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ORIGINAL PAPER

TO THE ANALYSIS OF THE SCIENTIFIC CATEGORY "MANAGEMENT SYSTEM"

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Abstract. Understanding the essence and features of management allows us to correctly build a system of effective implementation of its functions at all levels of the organizational hierarchy. The purpose of the study was to determine the essence of the concept of "management system", the features its construction. To achieve this goal, the main categories of management have been considered, which are its object, subject, functions and approaches. The elements of the management system and their mutual influence are defined. It was revealed how the interaction of subjects and objects of management is carried out. It is shown that the system of management of organization includes subsystems of management of its functioning and development; as they are aimed at managing different objects, respectively, the problems to be solved and the methods of solving them are different. Different system approaches in management, including "hard" and "soft" management are considered; their peculiarities are revealed. Factors of effective management of organization that consist in providing qualitative feedback, functionally filled and organizationally well-coordinated management business-processes, adequate management decisions, forecasting of crisis situations in the object of management and searching of new possibilities of development of object of management are distinguished.

Keywords: management, management object, management structure, management subject, organizational structure

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ОРИГИНАЛЬНАЯ СТАТЬЯ

К ВОПРОСУ АНАЛИЗА НАУЧНОЙ КАТЕГОРИИ «СИСТЕМА УПРАВЛЕНИЯ»

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Аннотация. Понимание сущности и особенностей управления позволяет правильно выстроить систему эффективной реализации его функций на всех уровнях организационной иерархии. Целью исследования стало определение сущности понятия «система управления», особенностей ее построения. Для достижения поставленной цели были рассмотрены основные категории управления, которыми выступают его объект, субъект, функции и подходы. Определены элементы системы управления и их взаимное влияние. Выявлено, как осуществляется взаимодействие субъектов и объектов управления. Показано, что система управления организацией включает в себя подсистемы управления ее функционированием и развитием; поскольку они нацелены на управление разными объектами, соответственно, решаемые задачи и способы их решения отличаются. Рассмотрены различные системные подходы в управлении, в том числе «жесткий» и «мягкий» менеджмент; раскрыты их особенности. Выделены факторы эффективного управления организацией, которые состоят в обеспечении качественной обратной связи, функционально наполненных и организационно сложенных управленческих бизнес-процессов, адекватных управленческих решений, прогнозировании кризисных ситуаций в объекте управления и поиске новых возможностей развития объекта управления.

Ключевые слова: менеджмент, объект управления, структура управления, субъект управления, организационная структура

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Introduction

The management of any organization involves building an interaction structure – internal communications and connections, both vertical and horizontal. However, before proceeding with the definition of hierarchy levels and types of organizational structures, each leader needs to form a clear idea of the management process itself – what it consists of, what it is based on, what factors affect it positively and which negatively.

The category "management" is a multi-valued and diverse concept that can be considered in various aspects, for example, philosophical, psychological, organizational, as a result of which representatives of various sciences and directions are

actively studying the essence of this concept. Analysis and generalization of literary sources has made it possible to see that approaches to the definition of this term are very diverse, so let us take some of them under consideration.

First of all, it should be mentioned that in the broadest sense, management is a part, a function of organized systems of various origins, ensuring the preservation of their specific form, structure, supporting the mode of activity, the implementation of programs and goals of activity.

Results and Discussion

The classical theory of management defines this process as the implementation of managerial functions of a certain com-

position. Management is understood through the expression of its functions, such as planning, organization, motivation and control (analysis, preparation and adoption of managerial decisions, communications, leadership, etc.), necessary for formulating and achieving the goals of the organization. Such management theorists as M. Mescon, M. Albert, F. Hedouri, understand management as a function, a type of activity aimed at leading people in various organizations, as well as a sphere of human knowledge that helps implement this function [1].

All management functions are combined with each other, forming a management system. The effectiveness of such a management system depends both on a clear choice of management methods, principles and functions and on factors that contribute to an increase in the intensity of the management process. The definition of management functions allows us to establish what needs to be done in relation to a particular management subject.

