject to compliance with the rules of compatibility of roles in the organization, that is, determining the activities of employees in these roles, taking into account the influence of other roles.

At the stage of staff placement, special attention should be paid to psychological and professional diagnostics, which allows to evaluate the compliance of members of the organization with specific workplaces, work instructions. If a job vacancy mismatch is found, you can search for another job that fits your job. In addition, at this stage it is necessary to assess whether a new member of the team fits into the culture of the organization, or supports the values ​​and norms that underlie the organizational relationships.

Adaptation of employees. The stage of placement of new employees is the stage of adaptation of new members of the organization to the conditions of activity. The adaptation process is the first phase of socialization. During this process, members of the organization become accustomed to the norms of organizational culture, master the procedures of normative behavior (ie, how to follow the norms of the organization's culture), are included in the system of social relations characteristic of this organization, above all relations of power and subordination, relations with colleagues. Next is the initial mastering of the members of the organization their role requirements and getting used to them. However, in the process of adaptation, there is no internalization of the employee's role and regulatory requirements for his work activities, as well as the consolidation of the individual with the team, as he is just beginning to form a sense of belonging to the organization as a social group.

A comprehensive professional and psychological evaluation of the members of the organization is needed to determine the effectiveness of adaptation, as well as the degree of readiness of staff to productive activities within the organization. Ть periodically conducted by the personnel service. Assessment should be conducted in three main blocks: training, personal qualities and abilities, relationships with other members of the organization. Some organizations also evaluate the extent to which an individual is included in the organizational unit of the organization, its compliance with the cultural norms of the organizational subculture, its potential for self-employment or senior management.

**Тheme 6. Culture of management**

**1. Concepts and components of organizational culture.**

**2. Content and types of organizational culture.**

**3. Types of corporate culture and their impact on organizational performance**

1 Sociology views culture as a value-normative system that regulates and regulates the life of society at all levels of the social hierarchy. Culture in sociology is taken in an aspect that is directly related to the regulation of human behavior, social groups, the functioning and development of society as a whole. In the foreground is its value and normative content. Sociology in the most general approach identifies three characteristic features of culture: 1) culture - a system of values, symbols, values, which are universally recognized; 2) culture is that which captures a person in the process of his life activity, assimilation of symbols and values ​​that form a non-genetic program of his behavior and life; 3) culture is all that is transmitted from generation to generation, internalized, transmitted in the course of socialization. Cultural standards not only guide and regulate the behavior of people and collectives, but also help people organize their collective lives. The above sociological understanding of culture as a value-normative, regulatory system also covers such manifestation as social governance. There are at least two plans associated with management. On the one hand, the culture of society influences the formation and functioning of managerial activity at all levels and in all spheres of public life. The essence of this characteristic of managerial activity lies in the fact that it finds its place values ​​of culture. These values ​​are embodied in different management systems in different ways, depending on which one can characterize the level of managerial culture in specific conditions of place and time. On the other hand, the processes of cultural creativity in various spheres of public life are subject to deliberate action by certain administrative structures. In other words, social governance is "embedded" in the relevant processes of cultural creativity. In order to solve the problem of differentiating between the terms “managerial culture” and “organizational culture”, it is appropriate to distinguish several typical approaches to addressing these issues. Representatives of the first approach view culture more broadly, using the terms “managerial culture” and “management culture” in a general sense, and define it as the level of organization of a particular activity that ensures the integrity and quality of the functioning of the public administration system. This approach includes in the concept of managerial culture the material and spiritual forms that are introduced and used in management, the process of their practical implementation, as well as the level of spiritual development, relevant knowledge, skills, skills of managers. Supporters of the second approach focus on the corporate culture or culture of the organization, defining it as a conscious or subconsciously accepted group of beliefs necessary to solve the problems of external adaptation and internal integration. Representatives of the third approach consider the managerial culture of civil servants, narrowing their broad understanding to "creative self-realization, ethical and moral beliefs and ideals adequate to the legal norms of managerial activity". Thus, there are three approaches to the identified Genes “culture - management”: conceptual, intra-organizational and personal. Each of them corresponds to a certain group of constituent elements that actually form the managerial culture.

