



## Social Management: Structure, Fundamentals of Methodology of Practical Activity

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### Abstract

In the article it is examined the structure of social management and the foundations of the methodology of practical activity.

**The relevance** of the article is due to the lack of a complete scientific structure of social management, which would reveal the internal structure, its heterogeneity, and the specificity of certain types (subspecies) of social management. The presence of a structured and complete internal construction of social management will be the basis for developing recommendations on the methodology of management of these types in order to effectively implement the goals and develop the internal and external functions of the state.

**Purpose:** justification of a rational (analytical) methodology of social management, based on a comprehensive scientific analysis of the specified management structure, the availability of research opportunities, and the instrumental solution of management problems as a complex system.

**Results.** The article contains a critique of the most widespread modern views on the internal structure of social management. The classification of social management is proposed: by spheres of society's vital activity; institutional approach to the classification of social management; possible division of social management into state management and public management (which is carried out, respectively, on behalf of the state and institutions of civil society); according to the characteristics of the elements of the structure (subject-subject and object-object relations, the content and directions of these relations).

**Conclusions.** Social management is a complex phenomenon that has both objective and subjective characteristics. It is an integral part of social interaction and organically inherent in it. Scientific classification of types of social management allows: systematic and detailed investigation of its internal structure; determine the heterogeneity and specificity of individual species; to develop recommendations regarding the methodology of cognitive and practical activity in the field of management.

**Keywords:** social management, structure of social management, methodology and tools of social management

## Соціальне управління: структура, основи методології практичної діяльності

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### Анотація

У статті запропоновано структуру соціального управління, побудовану згідно з характеристиками елементів структури (суб'єкт-суб'єктні та об'єкт-об'єктні відносини, зміст та напрями зазначених відносин).

**Актуальність** статті обумовлена відсутністю повної наукової структури соціального управління, яка б розкривала внутрішню побудову, його неоднорідність та специфіку окремих видів (підвидів) соціального управління. Наявність структурованої та повної внутрішньої побудови соціального управління стане основою рекомендацій з методології управління цими видами з метою ефективної реалізації цілей та розвитку внутрішніх і зовнішніх функцій держави.

**Мета:** обґрунтування раціональної (аналітичної) методології соціального управління, що базується на комплексному науковому аналізі структури зазначеного управління, наявності дослідницьких можливостей та інструментальному вирішенні проблем управління як складної системи.

**Результати.** У статті вміщено критику сучасних найбільш поширених поглядів на внутрішню побудову соціального управління. Запропоновано класифікацію соціального управління: за сферами життєдіяльності суспільства; інституційний підхід до класифікації соціального управління; можливий поділ соціального управління на управління державне та управління громадське (що здійснюється, відповідно від імені держави та інститутів громадянського суспільства); згідно з характеристиками елементів структури (суб'єкт-суб'єктні та об'єкт-об'єктні відносини, зміст та напрями зазначених відносин).

**Висновки.** Соціальне управління – це складне явище, яке має як об'єктивні, так і суб'єктивні характеристики. Воно є невід'ємною частиною соціальної взаємодії та органічно їй притаманне. Наукова класифікація видів соціального управління дозволяє: системно та детально досліджувати його внутрішню структуру; визначити неоднорідність та специфіку окремих видів; розробити рекомендації щодо методології пізнавальної та практичної діяльності у сфері управління.

**Ключові слова:** соціальний менеджмент, структура соціального менеджменту, методологія та інструменти соціального менеджменту

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## Introduction.

Social management is a systematic continuous management activity of people in relation to people. Social management is carried out for influence on social institutions, institutes, communities and processes with the aim of achieving defined goals and objectives at a specific stage of development of society, the state by influencing the needs, interests, orientations, joint (collective) behavior of people, their values. In this management process, a person acts either individually or as part of social institutions and institutions at the same time as a subject and an object of social management.

Scientific classification provides an opportunity to more systematically and in detail investigate the internal structure, its heterogeneity and the specificity of certain types of social management, to become the basis for developing recommendations on the methodology of management of these types in order to effectively implement the goals and develop the internal and external functions of the state. The selection of scientifically based types of social management creates an opportunity to analyze the phenomenon of management, namely: anatomy (structure, construction) of social management, morphology of management, diagnosis and evaluation of management, analysis and synthesis of management, management modeling, management efficiency, management cost, management economics, etc. All types of analysis relate not only to social management as a practical activity, but also to the possibilities of management (self-management) of objects and their calculations.