In the works of scientists, the approach to considering a management system implies the use of a certain structure in its composition, the elements of which and their effectiveness (system orderliness, its integrity, the interconnection of components), as well as the environment that affects the quality the management subject (competence, experience, personal characteristics, education, etc.) interact with each other.

For example, from E.V. Selezneva's point of view, management is a mechanism that ensures effective interaction between the managing and controlled objects, which is expressed in monitoring the functioning of the second one by the first. The criterion in this case is the achievement of the tasks set for the controlled object [2].

O.A. Mitroshenkov in his work interprets management as a set of actions of the managing and managed systems, characterized by purposefulness and interconnectedness. At the same time, the task is to coordinate the joint activities of people to achieve the set goals [3].

We also cite M.A. Korgova's opinion, who understands control as a continuous sequence of actions carried out by the management subject, as a result of which the formation and change of the object to which management is directed occurs. At the same time, the goals of the joint activity are set in parallel, the ways to achieve them are determined, the division of work between its participants and the integration of their efforts are carried out [4].

If we consider management from the point of view of real management practice, it is necessary to cite N.I. Astakhova's and G.I. Moskvitin's opinion, who defines it as a purposeful interaction of the managing and managed subsystems in order to achieve the goal or planned result [5].

With such managerial interaction, various relationships are implemented both between the management subject and object (objective activity), and the interaction between management subjects. It must be taken into account that all inter-related procedures are based on inseparable forward and backward effects, which are based on a combination of changes in subjects that affect each other.

Currently, many processes in the organization (such as the organization of production, planning and analysis, financial issues, interaction with suppliers, including the process of personnel management) require on-the-spot decisions, and without automation of these processes it is no longer possible to make managerial decisions with a large amount of information and differentiated equations. The process of automation (informatization) of enterprise management implies both the introduction of information technologies that are relevant

today to improve production efficiency and a change in approaches to the system of interaction, adoption and implementation of management decisions.

We also note that interaction is a holistic, internally differentiated, self-developing system, which is the essence of management, since it assumes that both those who manage and those who are managed will change under the influence of each other.

The elements of the management system are shown below (Fig. 1).

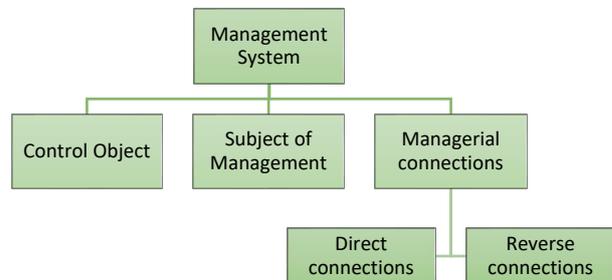


Fig. 1. Management System Elements / Рис. 1. Элементы системы управления

Source: compiled by the authors based on [6] / Источник: построено авторами на основе [6]

For the implementation of managerial interaction between the management subject and object, it is necessary that there be management connections between them, which can be divided into certain types (Fig. 2).

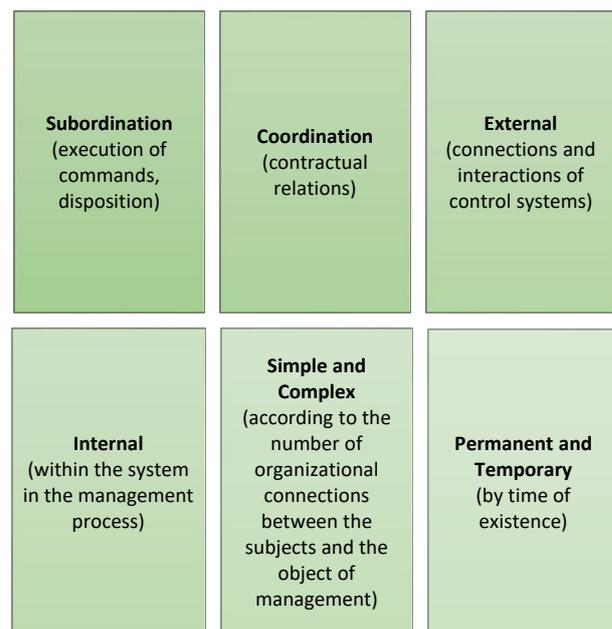


Fig. 2. Connections Arising in the Management System / Рис. 2. Отношения, возникающие в системе управления

