



**ТЕОРІЯ І МЕТОДИКА СОЦІАЛЬНОЇ РОБОТИ  
ТА СОЦІАЛЬНОЇ ОСВІТИ**

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***SOCIAL MANAGEMENT: THEORETICAL ASPECT***

**Levchenko Nataliia**, Candidate of Pedagogical Sciences, Associate Professor, Associate Professor of the Department of Social Pedagogy and Social Work of Pavlo Tychyna Uman State Pedagogical University

**ORCID:** 0000-0002-5479-1907

**E-mail:** n.levchenkod@gmail.com

**Koliada Nataliia**, Doctor of Pedagogical Sciences, Professor, Professor of the Department of Social Pedagogy and Social Work, Pavlo Tychyna Uman State Pedagogical University

**ORCID:** 0000-0001-7743-7831

**E-mail:** koliada\_n@ukr.net

*The article examines the theoretical foundations of social management, which is an important component of managing social processes and systems in modern society. The history of the development of social management as an educational discipline and practical activity is considered, in particular, the contribution of foreign and Ukrainian scientists. Particular attention is paid to the relationship between objects and subjects of social management, which determines the effectiveness of management decisions and their impact on social systems.*

*The article also reveals the peculiarities of managing social systems at different levels – from local to national, and emphasizes the importance of using an interdisciplinary approach in social management. The main tasks of social management are considered, including the planning and organization of social programs, monitoring and evaluation of their effectiveness, management of social services and institutions, development of social entrepreneurship and involvement of the public.*

*The article emphasizes that social management is aimed at improving the quality of life of the population, ensuring social stability and developing social justice through effective management of social processes. Prospects for further research in the field of social management are also outlined, in particular, regarding the personnel potential of organizations in the social sphere and its role in the development of the community.*

**Keywords:** management, management of social work, social management, management of social work, management in the social sphere.

***СОЦІАЛЬНИЙ МЕНЕДЖМЕНТ: ТЕОРЕТИЧНИЙ АСПЕКТ***

**Левченко Наталія**, кандидатка педагогічних наук, доцентка, доцентка кафедри соціальної педагогіки та соціальної роботи, Уманський державний педагогічний університет імені Павла Тичини

**ORCID:** 0000-0002-5479-1907

**E-mail:** [n.levchenkod@gmail.com](mailto:n.levchenkod@gmail.com)

Коляда Наталія, докторка педагогічних наук, професорка, професорка кафедри соціальної педагогіки та соціальної роботи, Уманський державний педагогічний університет імені Павла Тичини

ORCID: 0000-0001-7743-7831

E-mail: koliada\_n@ukr.net

*У статті досліджено теоретичні основи соціального менеджменту, який є важливою складовою управління соціальними процесами та системами в сучасному суспільстві. Розглянуто історію розвитку соціального менеджменту як навчальної дисципліни та практичної діяльності, зокрема внесок зарубіжних і українських вчених. Окрема увага приділена взаємозв'язку між об'єктами та суб'єктами соціального менеджменту, який визначає ефективність управлінських рішень та їх вплив на соціальні системи*

*Стаття також розкриває особливості управління соціальними системами на різних рівнях – від локального до національного, і підкреслює важливість використання міждисциплінарного підходу в соціальному менеджменті. Розглянуто основні завдання соціального менеджменту, серед яких планування та організація соціальних програм, моніторинг та оцінка їх ефективності, управління соціальними послугами та установами, розвиток соціального підприємництва та залучення громадськості.*

*У статті підкреслюється, що соціальний менеджмент спрямований на підвищення якості життя населення, забезпечення соціальної стабільності та розвиток соціальної справедливості через ефективне управління соціальними процесами. Також окреслено перспективи подальших досліджень у галузі соціального менеджменту, зокрема щодо кадрового потенціалу організацій соціальної сфери та його ролі в розвитку громади.*

**Ключові слова:** менеджмент, менеджмент соціальної роботи, соціальний менеджмент, управління соціальної роботи, управління в соціальній сфері.

**Problem statement in a general form and its connection with important scientific and practical tasks.** Social management as an academic discipline and the practice of managing social processes has attracted the attention of many researchers and scientists from various fields, including sociology, management, economics, and others.

A significant contribution to the development of the theory and practice of social management was made by foreign and Ukrainian scientists and researchers, in particular: P. Drucker (the role of management in organizations, including social and non-profit organizations), E. Mayo (the importance of social factors in labor productivity, which became the basis for further research in social management), T. Parsons (theory of social systems and structural functionalism), E. Schein (organizational culture and leadership), M. Hrushevskiy (social processes in Ukrainian society and the influence of management decisions on them), V. Voronin (management of social processes and development of social programs in Ukraine) etc. The works of scientists made a significant contribution to the development of social management as a science and practice. Their theories and methodologies help to better understand complex social processes and effectively manage them.

