

---

# MANAGEMENT AS A SPECIFIC FORM OF SOCIAL CONTROL

Vladimir Grigorievich Prudskiy<sup>1,\*</sup> and  
Andrei Mihailovich Oshchepkov

*Perm State University, Bukyreva Street 15, 614990, Perm, Russian Federation*

(Received 30 September 2014, revised 16 June 2015)

---

## Abstract

The article deals with the research of the evolution of management as a specific form of social control and a key strategic competence of an organization. Such concepts as social management, a socioeconomic system, industrial management, corporate management, strategic management are considered in this article. Much attention is paid to the cause-and-effect relationships and the stages of formation and development of management as a specific form of social control.

*Keywords:* social management, socioeconomic system, industrial management, corporate management, post-industrial management

---

## 1. Introduction

Russia's entry in the late XX century into the market economy, objectively made Russian scientists and practitioners to approach the problems of understanding, development, and implementation of the theory and methodology of scientific management [1].

The economic crises of 1998-1999 and 2008-2012 made it obvious that the Russian market economy is, first of all, an integral part of the global market economy developing in cycles. Secondly, in order to successfully survive and develop in the today's competitive environment of the market economy, Russia needs to develop intensively the general theoretical framework and apply the tools of scientific management taking into account the nation-specific features. Thirdly, the Management science should be separated from the Economics as a special science. It is destined in dialectical relationship with the Economics and Sociology to give impetus to the relevant Russian model of modern post-industrial management [2]. Fourthly, the structural technological rearrangement of the modern industrial economy in the circumstances of the transition to the post-industrial economic model and the knowledge economy, objectively requires appropriate adjustment of the system of socioeconomic structures

---

\*E-mail: pvg@psu.ru

management. In this case, qualitative restructuring of management as a specific form of social control becomes of particular importance [3].

Analysis of the modern Russian management as an integral part of the global historical process of industrial management development, objectively requires consideration of the main stages of this development.

## **2. Discussion**

Perceptions of management as a special form of social management emerged in the middle of the XX<sup>th</sup> century based on new theoretical ideas about management as a process in general and management in the production and economics area in particular.

During this period, in the first place, the theory of general systems appeared, treating systems as normalized sets of interrelated and purposefully interacting elements. Secondly, Cybernetics was formed based on the theory of systems and received intensive development as a science about management in physical, biological, and social systems based on their ordering of the relevant information processes. Thirdly, the Organization theory as the science of laws and regularities of system interaction of individuals and groups of people in the process of their normalized and purposeful social functioning and development was finally formed.

In light of these theories, management began to be treated as a function of biological, social, and physical-technical organizational systems, which provides for dynamic conservation of their structure and supports a certain mode of their operation and development.

This definition means that there are three classes of management – in the inanimate nature (physical and technical systems), in organisms (biological systems), in society (social systems).

Management in technical systems is management of technical and production processes, mechanisms, and machine systems. Management of processes taking place in the live nature and related to the activity of organisms is associated with the management of biological systems. They are studied predominantly by Natural sciences.

Management in social systems is the management of people, their joint production and labour activities. It covers the impact on the activities of people united in groups, collectives of people with their different interests. It is the object of study of the Social sciences. In the process of production, distribution, and consumption of amenities, people come together in a variety of organizational forms, i.e. socioeconomic systems.

Social management is a process inherent to the human society only. It is carried out in order to normalize the society, maintain its qualitative specificity, improve and develop it, and is conditioned by the social nature of labour, as well as by the need for communication between people in the process of working and living. The emergence of management as a special kind of social activity is

associated primarily with the emergence and development of the labour division and cooperation.

Historically, there have been two stages of social management development. Firstly, it was the era of primitive social management associated with the hunting and collecting economy. In this era, different historical periods of savagery (the primitive troop) and barbarism (the primitive tribe) are distinguished. In the era of savagery (the primitive troop), just the rudiments of social management appeared based on manifestation of the elements of speech, consciousness, and primitive social relations.