Source: compiled by the authors based on [6] / Источник: построено авторами на основе [6]

The process of effective management depends on such factors as the ability to set realistic goals (results), the ability to foresee the occurrence of negative factors that may prevent it from being achieved, etc. In ideal cases, when it is possible to predict the course of events and avoid unnecessary risks and costs of expensive resources, one can achieve very high results. Unfortunately, in practice, these situations occur rarely, and this is primarily due to the work of managers who cannot or do not want to understand the essence of ongoing man-

agement processes.

Management, like any other activity, is carried out based on various approaches. Effective management requires an understanding of their advantages and disadvantages and the ability to use them in practice in the most acceptable form. Therefore, it is advisable to determine the features according to which management approaches differ:

- management subject: it is determined who acts as the managing side – only the management of the organization workforce also takes part in the development of plans, discussion of the work progress, and the decision-making;
- management orientation – either to the process or to the result;
- management integration: it can focus on the autonomous development of innovations or it can strive for the integrated implementation of all innovations as a whole (system management);
- management's response to changes can be proactive or reactive.

Note that none of the above-mentioned management approaches can be considered a perfect one and used in the singular. Their combination depending on the changing external and internal conditions of activity is correct.

For example, management built on democratic basis is not always more efficient than the administrative approach, this applies, first of all, to such situations when the time to achieve managerial results is limited. With a different, systematic approach, high qualification of managers is required, in addition, it is quite laborious. Reactive management can give the same results as advanced management in a stable environment. Therefore, when choosing approaches to management, it is necessary to take the actual conditions in which it is carried out into account.

Speaking about approaches to management, it is also advisable to consider the actively discussed positive and negative aspects of the use of so-called "hard" and "soft" methods in management systems, which are often opposed to each other, as they have diametrical characteristics.

The "hard" management elements reflect its formal side. These include setting clear goals, developing strict regulations and standards, applying fines for lateness and violations, and so on [7]. In other words, "hard" management is a directive style that is reinforced by additional control and micro-management implemented at all levels of the company. All decisions are made by the management and go down the hierarchical chain.

"Soft" management elements are primarily used when building corporate communications. One example is the corporate environment, which takes into account: management style, staff composition, sum of skills, shared values, etc. It should be noted that many managers, organizing their own management, do not consider them as management elements at all.

Opponents of the practice of following the principles of a "hard" approach note that the implementation of such a management model leads to opposition between employees and the manager, misunderstanding, distrust and resistance, as a result of which it really becomes necessary to force employees to work [8]. As a result, sooner or later, hidden or open conflicts appear, which, in turn, can lead to a break in labor relations.

According to modern approaches, which speak of the need to manage the effectiveness of an employee, the directive style is not always appropriate, respectively, it should be used

in very small doses, in exceptional cases. In addition, as the researchers note, the commitment to "hard" management is inherent in managers who have a low level of empathy and emotional competence. In addition, those of them who do not have knowledge of modern management approaches, which, however, does not mean that they cannot change and switch to a new management style, need to learn for this.

In general, there are several main situations in which the use of "hard" management is inexpedient and inefficient, therefore, an appeal to "soft" management models is required.

Firstly, "hard" management cannot be used when working with employees with high professional qualities. Such employees have their own opinion, they can evaluate all decisions and instructions critically and make their own proposals. Therefore, it is necessary to use such a human resource of the company correctly, considering these employees more as assistants and not executives. If you set tasks for them in a directive manner with a high degree of control procedures, this can lead to their demotivation and reduce the personnel potential of the company.

Secondly, the "hard" model is completely ineffective and even harmful if a situation has occurred in the team that requires the creation of a friendly atmosphere, a psychologically comfortable environment. In this case, employees need support, the formation of teamwork, the development of a corporate culture, i. e. application of a "soft" approach to management.

Thirdly, the "hard" management model should not be applied when developing an innovative product, since working on it requires a flexible approach as a result of constant changes in the process. At the same time, the project team makes suggestions for improvement, and its representatives should not be afraid to look for ways to solve problems on their own. Therefore, management must listen to new proposals so as not to destroy the initiative.