**The purpose of the article** is to substantiate the rational (analytical) methodology of social management, which is based on a complex scientific analysis of the structure of the specified management, the availability of research opportunities and the instrumental solution of management problems as a complex system.

## Review of researches and publications.

Types of social management were studied by: O. Bandurka (2004), N. Dobrianska, A. Arbusova, O. Mazilkina (2022), Y. Kunev (Kuniev, 2006), M. Ruzhenskyi (2010), V. Khudaverdieva (2023), M. Chakhnashvili (2006), T. M. Jones, T. Donaldson, R. E. Freeman, J. S. Harrison, J. T. Mahoney, J. Pearce (Jones et al, 2016), C. Schulz (2022), I. Srinath (2020). In the scientific works of the mentioned authors, different visions of social management and management, different opinions on the interrelationship of social, public, and state management, different visions of types, forms, and components of social management are offered, which give certain, but most often variegated and disordered ideas about the types of social management in modern conditions. We

attribute these works to the results of a partially structured and incomplete methodology of social management.

The traditional understanding of «social management» focuses on the management of local social organizations, companies, enterprises, and other social organizations. There is a desire for a centralized influence on social processes for their control and development. Centralized efforts to manage social change often lead to undemocratic outcomes. European experience shows that decentralized efforts with support of local democratic processes give better results, and European authors suggest using modern management theories to build strong democratic communities. The question of how to cause and manage positive social changes remains relevant for many countries (Koronvay, Kuibida, & Shpektorenko, 2023).

## Research results.

The analysis of modern scientific views on the construction of social management indicates that the methodology of social management is: structured; loosely structured, unstructured. The methodology of social management in our time is poorly structured. Rational (analytical) methodology is based on a complex scientific analysis conducted within the limits of available research opportunities and instrumental solution of management problems. Management systems that function in the social environment are affected by a number of factors, the main and leading of which is the human factor. The controllability of the process of human life, social formations by the system of making social decisions regarding them, the effectiveness of these decisions is evaluated according to certain qualitative and quantitative indicators.

Examples of partially structured or weakly structured methodology of social management are numerous scientific studies by representatives of Western science. Among the various interpretations of the concept of «social management system» in Western countries, *there is a tradition of considering social management together with environmental management* (although from our position these are two relatively separate spheres of society, as well as two different, relatively separate subjects of research and objects of social, public or state administration). Yes, I. Srinath understands social management, albeit in the aspect of social interaction, but only as social work (Srinath), (which is carried out, in the context of our position, in the social and humanitarian sphere, in social policy, which includes the most vulnerable strata of the population. – *auth.*).

One of the manifestations of the implementation of such a «social-ecological» approach is the so-called «Environmental and Social Management System (ESMS)» (Environmental and Social



Management System, 2024). In a broad approach, social management consists of the following directions: assessment of the impact on the social sphere; assessment, management and monitoring of environmental and social risks; environmental and social management plan; pest control planning; social basic level; an action plan for mitigating the consequences of access restriction; the structure of the process of mitigating the consequences of access restriction; resettlement action plan; an action plan for indigenous peoples; the planning framework for indigenous peoples; interaction with interested parties; environmental and social impact assessment.

Thus, the given «social management system» is a system of certain documents that provide practical help in regulating the management of the social and humanitarian sphere and the management of the environment. That is, advice is provided for managing companies taking into account social and environmental conditions and factors affecting them.

Another source contains seven components (elements) of ESMS at the company level: policy; a system for determining risks and consequences for ecology and safety; organizational potential and competence; management programs; emergency preparedness and response; involvement of interested parties; monitoring and review. It is recommended to involve companies, managers, employees, local communities, other interested parties in the implementation of the specified components of ESMS «to eliminate possible risks for the environment and security of the business opportunities» (Environmental and social management systems (company-level), 2018).

That is, we cannot consider such interpretations of social management comprehensive, because they are developed taking into account the development of social aspects of the enterprise (firm, organization) and cannot be used to manage other social institutions and processes.