The usage of sticks, bones, and stones as tools, the development of hunting and gathering required new forms of organization and management of joint labour of tribes. About 9-10 thousand years ago, the formation of primitive social tribes as an institution of social interaction between people and the allocation of the chiefs and tribal elders as the first representatives of managerial work was completed.

Secondly, it was the era of civilized social management associated with the reproducing economy. In this era, the historical periods of the pre-industrial, industrial, and post-industrial economy are distinguished.

The transition to metal tools about 5 thousand years ago and, as a consequence, the increase in labour productivity led to emergence of new social institutions (methods of people's interaction) and consequently demanded creating new forms of social management. The new institutions were family, state, and the property right.

As a consequence, subsistence farms with systems of traditional family management, public economies with systems of administrative and state management, and trade economies with systems of business and market management occurred. Accordingly, patterns of the reproducing economy were formed and developed – the natural, state-treasury, and product-market patterns.

The historical development of these patterns, their mutual interweaving generated evolution of social management forms, during which, the system of business and market management, named management in the United States in the XX<sup>th</sup> century, was given special development. Accordingly, the historical development of management can be divided into three main periods.

Firstly, the stage of pre-industrial management – the period between 3,000 BC and the industrial revolution of the second half of the XVIII<sup>th</sup>- early XIX<sup>th</sup> centuries AD. It is the era of the slave and feudal management. In this era, the commodity production played a secondary, complementary role compared to the natural-home and public treasury economies. The business and market management was slowly developing and mainly concerned the structures of trade and handicraft production.

Secondly, the stage of industrial management – the XIX<sup>th</sup>-XX<sup>th</sup> centuries; in this era, the marketability of all households dramatically increased and the commercial production began to play a basic role in the national economies. Development of the business and market management started intensively developing in the industrial production structures.

Historically, the formation and development of industrial management in the XIX<sup>th</sup>-XX<sup>th</sup> centuries is objectively structured into two main stages. Firstly, it is the era of pre-scientific industrial management – the XIX<sup>th</sup> century. Secondly, it is the era of scientific industrial management – the XX<sup>th</sup> century.

The pre-scientific management of XIX<sup>th</sup> century was mainly focused on organizing management of the partially mechanized production and working capital of companies. During this period, rational alignment of machine lines was in the centre of the management activities in industrial enterprises.

The scientific industrial management of the XX<sup>th</sup> century was destined to ensure effective management of fully mechanized production and the main material and financial assets of industrial corporations. During this period, organization of human labour and increasing productivity as the basis of industrial competitiveness became the main sphere of administrative activity in industrial enterprises.

Thirdly, it is the modern era of transition to the post-industrial scientific management – the XXI<sup>th</sup> century. The currently forming post-industrial management of the XXI<sup>th</sup> century is dedicated to ensure, above all, the development of management systems of automated knowledge-intensive production, human resources, and intangible assets of innovation-oriented industrial and financial groups and transnational corporations, including state-owned. The development of the strategic management of corporate entities acquires a key role at that.

Theoretical principles of modern Management as a science of organizations (socio-economic systems) management in the competitive environment of the market economy were formed in the first half of the XX<sup>th</sup> century in the works by F. Taylor [4], A. Fayolle [5], E. Mayo [6] (the results of Hawthorne experiments and research) and their followers.

A fundamentally new element in the approach to organization of industrial production management in the works of these scientists is the shift from understanding the industrial management as organization of machine control (construction of industrial production lines) and considering people as appendages to the machines to understanding the management of industrial production as organization of production management and employment activity of people who use machines (construction of production and social organizations).

The process of organizing production and labour activity of people in the circumstances of the market economy is manifested as entrepreneurship and appears in the form of an enterprise, i.e. it is carried out for generation of profit – the excess of revenues over expenditures (investments), on the basis of private economic initiative (to the market risk of correctness at accounting the fluctuations in supply and demand), in the form of economic turnover, i.e. the capital turnover. This turnover includes, along with the turnover of material and production resources (equipment, raw materials, infrastructure), also the turnover of finance, personnel, products, organizational and informational resources.

Moreover, where F. Taylor considered management as the particular management of production systems, i.e. turnover of material and production resources within the scientific organization of labour, A. Fayolle first introduced management as a system of the turnover management of the whole set of company resources.