However, the "hard" management model also has followers, according to which it brings real benefits due to the need of achieving high discipline among personnel in certain areas of activity or at certain stages of the company's development or in certain situations that require immediate and fast response [9].

For example, when new employees who do not have certain experience come to the team, tasks should be set for them directly and their performance should be tightly controlled. At the same time, it is again necessary to use elements of a "soft" model, creating an atmosphere of mutual trust and understanding so that control is perceived as an element of support and not supervision.

Using a "hard" management model is also possible when the majority of employees are not involved in the work process and are not committed to the corporate values. However, in this case, simply making people work will not be enough, since measures are needed to involve employees in the values of the company, for which "soft" management methods should be used.

The "hard" approach is a common and familiar method of management for Russian companies. We will not be mistaken if we say that in the majority of Russian companies are built on a vertical principle, the staff is the executor of the management's orders. The employees' involvement in the process of creating values is usually purely technical. Only the manager sees the whole picture of what is happening and subordinates focus on the implementation of specific tasks, therefore, the responsibility lies with the manager.

The use of “soft” methods allows employees to get more freedom, to decide for themselves how to organize their work, what methods to use in solving problems. At the same time, management maintains employees’ interest in innovation and the promotion of new ideas and interacts more with the team. This is the result that is important for the manager and the question of how it is achieved is secondary. Responsibility, however, lies with the employees.

Therefore, a “hard” management model or “hard” management is based on the introduction of penalties and strict standards. Methods of a “hard” approach allow us to use coercion to achieve our goals. This type of management allows us to provide pressure on the entire spectrum of problematic issues but does not guarantee a hundred percent success in solving them, however, it makes it more likely to achieve the desired results.

The “soft” model is aimed at achieving a comfortable psychological climate in the company, promoting a corporate culture and developing employees. “Soft” methods allow us to actively influence employees, which is a central component of the corporate space, which consists of interacting information flows.

The management of companies using the “hard” model is formally detached from employees, while the distrust to the staff flourishes and detailed current control is implemented. In other words, “hard” management is based on the concept of exploitation. It’s hard to say whether it’s good or bad, because both managerial situations and business areas are different, and in some cases this model justifies itself, but not always. Therefore, it is important to understand how effective the use of “hard” management will be in specific conditions and whether it will bring negative consequences.

An effective leader does not force employees to work, but helps them, for which the company’s goals should be clearly defined, transparent and understandable criteria for evaluating the result should be used, etc. [10]. The development of conceptual basis and improvement of the “soft” management model potential will effectively counteract the negative consequences of its directive form.

If we consider management on the example of a specific organizational structure, then we can distinguish the following sources and key factors of its effectiveness:

- 1) The presence of high-quality feedback.
- 2) The presence of functionally filled and organizationally coordinated management business processes.
- 3) Making effective management decisions.
- 4) Risk assessment, building forecasts of possible crisis phenomena in the control object.
- 5) Implementation of a constant search for new ways and opportunities for the development of the management object.

Control theory defines this process as the implementation of functions of a certain composition. In other words, management is understood through the expression of its functions, such as planning, organization, motivation and control (analysis, preparation and adoption of managerial decisions, communications, leadership, etc.), necessary for formulating and achieving the organization’s goals [5].

The definition of management functions allows us to establish what needs to be done in relation to one or another of its subjects. All management functions are combined with each other, forming a system, the effectiveness of which depends both on a clear choice of methods, principles and functions and on the factors influencing the increase in the intensity of this process.

Essentially, the management process consists in what the subject of management should carry out according to the management object or to the external environment. The head of the organization, for example, instructs the employee to complete the task or decides on the distribution of bonuses to a group of employees for the achieved intermediate or final results, performs the function of leadership in relation to them. Controlling the implementation of the tasks assigned to the team, the leader performs the function of control, etc.

The general structure of management functions can be expressed in the content of activities, the production technologies used, the organization of activities, the management of the material and technical base and the information support of management processes. The concretization of management functions requires the establishment of its object. In certain situations, for example, when assigning functions to different executives, it makes sense to specify them as much as possible.