Another approach of modern Western science is the understanding of *social management as social policy and the identification of social management and social policy*. We consider this approach unfounded due to a misunderstanding of the difference between the concepts of «the sphere of social space management» and the sphere of «management of the social or socio-humanitarian sphere of society». For example, the concept of «SMS», which appeared, apparently, within the framework of the previously considered ESMS focus, is «a set of policies, processes and procedures that allow a company to manage its social networks in order to influence performance on an ongoing basis, to monitor improvements».

From the point of view of the authors and supporters of the considered concept, its tasks are effective «SMS» as a certain management technology that will help businesses: demonstrate their business maturity as a responsible enterprise; strengthening of reputation in relation to clients, consumers and investors; early detection, monitoring and elimination of any adverse impact of its economic activity.

Note that in the list of these social management tasks, first of all, economic and business tasks are set, which will probably be solved by solving social or socio-humanitarian tasks, which are literally not set. However, it is noted that «each business adapts the social management system to its size, sector or business culture».

They also raise the question of «Basic principles of SMS», which, by the way, «remain unchanged» (unchanged why, in relation to what and to what time – we did not manage to find out and understand). These principles are: involvement; cyclic; systemic. From the point of view of management theory, this process requires approximately 7-8 principles, or even more. If you understand the above principles as certain scientific provisions, guidelines for the process of activity and as a result of activity, then many questions arise regarding the practical aspects of their observance and implementation, primarily in the field of social management.

The critical SMS functions to address are: human resources; Occupational Health; quality and compliance. It was not possible to find explanations regarding the implementation of these functions, and it was not possible to find answers to the question: «How can the function «quality» and the function «compliance» be implemented». Other components of the system: establishment of social policy; drafting procedures; good record-keeping system, internal monitoring, and periodic adjustment.

So, this example of the «social management system» we gave is an example of a rather free combination of various aspects, tasks, conditions (principles), a few functions (personnel management, «labor protection»), and other components. It is difficult to call all of these elements of the management system, because in the given material it is very difficult to understand how exactly this system of social management should work.

Note that the given mainly descriptive «systems» cause a lot of criticism, since their authors avoid explanations of the basic concepts «social institution», «social community», «social organization», «social work», «social protection». Explanations about how these and other concepts, phenomena and processes are related to each other are avoided. Like Christoph Schulz, he included «ordinary companies, enterprises of the social



economy or non-profit organizations, which, of course, need management and administration» to the sphere of social management. Social management is, so to say, the interface between economic and socio-pedagogical, as well as psychological aspects – and offers a great opportunity to improve our social coexistence in a professional way» (Schulz, 2022).

From the point of view of the authors of this article, the Institute of Social Management acts as a specific subject-object relationship, through the management tools of which influence is exerted on society as an organic whole. Social processes are not chaotic and arbitrary, but natural. Therefore, they must be regulated to a certain extent within the framework of the political system and social management. The connection between feedback, social management and the patterns of development of social institutions and institutions is manifested in the most general form in the joint activities of people, their interaction to satisfy their interests and needs on a competitive basis within their capabilities.

The type classification of social management in the sense of the formation and development of its methodology has an important theoretical and practical significance, since such a scientifically based rational classification allows more specifically and clearly to investigate the specifics of individual (sub)types of social management and to develop tools for their effective implementation.

It is known that social management is neither uniform in content nor in form, but complex, the tools for its implementation are generally known and tested, although they require scientific research from the perspective of their specifics. Social management covers all spheres of society's life: political, economic, social, cultural, spiritual, ecological, international, and in the sense of this concept it is first and foremost a systemic management of society. Reducing the heterogeneity of types of social management only to its content, forms, and methods is not entirely justified, since many types of social management are characterized by similar contents, similar forms and management tools. Moreover, management tools (regularities, principles, functions, methods, forms, processes, procedures, mechanisms, approaches, management technologies, etc.) are often similar, if not identical, in state, public, and social management (Kuibida, & Shpektorenko, 2022). Distinguishing of social management types should stimulate a more detailed study of general and specific characteristics, and features of the methodological and instrumental basis of their practical implementation.