Taylor proposed to establish rational management of enterprises 'from below'. He placed the guild level of management organization in the centre of managerial attention. Fayolle proposed the idea of the primacy of production management 'from above'. Therefore, he placed the corporate level of the management organization in the centre of production management.

In this respect, F. Taylor can be treated as the founder of the primary production and entrepreneurial management (management of divisions of corporations and small business entities), and A. Fayolle – as the developer of the theoretical foundations of corporate management (management of integrated corporate structures).

In the first half of the XX<sup>th</sup> century, under the influence of the world wars and the global economic crisis, theoretical and methodological principles of the state regulation of the economy emerged. The turning points in the formation of the system of macroeconomic regulation were the developments of the German Headquarters on the formation of a military mobilization system of economic management on the eve of the World War I and the scientific paper by J. Keynes 'General Theory of Employment, Interest and Money' [7], which laid the theoretical foundations of anti-crisis and anti-cyclical regulation of national economy [8].

As a consequence, in the middle of the XX<sup>th</sup> century, three interrelated forms of the modern scientific management were developed: the production and entrepreneurial management (the level of management of the internal environment of enterprises' divisions and structures of small businesses), the corporate management (the strategic management of corporate entities' competitive adaptation to the external environment), and the public (state and municipal) management – the control the dynamics of the organizations environment.

At that, two main trends are typical in the development of the modern management in general and the corporate management in particular.

Firstly, the trend of the growing national specificity, which is reflected in the formation and evolution of various national models and modifications of the modern management. This trend is a consequence of the specific influence of socio-cultural, political and legal, economic, historical and national, and climatic factors on the development of management in particular countries.

As a consequence, in the development of the modern Management science, the models and modifications of the industrial management are singled out – the North American (USA, Canada), West European (England, France, Germany, Sweden), East European (Russia, Ukraine), and East Asian (Japan, Korea, China) ones.

There are also grounds to talk about the emerging versions of the modern industrial management – the Latin American (Brazil, Argentina, Chile, Venezuela, Mexico), South Asian (India, Indochina countries), and Middle Eastern ones (experiencing the influence of Islam).

Each of these models and modifications has their own peculiar styles of management, nature of leadership, ratio of formal and informal relationships and communication mechanisms, centralization and decentralization of the management organization build-up, specific relationship to the human, material, and technical inputs. As a consequence, the appropriate national models and modifications of the corporate management are developing.

Secondly, the modern management in general and the corporate management in particular are characterized by the growth of the globally-general, which is reflected in the innovative development of its theoretical and methodological principles and functional-technical equipment.

Development of theoretical and methodological principles of Management determines the progress of the theory and methodology of management of socioeconomic systems in the competitive environment of the market economy. In the course of this development, laws, regularities, principles, methodological approaches to the organization of social management, as well as the fundamental concepts and categories of management of social systems are formed and revised.

Development of functional and technical tools of management determines the evolution of techniques, technologies, mechanisms, tools of statement of managerial problems, analysis of problematic situations and development of managerial decisions, formation of organizational structures of management, implementation of the functions of management – planning, organization, motivation, control, coordination, and regulation.

Objectively, the progress in Science and technology conditions the technological evolution of manufacturing processes, and, as a consequence, the respective development of the business processes of social reproduction. This in turn stimulates the transformation of socioeconomic relations of human interaction in the process of economic activity and, as a consequence, the improvement of the management of this interaction, in corporate organizations as well.

Improvement of the organization of management of corporate socioeconomic systems assumes consistent solution of the two key issues of the modern corporate management. Firstly, the theoretical understanding of the issues of corporate management set by the socioeconomic development and the relevant theoretical and methodological principles of their solution. Secondly, the new conditions of social economy urgently require developing the necessary methodologies, technologies, and tools for implementation of the newly formulated theoretical and methodological provisions of managing corporate social systems [9].

Thus, the development of corporate management, objectively assumes internal harmonization of its theoretical and methodological principles and instrumental and methodological components.