2. Conceptual approach to the analysis of management culture, the mechanism of its formation.

The following elements of managerial culture are distinguished as an organic component of the general culture of society: 1) managerial knowledge (theory of management, management), corresponding consciousness, feelings, moods; 2) social relations, first of all - managerial, organizational, in which knowledge, norms, models materialize; 3) managerial activity, which has a creative character and in the process of socialization allows to transform knowledge, values ​​of society into stable personality traits - to create both the personality itself and its culture, norms of personality behavior, motives of innovation-management activity. Thus, managerial culture can be defined as the unity of managerial knowledge, feelings, values, managerial and organizational relations, creative management activity, characteristic for the present stage of society development.

That is why the mechanism of its formation is as follows: formation of knowledge, management concepts of projects, programs, etc .; development of managerial relations; motivation of creative activity in the sphere of management, establishment of respect in society for social institutions, the state, laws, morals, law; development and implementation of management technologies that optimize the process of management and integrate management knowledge, relationships, creative activity, work of social institutions. At this level of analysis, there are three types of management culture: 1) administrative and command; 2) information-analytical; 3) socially oriented.

3. Types of management culture (admin Organizational culture is a system of formal and informal rules and norms of activity, customs, traditions, individual and group interests, characteristics of the behavior of employees of a certain organization, which differs in leadership style, indicators of job satisfaction, level of mutual cooperation, identification of workers and their development and organization. There are several approaches to the typology of organizational culture. Each approach uses certain criteria to analyze the organizational culture that allow us to identify the leading trends in the life of different organizations.

4. The typology of managerial culture G. Hofsted, TE Dale, R. Akoff.

I. The typology of G. Hofsted. Dutch scholar of anthropology Gert Hofstedt identifies four aspects in organizational culture. Its typology was built on the basis of practical research in the 80's of the twentieth century. He interviewed more than 60,000 managers and employees of organizations in more than 60 countries around the world about their job satisfaction, colleagues, leadership, perceptions of work-related problems, life goals and professional preferences. Analyzing the results of the study, H. Hofsted found quite important differences in the behavior of managers and specialists from different countries. He found that most differences in work values ​​and attitudes were explained by national culture, as well as by location, organization, profession, age and gender. Summarizing the most important differences, Hofsted highlighted the aspects that characterize managers, professionals and the organization as a whole: • individualism - collectivism (collectivist community requires a great emotional dependence of the individual on the organization and, accordingly, a high responsibility of the organization for its employees. decisions based on good personal relationships, then individualistic - puts the main emphasis on the formal and business principle); • power distance (characterized by the level of democratization / authoritarianism of management. The concept of low or high power distance indices is introduced, showing deep differences in the organization's governance structure, in the role distribution system, etc.). • striving to avoid uncertainty (the degree to which people in an organization prefer structured situations as opposed to unstructured ones. Structured situations are clear and clear rules on how to behave. These rules can be formalized but can be maintained by traditions. high levels of uncertainty prevention, managers tend to concentrate on private issues and details, are task-oriented, do not like to make risky decisions and vidalnist); • “masculinity - femininity” (M. Hofsted defines masculinity (masculinity) as the degree to which the dominant values ​​in society are persistence, money acquisition and the acquisition of things (materialism) and does not attach special importance to the concern for people. He defines feminism (femininity). as the degree to which the dominant values ​​in society are relationships between people, caring for others, and overall quality of life); • long-term orientation (long-term orientation is characterized by orientation to the future and manifests in the pursuit of savings and accumulation, in persistence and perseverance in the achievement of goals. .