Information technologies involved in the management system must meet the requirements of today, be able to quickly offer solutions to current problems and predict tactical strategies for managing an organization. Without an accounting policy, it is difficult to solve managerial tasks, since accounting is a necessary additional means of control. To make managerial decisions, it is necessary to use up-to-date and reliable information obtained during the operation of automated information systems so that the manager can plan the resources of the organization, as well as predict its development strategy.

We should note that any use of control functions is a matter of expediency. The development of informatization and digitalization is greatly changing the work processes in modern companies, as well as their corporate culture and the classical management hierarchy. Various modern flexible methods of management are aimed at eliminating the role of the leader, weakening the influence of one person on the majority [6]. A modern person is much less ready to obey someone. Personal freedom comes first. The young economically active generation is not in awe of the “senior” and “authorities”. These are people with high mobility, good adaptability and small ambitions. They need compromising and motivating management.

The problem with the Russian managerial approach is that managers consider employees to be dependent and not very capable. As a result, there is no trust, employees are constantly checked, punished for any mistake. Such tight management results in predictable growth, no sudden movements and little difference between the minimum and maximum productivity. Employees with such management quickly burn out, the “turnover” of personnel begins. When a manager gives freedom to the team and democracy to work processes, the result becomes much better and there is no upper limit. Such management is characterized by the growth of loyalty, involvement, personal responsibility and productivity of employees.

Conclusion

Therefore, the category “management” can be understood as a certain type of activity that characterizes the purposeful allocation of subjects; as a purposeful influence of the subject of control on the controlled object, which changes the latter; as a process of interaction of elements and subjects of management, as a result of which their interdependent transformation is carried out. At the same time, management functions are management activities aimed at exercising a certain influence on the management object in order to achieve the solution of certain tasks. As a result, the composition of the tasks to be solved, as well as the content of the activities and

production processes of the organization determine the functions of its management. In modern conditions, a full-fledged construction of a management system in an organization is a source of its long-term and effective activity. Therefore, it is important to carry out the implementation of management functions at all levels of the organizational hierarchy of the company, considering the specifics of its activities, as well as the influence of internal and external factors. Successful management consists of a combination of “hard” and “soft” elements, as this allows it to be balanced. “Hard” and “soft” management models are used in different areas and business processes. In some cases, it is advisable to use “hard” management elements, but, for example, when managing corporate knowledge, “soft” management elements will be much more effective. Therefore, these management models should be applied in addition to each other, depending on the tasks to be solved and the goals set. Then positive changes will happen.

Traditional tools and skills of a manager with the advent of informatization of production processes, on the contrary, are becoming more in demand due to the need to integrate knowledge, skills and abilities. The capabilities of the software help managers to redistribute time and energy that they previously spent on solving routine and monotonous tasks, to a more social component of managing the organization. In turn, the social climate in the organization allows the development of corporate culture and teamwork cohesion, improves the communication procedure both horizontally and vertically, which in turn makes it possible to “look beyond the horizon” for more long-term planning.

In recent years, the process of organization management digitalization has gained very strong momentum due to the requirements of the real sector of the economy. Organizations have a need for flexible and prompt response to external challenges. There are becoming more and more of which. Only when using information systems and operational software, managers have opportunities based on which they can quickly make an accurate and optimal decision.

The digitalization of processes and production is currently an integral part of keeping afloat and developing any organization. Accordingly, the requirements for “computer literacy” are applied to managers of various levels in order to understand the principles of operation of modern electronic devices and software and to be able to use IT technologies in daily management practice at any level.

Despite the development and introduction of modern in-

formation technologies into the activities of organizations, it does not take all the responsibilities from the head responsible for making a management decision, on which the activity of the whole enterprise depends. The ability to competently use all possible models and methods will allow an effective manager to build a process in such a way that the organization can adequately develop in a market economy.

Authors' Contribution

The authors have made an equal contribution to the research: collection and analysis of the material; definition of goals and objectives, research methods; formulation and scientific substantiation of conclusions, registration of key research results in the form of an article.

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