The key goal of corporate management is to provide for organizational development (purposeful change) of the managed corporate structure in the circumstances of the market environment, as a result of which the corporation will gain new competitive advantage, strengthen its competitive position, the implementation of which will enable it to successfully achieve the challenging strategic functional goals and solve current entrepreneurial tasks.

In its turn, the competitiveness of corporate structures is ultimately based on productivity, production efficiency, and the business in general.

At that, the efficiency of corporate management objectively is divided into the financial and economic efficiency and the social and organizational efficiency.

The financial and economic efficiency of corporate management is the efficiency of the economic performance of the internal production and economic system. It manifests itself in the ratio between the volume of output of the products (services) manufactured in the corporate organization and the cost of resources to provision that production. This category focuses on the performance and characteristics of the relations of the internal environment of the organization between the obtained results and spent logistical and financial resources. The financial and economic efficiency indexes are based on the resources' cost savings per unit of output. (In the system of corporate management, it reflects the so-called 'Concept X').

The object of corporate management study as a management science covers the socioeconomic systems of corporate entities. In this case, a corporation is treated as a total of the corporate property and economic set, the corporate social community (the staff of the corporation) providing for interaction of people in the course of operation of the property set of the socioeconomic system of their relationships.

The organizational relations (organizational mechanisms) that regulate the processes taking place in socioeconomic systems, by which the activity of human resources of a corporation is coordinated and the assigned corporate goals are achieved, act as the subject of the study of corporate management in its function as a management science. Structurally, organizational mechanisms basically include subjects of management, objects of management, and direct and reverse links between them.

Operation and development of organizational relationships (organizational mechanisms) regulating the processes taking place in the socioeconomic systems, and, as a consequence, the social and productive interaction of people are determined by the relevant laws, regularities, and principles of Science.

These laws and regularities are, first of all, the laws and scientific principles of management of socioeconomic systems (organizations). Organizational laws are the laws of synergy, awareness and normalization, self-

preservation, the unity of analysis and synthesis, composition and proportionality, systems development, and the law of the least.

Secondly, the laws and regularities of operation of the market economy and its socioeconomic structures: economic laws are the laws of increasing requirements, limited resources, demand, offer, monetary circulation, dependence of the structure of personal consumption on income, diminishing marginal utility, diminishing marginal returns, diminishing returns, increasing opportunity costs.

Thirdly, are the laws and regularities of operation of social communities and behaviour of certain individuals and groups in them in the process of joint production and labour activities. Social laws are divided into two main groups: the laws of operation or organization and the laws of development. The main concepts, categories of sociology include such concepts as social relations, social institutions, social groups, social processes, and social structure.

The most important principles of social management can be purposefulness, responsibility, competence, discipline, promotion, hierarchy, and feedback.

Methods of social management are divided into two types – personal and institutional, in each of which in turn there are three types – economic, administrative and legal, and socio-psychological.

Management of a competitive company (corporation) in the market economy ultimately acts as the management of its competitive behaviour in the struggle for markets and spheres of capital investment for the following purposes: the operational purposes – to increase profits in the current period, and the strategic ones – to strengthen the market position and survival in the long-term.

Based on the scale-temporal aspects of socioeconomic organizations (corporations) management, the operational and strategic corporate management types are distinguished.

Strategic management of a corporation focuses on the organization's mission, its survival and development in the long term. Strategic management focuses mainly on the issues of environment, considering the staff as the main resource of the organization and the basis of its competitiveness. Strategic management focuses on the strategic issues of organizations (corporations), which tend to have lower levels of structuring and wider use of quality characteristics and indicators of their expression [10].

The main indicators of the efficiency of strategic corporate management is the level of competitiveness of the company, the ability of management organizations to provide timely and accurately response to new market demands and to adequately vary depending on changes in the environment.

Operational management of a corporation focuses on the production of goods and services and more efficient use of resources and factors of the internal environment of the organization in the short term. Therefore, operational management pays priority attention to the internal problems of the enterprise associated with finding ways to improve the current use of resources.