**Analysis of recent research papers and publications.** Analyzing the scientific literature, it can be determined that management as a science and management practice was studied by such scientists as O. Ambartsumov, I. Arkhangelskiy, A. Ansoff, A. Anchishkin, Y. Vasiliev, H. Wolfgang, D. Gvishiani, D. Dixon, P. Druker, V. Kabakov, M. Meskon, V. Meshcheryakov, G. Popov and others. General theoretical aspects of managerial activity were considered by such scientists as M. Weber, who studied bureaucratic management systems; D. Cleland and W. King, who developed theories of project management; Ch. Mills, who analyzed social structures; K. Manheim, M. Robert and K. Young, who explored the sociological and

psychological aspects of management.

The issue of increasing the efficiency of management, the formation and development of management, as well as the training of managers was considered by such scientists as H. Abramova, V. Vorona, E. Hansova, V. Golikov, D. Danylenko, Yu. Krasovsky, V. Lega, V. Mishchenko, Yu. Pakhomov, L. Potehina, M. Plaskunov, Yu. Sayenko, M. Sakharov, B. Shapovalov and others. They investigated various aspects of personnel training, methods of training and professional development of managers, as well as the effectiveness of management decisions and processes.

Various applied aspects of social management are highlighted in the works of such authors as R. Aron, who analyzed social structures and their influence on management; R. Blake and P. Blau, who studied theories of behavior in organizations; V. Bogolyepov, M. Woodcock, V. Duncan and K. Killen, who considered the practical aspects of implementing management innovations; M. Markov, V. Novikov, A. Ruchka, L. Sokuryanska and M. Churylov, who analyzed social aspects of management, the influence of social relations on the effectiveness of management activities and problems of social management in various contexts.

**The purpose** of the article is to analyze and theoretically substantiate the concept of «social management».

**Presentation of the key points of the study with a full justification of the obtained scientific results.** The study of social management covers a wide range of scientific approaches and theoretical directions, which allows in-depth analysis of both general theoretical and applied aspects of managerial activity.

T. Nadvinichna believes that «social management is a special type of human activity that arises when people need to organize joint activities and is generated, on the one hand, by the division of labor, and on the other hand, by the socio-historical conditions of the development of a particular society». The author also confirms the opinion of scientists that «social management is an activity that covers the entire process of public life, and therefore its political, economic, educational and spiritual spheres» [1, p. 114–121].

T. Nadvinichna notes that «social management as a type and at the same time as a function of general management is a special type of management activity that ensures the fulfillment of relevant social tasks through an adequate organizational structure and is a conscious, systematic, specially organized social practice designed to regulate the development course of its socio-cultural processes, procedures, mechanisms» [1, p. 114–121].

N. Kolenda outlined the definition of «social management» as the process of managing the formation, development and effective use of social systems at different levels of management (at the macro level – society, the population of individual territorial units, demographic groups, social formations, etc.; micro levels – the personnel of enterprises, institutions, organizations; formal and informal groups; individual employees). The author also considers social management as an integral part of managerial activity, and believes that this type of activity is aimed at ensuring the effective use of labor potential, personnel development and the maximum possible satisfaction of the needs of employees through the construction and implementation of an effective social and personnel policy at the enterprise, aimed at regulating social processes and obtaining the corresponding social and economic effect [2, p. 32–36].

V. V. Sychenko notes that «social management regulates the relationship between the subject and the object of social management. Social management is an element of a complex system of managing the economy of the enterprise, designed to ensure the efficiency of the production process by solving social problems arising in the production processes at the enterprise» [3]

According to the pharmaceutical encyclopedia, social management is a branch of management and a branch of management that allows effective influence on social processes, the creation of a favorable social environment for people, and the design of social organizations in order to ensure the rational use of human resources [4]

So, social management is the process of managing social systems, programs and projects with the aim of ensuring social stability, improving the quality of life of the population and solving social problems.

Social management covers various aspects of organization, coordination and control of activities aimed at the development of the social sphere.

The objects of social management include elements on which administrative influences are directed to achieve social goals, in particular: social groups and individuals (low-income families; children, adolescents and youth; pensioners and the elderly; people with disabilities; refugees and migrants; unemployed), social institutions (educational institutions, medical institutions, social services, cultural institutions), social processes and phenomena (social mobility, employment and unemployment, demographic changes, social inequality, integration and adaptation of migrants).