**Тheme 7. Objectives of management.**

**1. The main structural components of the management**

**2. The role of goals in the life of the management.**

**3. Typology of managment goals.**

**4. Parameters of social structure of management.**

1 Having identified the features of sociology of management as a special sociological theory, as well as its object and subject, it is possible to formulate its main tasks: 1. Study the real facts of social characteristics, constantly evolving, managerial life. 2. Isolation from a large number of real facts of management activities the most important, typical and on this basis to identify the tendencies of development of management processes, their change depending on socio-economic, political, socio-cultural conditions of life of changing people. 3. Construction of the most pronounced directions and scenarios for the development of management activities in the future. 4. Formulation of scientifically sound recommendations for improving the management system, improving the effectiveness of management activities. Highlighting the main tasks of sociology of management allows you to identify its main functions that are directly related to its tasks and derive from them:

1) cognitive - research and disclosure of existing problems, as well as ways of solving them;

2) evaluation - evaluation of the conformity / inconsistency of the existing society in this society, the organization of the system of management of the basic tendencies of this society, social expectations, needs and interests of the majority of the population;

3) prognostic - identifying the most likely and desired changes in management activities within the immediate or more distant future, that is, to determine the possible trajectories of management development, its forecasting;

4) educational (educational) - on the basis of definition and evaluation of the importance of certain managerial concepts, tendencies of their development and improvement, forecasting their development in the future - to spread knowledge about management, ie about its basic tasks, functions, mechanisms of implementation.

2 Methods of Sociology of Management:

1. Organizational and administrative: based on direct directive guidance, based on authority, discipline and responsibility. These methods differ from other clear targeting of directives, obligation to comply with orders and instructions, their non-compliance is considered as a direct violation of executive discipline and entails certain penalties (system of legislative acts of the country, system of regulatory documents of administrative structures; system of plans, programs, tasks, which in organization, firm; system of operational management (promotion, sanctions, transfer of powers)).

2. Economic: based on the actions of economic mechanisms of motivation (tax system of the country; credit and financial mechanism; system of wages; system of responsibility for quality of work; system of stimulation of innovative activity).

3. Socio-psychological: a set of specific ways of influencing an individual, social group or community; relations and interaction between them in order to increase the effectiveness of the activity of the managed object: (methods of social normalization, social regulation, methods of moral stimulation).

4. Self-government as a kind of self-regulation of the social system. It is manifested as the process of transformation of a person, a labor collective from an object of management activity into its subject. Self-government acts as a collective management, as the participation of all members of the organization, of the entire population in the work of the relevant governing body, as the involvement of executors in the processes of making common decisions. Forms of self-government are the general meeting (conference) of the collective, the shareholders of the enterprise, who can make management decisions. Methods of self-government: discussion, voting, elections.

5. Scientific methods - allow to obtain reliable information about the object of management, give the opportunity to predict its future state, indicate the means of influence that provide the desired change: (modeling, forecasting, expert assessments).

The object of social management is a managed social system. Approaches:

- Elemental and structural. The object of social management is people, teams, groups, all kinds of communities.

- Functional. The object of social governance is the management of social group behavior.

Objects of management can be the behavior of individuals and groups, social work and production, technical means (machines, machines, units), animals and plants. Management objects are divided into three main classes: management of technical systems (management of technical processes, control of mechanisms, units), management of biological systems (regulation of reproduction and development of animals and plants) and management of social systems (management of people, management in society).

3. Typology of subjects of social management

The subject of social governance is the governing social system. These are organizationally-formed groups of people, their own governing bodies and management.

The subject of management is an organic structural and functional component of the social management system, which is an individual (a specific person) or a group of people (a collegiate governing body), empowered with authority (in a broad, sociological sense) to make a managerial decision, make a strong-willed, intellectual and moral influence on others. Power in the sociological sense is a social connection, in which people for various reasons - material, intellectual, social, physical, family, etc. - voluntarily (knowingly) or by coercion recognize the supremacy of the will of others, as well as target, normative, values and in accordance with their requirements, perform certain actions and actions, build their lives. That is, in order to be a subject of governance, there must be a certain advantage in the circle of persons who may be influenced by management influence.

The main feature of a management entity is its ability and right (legitimacy) to make managerial decisions, to carry out management actions, that is, to form and implement managerial influences - to set, organize and regulate. Individual entities include management, manager, official, entrepreneur; to collective - public and private structures, public organizations. If the management is official, then its entity is formally and legally drawn up in the form of a position or set of positions forming the management unit.