Operational management aims solving current problems of organizations (corporations), which tend to have higher levels of structuring and quantification. The main resources for solving operational problems of a corporation are logistic means, the use of which is analyzed using appropriate financial and economic indicators. At that, employees are considered only as performers of the work.

The main performance indicators of operational management are profit maximization and the level of rational use of the productive capacity.

The strategic analysis of the functioning of an organization (corporation) in the market economy is based on the study of the life cycle of its competitive motion in the circumstances of market fluctuations and economic cycles of the market economy.

The operational analysis of the operation of an organization (corporation) in the market economy is based on the study of the reproductive cycle of the turnover of its equity in the areas of production and circulation.

The life cycles of organizations (corporations) and the speed of their capital cycles are closely interrelated, but at the same time each of them has its own peculiarities, which determines the fundamental differences between the strategic and operational management of a corporation.

The staple of corporate management are corporate managerial decisions – strategic, tactical, and operational ones. Development and implementation of corporate managerial decisions is carried out in the course of the preparation, storage, processing, and transmission of corporate management information. The result of a corporate managerial decision is prioritization of alternative use of scarce resources by the corporation and key directions of its competitive development. At the heart of the development and adoption of a corporate decision is the identification and analysis of the managerial problem of competitive development of the corporation and the related problematic situation [11].

A managerial problem is the difference between the actual (prevailing) and desired (target) state of the operated organization with no identified ways of overcoming this discrepancy. A problem determines the choice of research methods and foresight of results. The main parameters of a problem are: reality, relevance, availability of resources and the value of the intended result. The problem is analyzed and solved in the field of the corresponding problematic situation.

A problematic situation is a characteristic of the real mismatch of the desired and actual levels of satisfaction of the needs of a subject. A problematic situation stands, on the one hand, as a total of the management subject's purposes, and, on the other hand, as the condition of the subject and object of the management system as well as the condition of the internal and external environment of the organization.

To analyze a problematic situation and develop a managerial decision, management offers the dialectical methodological approach and the system, situational, and process-related methodological approaches arising out of it.

The dialectical approach is based on the fact that the world around us is material, the society is an integral part of this world; in the course of its operation and development, it interacts with the environment; all components of society are interrelated and constantly develop. The material basis for the functioning and development of the society and its components is formed by the production and labour processes.

Development of the society and its components is determined by the laws of dialectics: the unity and struggle of opposites, the transition from quantitative to qualitative changes, the negation of negation, and the paired categories of dialectics: a phenomenon and essence, a form and content, a cause and an effect, possibility and reality, freedom and necessity, a chance and necessity, possibility and necessity.

The system approach is the methodology of studying objects of management as systems. Respectively, the society and its constituent elements are treated as social systems and subsystems, i.e. organization.

A system is an integral normalized set of interrelated or interacting elements, each of which contributes to the performance of the whole. Socioeconomic systems are a special class of social systems organizing production and labour processes, which result in production of amenities and services necessary to ensure the viability and development of the society and its individual members. Any firm is a complex self-organizing socioeconomic system and, at the same time, an agent (a subsystem) of the market economic system.

Organizational corporate socio-economic systems include property and production facilities (the set of means and objects of labour), social commonality (the group, corporation of people involved in joint production activities), a system of socioeconomic relations, ensuring the interaction of people, the most important component of which is the system organizational and economic relations).

The core of a corporate socioeconomic system is the system of corporate management of an organization, which is an ordered set of organizational and economic relations that govern the processes of interaction of the elements and units comprising the system.

Structurally, a corporate organization management system includes the object of management, the subject of management, the matter of management (communication and relationships between the subject and object of management). They are characterized by the internal and external environment, as well as internal (target) and external (factorial) indicators of their operation.

Conditionally corporate management systems are divided into two main types: the closed and open ones. A closed-type system has rigid fixed boundaries; its actions are independent from the environment surrounding the system. An open-type system is characterized by interaction with the environment.

The corporate management is a process of purposeful normalization of the corporate system, changing under the influence of the factors and conditions of the internal and external environment [12].

By its form, corporate management is an information process, i.e. a process of receiving, storing, processing, and transmitting information. By its nature, corporate management is an organizational process, i.e. a process of organizing, structuring, and building connections and relationships interacting within the system of elements.

