

**SECTION 5.**

MANAGEMENT, PUBLIC MANAGEMENT AND ADMINISTRATION

**DOI 10.36074/logos-29.03.2024.014**

## **SOCIO-ECONOMICALLY EFFECTIVE MANAGEMENT IS A NECESSITY FOR A REGULATORY SYSTEMS' DEVELOPING**

**Vladimir E. Shedyakov<sup>1</sup>**

---

**1.** Dr. Sc. (Sociology), Ph. D. (Economics)

*Freelancer scientist*

*UKRAINE*

**ORCID ID: 0000-0003-2779-3736**

---

The conditions of global change inevitably require further improvement of the mechanisms of social interaction and their regulation. It is obvious that transformations of paradigmatic depth and scale require neither partial improvements nor chaotic-random transformations, but systemic actions that allow maintaining a balance between multi-level interests and steps at the strategic and tactical levels. Conscious unconventional management is part of a complex of factors and characteristics of subjectivity and sovereignty. The comprehensive realization of organizational-managerial reinforcement of creativity involves, first of all, the development of the environment for creativity (in particular, intellectual creativity), points of its concentration (for example, in the cluster form of scientific, educational and production associations), a picture of specialties, systems of continuous training (incl. retraining and self-education) creative activity. An objective condition for reaching the level of a key factor in maximizing the social space of creative activity radically changes the requirements for organizational-managerial relations. At the same time, when faced with the “historical challenges of the era”, everyone either finds their own version of the answer to them (including entering the “coordinate system” of a more powerful subject), or tries to ignore the changes [1-5]. An effective solution of both internal and external problems, for example, saving people, improving the quality of labour potential, developing the cultural-civilizational world and, accordingly, success in competitive processes, largely depends on organizational-managerial relations in society. But the nature of management requirements is changeable and significantly depends on the specifics of the era, conditions, potential and goals. In

particular, it is absolutely not enough to take into account only commercial profit; a much more in-depth assessment of effectiveness is needed, including sociocultural dimensions and transferring assessments to the political-economic plane [6-15]. The study of institutional-value principles of the organization of economic communities, alternative approaches to the assessment of management systems allows one to overcome rigid financial-commercial determinism, refusing to evaluate economic situations and processes solely from the standpoint of immediate profit. In particular, the grounds for the transition to the study of post-industrial behaviour and relations are expanding, taking into account the wide variety of historical, cultural, moral, psychological, religious and ethical traditions, and the range of models of personal and group choice.

At the turn of the century, the quality of regulation as an integral element of strategic manoeuvring is especially important [16-20]. The need of epoch is an era-appropriate reflection by Humanities Social Sciences and Management of the process of transformations in the nature and features of the balance of the political-economic strategy, tactics and operational art of carrying out a new modernization of the country's life. Time brings urgency of scientific-intellectual potential to the forefront of history, but the factor (sometimes decisive) of strategic competition is not its possession, but its effective development and implementation. This, in turn, focuses on the state ensuring equal access to conditions for the development and pro-social deployment of creative activity, and strengthening the creative-labour dominant social, material and spiritual dominant in public life. Accordingly, ensuring the preservation and development of creative potential becomes a cornerstone issue of government activity. Consequently, it is essential, that the state itself is forced to strengthen its social responsibility (in particular, for the humanization of living conditions and equal access to basic society's goods). Thus, the realization of "reflexive modernization" projects requires qualitatively new models of participation in global competition, the effective use of which requires a more complete use of the creative capabilities of people and corresponding transformations of the regulatory system. Development is a condition for public safety. At the same time, traditions and innovations seem to be opposed to each other mainly when viewed and analysed in isolation. At the same time, going through a continuous series of crises, both global and national, has shown the indispensable dependence of the consequences of their impact on the quality of state decisions. An effective state inevitably becomes social [21-32]. Given obvious physical (physical and mental) inequality, maximizing the field of creative activity requires an increase in social equality, incl. equal access to both basic public goods and conditions for creativity. At the same time, two maxims of social development and the foundations of organic progress are strengthened. Firstly, a person's life, its

## SECTION 5.

### MANAGEMENT, PUBLIC MANAGEMENT AND ADMINISTRATION

quality and duration (this direction is fixed by a basket of socio-economic, political and other human rights, his confidence in the future, opportunities for self-realization, etc.). Secondly, it is essential, the material and spiritual achievements of civilization, cultural heritage. The scope of development of creative activity and the possibilities of value-oriented socially adequate management are expanding.

It is completely inappropriate to reduce the logic of changes in social relations solely to the formation of culture through technological innovations. The influence of the cultural environment on the emergence and perception of technological and economic innovations becomes important. Thus, sustainability of development requires careful consideration of the features of the past and present, in particular, the specifics of the basic value-sense complexes of cultural-civilizational worlds for the formation of a motivating and unifying model of socio-political coexistence, emotional and rational integration, supported by the joy of participating in achievements, feeling belonging, compassion, etc. On the contrary, the loss of public attractiveness of the model put forward by managers undermines its legitimacy, and, consequently, its socio-economic effectiveness. Theoretical and practical ignorance of changes, the focus of management exclusively on the linear nature of the development of social relations, attempts to uncritically borrow western management templates formed within the modernist worldview and emphasizing the economic organization of society – all this can strengthen the tendencies of disorganization of post-Soviet social life and its production apparatus. Much more promising is the development of forms and mechanisms of management, based on taking into account the nature of transformations, emphasizing the socio-cultural organization of labour relations, which makes it possible to apply broad reserves of industrial democracy and create conditions for the development of creativity. Humanized organizational and management technologies are not socially neutral; already at the design stage they are consciously oriented toward the development and enrichment of culture. At the same time, management itself is capable of integrating social relations of different quality. When taking into account only the most obvious connections and mechanisms (for example, commercial and monetary ones), a wide range of reactions of society as a socio-political and socio-cultural integrity is missed.