With regard to enrollment in the public and state, there is no consensus among experts on this issue. Some scholars consider society as a form of human activity, as a set of relationships and relationships between them is not the subject of governance. They also do not refer to the state as a form of political organization of the society, but agree that being a special social institution, it contains structures - state bodies, which are the subjects of government. A management entity must be distinguished from a management entity. The latter can only be an individual, a living person. It is through management entities that can belong to both entities (executives of different ranks) and management entities (executors) that management decisions are implemented. The social status of the entity in the hierarchical structure and in the management system as a whole is determined by the scale and importance of the entity. In addition, it is the nature (nature and capabilities) of the management entity that determines the relevant types of social governance.

4. Individual and collegial management decision.

Depending on who initiates and makes the decision, there are two types of management decisions. The first type of decisions has the most pronounced individual form of implementation, carried out by the manager without direct interaction with other members of the organization. The other type of decisions has a pronounced collegial character and is carried out by group type, but at the same time maintaining the hierarchy parameter. In reality, the vast majority of management decisions are combined and include components of both individual and collegial choices.

4 Stages of making an individual management decision. In a generalized form, the procedural organization of an individual decision includes the following basic stages. 1) Fixing and awareness of the problem: recognition, diagnosis of the situation that needs to be addressed; goal setting and its alignment with the overall goals and objectives of the activity. 2) Formulation of subjective idea about the problem of decision-making: after fixing and realizing the problem situation as a problem to be solved, the subject builds a peculiar model of it. It includes: • basic parameters of the situation; • its main information features; • the conditions and restrictions contained therein; • Opportunities and means acceptable for its resolution. 3) Formulation of initial alternatives: the subject formulates different options for exiting the situation. At first they act as hypotheses, and then they can go into the category of alternatives that are subject to further consideration. 4) Formulation of the criterion (s) of elimination of initial alternatives: there is a kind of "screening" of the least attractive and significant, according to the subject, alternative options. 5) Assessing the utility of implementing alternatives. The alternatives selected by the elimination criterion are, at this stage, subjected to a comprehensive analysis in terms of the subjective utility (benefit) of the results to which they may lead. 6) Choosing the best alternative. This is a key stage of the whole process, because it makes the choice of one of the many alternatives and decides on the specific course of action to overcome. 7) The implementation of the decision involves a set of enforcement actions aimed at implementing the chosen alternative. 8) Evaluation of the results of the implementation of the decision is related to determining whether the goal of the decision is achieved on the basis of the chosen alternative. If the assessment is positive, the decision cycle ends. If it is negative, then the decision cycle is restored and there is a return to the initial stages of the decision, that is, a retry of the decision. 9) Decision correction. The most typical is the evaluation option, which shows that the result is partially achieved. In this case, there is no need to fully review and implement it again. More appropriate is the correction, clarification and a kind of "bringing" the solution to the required parameters.

Stages of making a collegial management decision. The need to move from individual to group methods is dictated by the increasing social role of the person, his civic maturity. Complicating the technical and economic conditions of decision-making requires the elaboration of every idea, and the increasing popularity of delegation of decision-making powers from senior management to lower levels, which makes them involved in the results of the work of the labor organization. The advantage of group decision-making is: • a better understanding of the nature of the problems and the ways to solve them; • faster and more efficient implementation of the decisions made into practice; • effective interaction in establishing an atmosphere of cooperation; • the growth of self-awareness, in the self-affirmation of team members; • Ability to optimally connect the goals of the individual, group and organization as a whole.

**Тheme 8 Information in management.**

**1. Information as an organizational resource and condition for the development of the management.**

**2. Indicators of information status in managmen . Factors for effectively informing its members.**

**3. Misinformation in the life of the management**

**4. The role of rumors in the functioning and development of the management.**

1 In today's environment, information management of social processes becomes more relevant, which consists in gathering and processing the information necessary for making sound management decisions. Reliable information is required for all stages of management, from the formulation of tasks to the implementation of social control measures, the evaluation of the effectiveness of the decisions taken and their correction. Therefore, without the necessary information support, there is no effective social management. Information is knowledge, but not all knowledge is information. The information is inherent in the following features. First of all, it must be based on objective data and fully reflect the management process. Information should be received in a timely manner for processing by the entities, otherwise its significance will be reduced to zero. In addition, the information should be clear and comprehensible, non-discriminatory and economical in its collection, storage and transmission. Management of social systems, their subsystems and organizations involves the production, reproduction and use of various types of information. It includes: • production of information in the form of scientific research, inventions, discoveries; generalization of practical experience in the fields of production, culture, education, socio-political life, etc .; • collecting, selecting, evaluating information required for management; • analytical processing of information (bibliographic description, classification, annotation, translation, coding); • retention and retrieval of information; • Dissemination and dissemination of information, transmission to the consumer; • use of information; • control over the efficiency of information use.