The process approach is the methodology of studying management objects, according to which, first of all, the very corporate organization is treated as a system undergoing development in the form of an ordinary life cycle. In the process of this development, products and competitive advantages of the organization undergo the successive phases of occurrence, formation, maturity, and degradation of their life cycles. Secondly, short, medium, and long economic cycles as well as the life cycles of sectors of the external market environment take place. Thirdly, the very management of the organization is objectively implemented as a process, i.e. a series of continuous interrelated actions, through which a manager achieves goals and solves problems with the help of other people. These actions, each of which is also an independent process, act as the implementation of certain functions.

In the process of managing organizations (corporations), the basic functions of corporate management are comprehensively implemented: planning, organization, motivation, control, coordination (regulation).

The situational approach is the methodology of studying objects of corporate management, according to which the determining factor for a managerial decision is the situation, i.e. a specific set of circumstances that have an impact on the organization at the moment. According to the situational approach to management, the organizational structure of an enterprise, its elements are nothing but the response to outside impacts of different nature. To use the approach in practice, one needs to determine what the important variable situations are and what the extent of their influence on the efficiency of the organization is.

The situational approach targets comprehensive analysis of the strengths and weaknesses of the internal environment in relation to the opportunities and threats of the external environment of the organization, and the subsequent identification of the key competitive aspects of functioning and development of a corporate organization, separating them from the secondary and unimportant ones. And economic models and economic matrices are applied for this purpose. Thus, the priorities of the competitive development of an organization as well as the optimal directions of alternative use of its limited resources are identified.

The situational approach targets comprehensive analysis of the strengths and weaknesses of the internal environment in relation to the opportunities and threats of the external environment of an organization, and the subsequent identification of the key competitive aspects of functioning and development of the organization, separating them from the secondary and unimportant ones.

For this purpose, the methods of the structure breakdown ('the objectives tree'), the matrix-complex analysis ('the matrix'), and the modelling (the economic models) are applied. Thus, the priorities of the competitive development of an organization as well as the optimal directions of alternative use of its limited resources are identified.

The modern management actively uses the following models in order to analyze the market position, solve the problems of competitive behaviour and ensure organizational development of the managed socioeconomic systems (organizations): economic decompositions (structuring), economic matrices, and economic models.

The structural and functional decomposition (structuring) assumes using the method of building 'objectives trees', 'resources trees', and consequently 'solutions trees', based on which are structured: 1) goals (objectives) of system management, 2) resources and factors of their achievement, 3) choice of alternatives to the limited resources of the organization.

The matrix-complex composition (matrix) is a tool of composite (system) strategic analysis of the competitive position of a managed organization in the relevant market (the market niche). It is implemented by means of the system-composite research of strengths and weaknesses of the organization's internal environment in its interaction with the external market competitive environment with its opportunities and threats. By means of the matrix, the competitive opportunities and advantages of the managed social system in the competitive environment of the particular market economy niche are structured and ranked.

The economic model is a simplified reflection of the managed economic system's operation using verbal description, charts, and equations (characters), which concentrated singles out the most important relationships of its internal and external variables.

The external (exogenous) variables are input from the 'outside'. They describe the conditions, in which the managed organization achieves its goals. These include resources of the internal environment of the organization (the organizational and informational, human, production, financial, and marketing resources) and environmental factors (business environment, opportunities, and threats). The internal (endogenous) variables are introduced from the 'inside'. These are the goals that management of the organization assigns to themselves. Achievement of these goals is the result of solution of the problems faced by the organization.

The task of the model is to figure out how the external (exogenous) variables functionally affect the internal (endogenous) variables of the managed socioeconomic system. At that, the economic model must contain an objective function and constraints of its use.

As a result of the dialectical, system, situational, and process analysis using the methods of structuring (the 'objectives tree'), matrices, and modelling, the following is revealed: 1) the strengths and weaknesses of the internal environment, 2) the opportunities and threats of the external environment, 3) combinations of strengths and weaknesses, threats and opportunities, 4) potential

competitive advantages, 5) basic potential competitive advantages and core competitive competencies that can be converted into the key factors of the corporate competitive success.