Subjects of social management include those who exert managerial influence and make decisions to achieve social goals, in particular: state bodies and institutions (Ministries and agencies, local authorities, social services and agencies), non-governmental organizations (public and charitable organizations (foundations, associations); trade unions and associations of employers, voluntary organizations), the private sector (socially responsible enterprises; companies engaged in corporate social responsibility; social enterprises), educational and research institutions (universities and research institutes that engaged in research in the field of social policy and management), international organizations (the United Nations, the International Labor Organization, the European Union, international charitable foundations and non-governmental organizations).

Subjects of social management interact with each other in order to effectively solve social problems, develop and implement social programs, provide social protection and support for vulnerable segments of the population.

The relationship between objects and subjects of social management is a key element for the effective functioning of social systems. This relationship determines how management decisions and actions of subjects affect objects, and how objects can affect the activities of subjects.

The main aspects of the relationship between objects and subjects are the influence, in particular, the subjects of social management, such as state bodies, non-governmental organizations and the private sector, carry out management actions aimed at the objects of social management, in order to achieve certain social goals. This includes: development and implementation of social programs, provision of social services, financial support and assistance, legal regulation and protection.

Objects of social management can influence subjects by providing feedback on the effectiveness of management actions, which contributes to the adjustment and improvement of social programs and policies (feedback and evaluation, participation in decision-making, advocacy and activism).

Interaction between subjects and objects of social management often takes place in the form of partnerships and cooperation to achieve common social goals, namely: public-private partnerships, joint projects, advisory boards and committees.

Therefore, the relationship between objects and subjects of social management is a complex and multifaceted process that requires constant interaction, feedback and cooperation.

Effective management of social systems is possible only with the active participation of all parties in the process of decision-making and implementation of social programs, which allows achieving sustainable social development and improving the quality of life of the population.

The main tasks of social management include: planning and organization of social programs, analysis of social needs and problems, development of policies and strategies, monitoring and evaluation of the effectiveness of social programs, management of social services and institutions, involvement of the public and partners, development of social entrepreneurship.

So, social management is a field of management aimed at organizing, regulating and improving social processes and relations in society. This is a relatively new direction in the science of management, which includes elements of sociology, psychology, economics and other disciplines. The main goal of social management is to improve people's quality of life through effective management of social systems and processes.

After analyzing various areas of scientific literature, four approaches to social management can be distinguished:

- systemic (considers social management as a complex of interconnected elements functioning as a single system. This approach allows taking into account all aspects of social processes and interactions between them).

- functional (focuses on management functions in the social sphere, such as planning, organization, motivation, control and coordination of social processes).

- structural (studying the structure of social organizations and institutions, their hierarchies, roles and interactions. This approach allows us to understand how different elements of the social system interact and influence the overall result).

- socio-psychological (it studies the behavior of individuals and groups in social systems, the motives of their activity and social attitudes. This approach helps to develop effective management methods focused on the human factor).

So, social management is aimed at creating conditions for social justice, equal opportunities and improving the quality of life of the population, while using a comprehensive approach and interdisciplinary knowledge.

Social management includes several types, each of which has its own characteristics and areas of application, in particular:

- corporate social management (focuses on the management of social aspects within organizations; includes the development and implementation of corporate social responsibility policies, support of charity programs, provision of social guarantees for employees; aimed at improving relations between employers and employees, improving the moral climate in the team, developing corporate culture).

- public social management (focused on managing social processes within communities and society in general; deals with social policy issues, development of public initiatives, coordination of activities of public organizations; includes planning and implementation of social programs aimed at improving the living conditions of citizens, reducing social inequality).

- socio-economic management (combines social and economic aspects of management; aimed at creating and maintaining conditions for sustainable socio-economic development, balancing the interests of various social groups; includes management of social investments, development of programs for socio-economic development of regions and communities).

- socio-cultural management (focused on the management of socio-cultural processes; includes support and development of cultural initiatives, organization of cultural events,

management of cultural institutions; aimed at preserving cultural heritage, developing the creative abilities of the population, raising the cultural level of society).

- social and educational management (oriented to the management of educational processes taking into account social aspects; includes the development and implementation of educational programs aimed at increasing the social activity and responsibility of citizens; aimed at ensuring the availability and quality of education for all segments of the population, development of the education system).

- social and medical management (deals with the management of social aspects in the field of health care; includes the development and implementation of public health programs, ensuring access to medical services, maintaining a healthy lifestyle; aimed at improving the health of the population, providing social guarantees in health care).

Each of the types of social management has its own specifics, but they are all united by a common goal – improving people’s living conditions and increasing the level of social justice in society.

**Conclusions of the study. and prospects for further research in this direction.** So, social management is an important field of scientific research and practical activity aimed at improving social systems and improving people’s quality of life. Theoretical approaches to social management help to better understand complex social processes and develop effective management strategies that take into account the needs and interests of different population groups.

A prospect for further research into the theory and practice of social work management is the personnel potential of the organization of the social sphere in the community.

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