2. The concept of "social information", "management information", "socio-management information".

Social information can be defined as knowledge, messages, information about the relations of people, the state and nature of the development of social processes, living conditions, social status of individuals and social groups, the interaction of their interests. In content, social information differs from other types of information. It consists of social statistics; generalized indicators that characterize economic development; data obtained after analysis of various documents; media messages; data of mass sociological, socio-demographic (population census), etc .; surveys on the structure and orientation of value orientations, needs, intentions, assessments, relationships, people's behavior, and more. Management information refers to the totality of information about processes that take place within and within the organization, reducing the uncertainty of management and decision making. Management information support is the implementation of actions to provide timely, reliable and complete information to a management entity at a given frequency.

3. Functions of social and management information.

There are a number of functions that social-management information performs. 1. Diagnostic function. Knowledge about the object of control is meaningless from the position of control, if there is no idea about the state of the social system being analyzed. The rule allows to determine the deviation in the behavior of the management entity. It is necessary to make a clear diagnosis, on the basis of which programs of correction of the object of management are developed. 2. The feedback function, without which the manager cannot control the progress of tasks, loses the ability to influence the course of work. 3. The guiding function is manifested in the fact that those issues, which are more often controlled by the subject of management, as if they themselves have a special significance in the minds of the performers, direct their efforts primarily to the object of increased attention. Issues that fall out of the manager's view are often not resolved by subordinates. 4. The stimulating function is close to the orienting function, but does not coincide with it. If the guidance function with skillful leadership keeps the work in view, then the incentive function aims to execute and involve in the work process all unused reserves, and, first of all, human factor reserves. 5. The correction function is related to those refinements that are made in the decision based on the control results.

4. Classification of socio-management information.

Information is classified according to: - the spheres of public life (economic, social, political, spiritual and cultural); - sources of income (internal and external, input and output); - roles in the management process (reporting, planned, controlling); - degree of readiness for use (primary, intermediate, final information); - time of receipt (constant, discrete); - material carriers (paper, electronic); - forms of media (media - radio, television, print - books, newspapers, magazines); - periods of use (conditionally constant - background, regulatory and variable - operational information); - purpose (single-purpose communication with the solution of one specific problem; multi-purpose is used in solving several different problems.

4. Requirements for the quality of social management information

The management process requires timely, reliable and complete information, information support. The tasks of information support of the management process are as follows: - meeting the information needs of the governing bodies; - identification and selection of sources of information; - correct interpretation and systematization of the received data; - verification of the probability, completeness and consistency of the data; - elimination of duplication of information; - submission of data in a single and convenient format; - repeated use of the received information; - constant data recovery. Thus, information support is an integral part of any management activity. Through it, the necessary information is disseminated among competent persons and its effective use in the decision-making process. To match the quality of social management information, the following requirements are made:

• brevity, clarity of wording, timeliness of receipt; meeting the needs of specific managers;

• accuracy, correct selection of initial information, optimization of systematization and continuity of data collection and processing;

• completeness - display of fully managed processes;

• probability - formation based on objective data;

• promptness - receipt of terms sufficient to make a timely decision;

• transparency - the impossibility of different interpretations;

• cost-effectiveness in collecting information.

One of the most important requirements for information used in management is its optimality and completeness. Optimized information means that it must contain all the necessary information for all managed parameters. The second requirement for information is its objectivity, compliance with the real state of affairs and status of the managed object, availability of reliable (verified) data in it. The third indispensable requirement of the control system for the information coming into its possession is the precision that characterizes the degree of detail of the information, its approximation to the real state of the controlled object, which it expresses.