Based on the strategic analysis of a problem situation, the methodical algorithms of, first of all, the development and adoption of a managerial decision and, secondly, the development of the project to promptly implement a managerial decision is carried out.

The algorithm of adoption of a reasonable corporate managerial decision includes five operational and functional steps – diagnosing the managerial problem, formulating the constraints and criteria of the decision-making, defining the alternative solution options, providing comparative evaluation of alternatives of the solution options, making the final choice of an alternative solution of the problem.

The algorithm of development and implementation of a project of prompt implementation of a managerial decision includes four main operational and functional phases of the life cycle of a management project – the initial phase (initiation), the development phase, the implementation phase, and the completion phase.

A corporate project is a time-limited, purposeful change of a certain corporate system with the specified requirements for the cost and quality of the results, and the specific organization. Management of a corporate project is management of the organizational and competitive changes in a corporation, which are to be implemented as a result of the project. Change of the status of the project from its emergence to completion is characterized by a change of a number of parameters and indicators that determine the nature and success of the project. The end result of implementation of a managerial decision and the relevant project should be improvement of the competitive advantages and competitive position of the managed corporate entity [13].

### **3. Conclusions**

Thus, we can conclude that management as a specific form of social control has passed a long way of formation and development, both in theory and in practice, and is permanently evolving in the modern world. Having been identified for a long time as management in the private corporate sector of the economy, today management has expanded its boundaries and can justly be identified as social management in general, i.e. management that involves a human as the subject of management. We should also mention the fact that efficient management becomes the key strategic competence of an organization taking up the garland of victory from different kinds of resources (financial, administrative, property, etc.). Paraphrasing a famous sports saying, we can say that ‘success is achieved by the entire organization, and failures are the fault of management’.

For Russia, all the above-said strongly requires formation of the modern Russian model of management based on system analysis of the dialectics of relationships of the universal historical and contemporary global development of the theory and practice of socioeconomic management, on the one hand, and the historical nation-specific experience of the Russian socioeconomic management, on the other hand, taking into account the conditions and prospects of modern transition of industrial countries to the post-industrial economic model [14].

## References

- [1] S. Gubanov, *Economist*, **4** (2014) 3-32.
- [2] V. Daskovsky and V. Kiselev, **1** (2014) 32-49.
- [3] V. Daskovsky and V. Kiselev, *Economist*, **1** (2014) 3-31.
- [4] F. Taylor, *The Principles of Scientific Management*, Harper Bros., New York, 1911.
- [5] A. Fayolle, *Administration industrielle et générale; prévoyance, organisation, commandement, coordination*, H. Dunod et E. Pinat, Paris, 1917.
- [6] E. Mayo, *Hawthorne and the Western Electric Company, The Social Problems of an Industrial Civilisation*, Routledge, New York, 1949.
- [7] J. Keynes, *Q. J. Econ.*, **51(2)** (1937) 209-223.
- [8] A.I. Kravchenko, *The history of management: Textbook for high schools*, 5<sup>th</sup> edn., Academic Project: Triksa, Moscow, 2005, 560.
- [9] B.V. Naumenko, *Management: Study guide*, Murmansk State Technical University, Murmansk, 2009, 307.
- [10] L. Faey and R. Randall, *MBA course on strategic management*, Russian translation, Alpina, Moscow, 2002, 608.
- [11] V.G. Prudsky, *Deploying the transition of the industrialized countries to the post-industrial economy and formation of the mechanisms of the innovation incentives in the system of corporate management*, in *Theory and practice of corporate management: collection of scientific articles*, Vol. 9, Perm State Research University, Perm, 2012, 113-117.
- [12] S.A. Popov, *Management and Business Administration*, **4** (2013) 26-31.
- [13] G.L. Tsipes and A.S. Tovb, *Project management in the practice of modern companies*, JSC 'Olympus-Business', Moscow, 2006, 304.
- [14] A. Amosov, *Economist*, **2** (2014) 3-12.