In connection with the transition of management of society from the paradigm of state to public

management, the division of social management by organizational and legal forms into two types: state management (management of state affairs) and non-state management (management of private organizations, public associations, etc.) loses its topicality. The transition to the paradigm of public management, which includes state management and local self-government, makes management more democratic, in the sense of convergence of the social roles of the subject and the object of management in the development and implementation of public policy. Although, let's note, state administration can also ensure fairly broad participation of citizens in public affairs.

Social management by means of management is divided to:

- management of individual human activity;
- management of collective, collegial activities of people.

The type classification of social management carried out in this publication was developed with an understanding of joint social management activity as a socio-cultural phenomenon.

The social object of management is a set of material elements of the managed system: various spheres of activity and goals of management, support, strengthening and development of social relations.

1. *Social management is divided into the following types according to the spheres of society's vital activities:* political; economic; social (social sphere); cultural; spiritual; ecological; international. This approach to classification is systematic, but such that it does not allow revealing the entire spectrum of objectivity and subjectivity of management, the content and characteristics of management relations and interactions in the state and society.

2. *Institutional approach to the classification of social management.*

A promising direction of research, from our point of view, is the study of social management methodologies in formal social institutions.

By social institution we mean a set of values, norms, culture, orders and requirements associated with certain organizational structures, with the help of which society controls and regulates the activities of individuals in the most important spheres of life. Social institutions, as a rule, are stable, historically developed forms of organization of joint activities and interaction of individuals. Institutions are not always realized by individuals, but they regulate their actions. And to ensure compliance with the norms, orders and requirements of the social institution in society, as a rule, appropriate social organizations are created and function.

Social institutions include:

1. Social institutions in general.



2. Political institutions – head of state, parliament, government.

3. Economic institutions – banks, enterprises of production infrastructure.

4. Academic educational and cultural (ethical) institutes, institutes of spiritual development – family, educational institutions (school, art institutions, church, faith).

5. International institutes – international organizations.

6. Professional institutes (institutes of professions, or institutes of professionalization).

In the system, they make up the structure of social institutions of society. It is these institutions that form the social, professional, sociocultural, cultural, and academic mobility of individuals and their combination and interaction (Kuibida, & Shpektorenko, 2018).

In general, it is possible to divide social management into *state management and public management* (which is carried out, respectively, on behalf of the state and institutions of civil society).

3. *These two approaches indicated and described become the theoretical basis for the classification of social management according to the characteristics of the elements of the structure (subject-subject and object-object relations, the content and directions of these relations).*

In this rational, most fragmented and, in our opinion, classification, social management is divided into: management of society; public administration; management of political institutions and processes; public management (administrative-public management); state management (state administration); Local Government; economy management; management of socio-economic processes, or management of production infrastructure; management of social processes (management of the social sphere); management of social infrastructure, management of the socio-cultural sphere (spiritual production); internal organizational (hardware) management; management in public and private organizations (public and private administration and management); management in public organizations; management of religious organizations (church management); management of environmental

protection; management of family affairs, including household affairs; military administration; regional management; industry management; management in informal social institutions; management (management) at the individual level.

The main tools of social management are its regularities, principles, functions, methods, forms, procedures, processes, mechanisms (as different options for combining these tools), which make up the «founding bricks» of theories, concepts, technologies of social management, the structure of the social management activity of the subject of activity.

### Conclusions.

Thus, social management is a complex phenomenon that has both objective and subjective characteristics. It is an integral part of social interaction and organically inherent in it. Scientific classification of types of social management allows: systematic and detailed investigation of its internal structure; determine the heterogeneity and specificity of individual species; to develop recommendations regarding the methodology of cognitive and practical activity in the field of management.

Scientific classification provides an opportunity to more systematically and in detail investigate the internal structure of social management, its heterogeneity and the specificity of certain types of social management, to provide recommendations regarding the methodology of cognitive and practical activities in the implementation of types of management in order to effectively implement the goals and develop the internal and external functions of the state, including in war and post-war times. The selection of scientifically based types of management creates an opportunity to analyze management, namely: anatomy (structure, construction) of social management, management morphology, management diagnostics and evaluation, management analysis and synthesis, management modeling, management effectiveness assessment, management cost, management economics, etc. All types of analysis relate not only to the theory of social management, but also to the methodology of practical activity, including the ability to manage objects by oneself (self-management).

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