#### REFERENCES:

- [1] Далио, Р. (2022). Принципы изменения мирового порядка. М.: УРСС.
- [2] Медведев, В.А. (2010). Устойчивое развитие общества: модели, стратегия. М.: Академия.
- [3] Shedyakov, V. (2022). Post-globality as a changing of condition of international and domestic opportunities and threats. *Current issues of security management during martial law*. Košice: Vysoká škola bezpečnostného manažérstva v Košiciach, 46-57. DOI <https://doi.org/10.5281/zenodo.7231597>

- [4] Shedyakov, V. (2020). Pandemic and change of public paradigm: political and economic aspects of the transition. *Pandemic Economic Crisis: Changes and New Challenges to Society / Bezpartochnyi, M.* (scient. ed.). Sofia: St. Grigorii Bogoslov, 48-60. DOI <https://doi.org/10.5281/zenodo.4396028>
- [5] Шедяков, В.Е. (2017-2018). Ценность жизни и возможность творчества как характеристики общественных изменений. *Екон. вісник Запорізької держ. інженерної академії*, (5 / 11), 11-18; (6 / 18), 34-39.
- [6] Ostrom, E. (1990). *Governing the Commons: The Evolution of Institutions for Collective Action*. Cambridge University Press.
- [7] Бузгалин, А.В., Колганов, А.И. (1985). Реализация общенародных интересов. М.: Экономика.
- [8] Бурега, В.В. (2005). Социально-адекватное управление: концептуализация модели. Донецк: ДонГУУ.
- [9] Шедяков, В.Є. (2015). Організація і управління – ключ до успіху. *Економіст*. URL:<http://ua-ekonomist.com/10845-volodimir-shedyakov-organizacya-upravlnnya-klyuch-do-usphu.html>.
- [10] Шедяков, В.Е. (2018). Организационно-управленческие ресурсно-методологические возможности обеспечения конкурентоспособности. *Theoretical and practical aspects of the development of modern science: the experience of countries of Europe and prospects for Ukraine / Jankovska, A.* (scient. ed. and project dir.). Riga: Baltija Publishing, (I), 495-517. DOI [dx.doi.org/10.30525/978-9934-571-30-5\\_25](https://doi.org/10.30525/978-9934-571-30-5_25)
- [11] Шедяков, В.Є. (2011). Стратегічне управління модернізацією країни: межі, можливості, оптимізація впливів. *Політичний менеджмент*, (2 / 47), 44-53.
- [12] Шедяков, В.Е. (2015). Диапазон возможностей организационно-управленческих инноваций в обеспечении социально значимых новшеств. *Актуальні проблеми соціально-гуманітарних наук*. Матер. V Всеукр. наук.-практ. конф. з міжнар. уч. Дніпропетровськ, (II), 141-145.
- [13] Шедяков, В.Е. (2017). Стратегическое управление как фактор постглобальной конкуренции. *The global competitive environment: development of modern social and economic systems*. Proceed. of Intern. Scient. Conf. Chisinau, 53-55.
- [14] Шедяков, В.Е. (2016). Эффективное управление сквозь призму создания умной экономики. *Вісник Одеського нац. ун-ту*. Економіка, (21 – 7 / 2), 18-22.
- [15] Шедяков, В.Є. (2013). Економіка досягнень *Економіст*. URL: <http://ua-ekonomist.com/3636-ekonomka-dosyagnen.html>.
- [16] Шедяков, В.Є. (2013). Соціальна творчість та інноваційність стратегічного управління. *Політичний менеджмент*, (1-2 / 57-58), 42-51.
- [17] Шедяков, В.Е. (2019). Творить или вытворяют: базовые тренды трансформаций образа жизни. *Актуальні питання, проблеми та перспективи розвитку гуманітарного знання у сучасному інформаційному просторі: національний та інтернаціональний аспекти*. Montreal: СРМ «ASF», 38-40.
- [18] Шедяков, В.Е. (2017). Осуществление парадигмальных трансформаций: сорезонирование стратегии, тактики и оперативного искусства в управленческих композициях. *Development and modernization of social sciences: experience of Poland and prospects of Ukraine / Maria Curie-Sklodowska Univ. Lublin: Baltija Publishing, 282-307.*

**SECTION 5.**

MANAGEMENT, PUBLIC MANAGEMENT AND ADMINISTRATION

- [19] Шедяков, В.Е. (2021). Поддержание гармонии стратегии, тактики и оператики в условиях постглобальной регионализации. *Virtus*, (56), sept., 109-113.
- [20] Шедяков, В.Е. (2013). Про стратегію і тактику. *Економіст*. URL: <http://ua-ekonomist.com/4855-pro-strategyu-taktiku.html>.
- [21] Shedyakov, V. (2021). State and corporate citizenship. *Actual issues of modern development of socio-economic systems in terms of the COVID-19 pandemic*. Sofia: St. Grigorii Bogoslov, 46-58. DOI <https://doi.org/10.6084/m9.figshare.18142499>
- [22] Shedyakov, V. (2021). The state in the system of protecting national interests. *Transformation of the Economy, Finance and Management in a Pandemic: the Development of Digital Technologies* / Pawlik, A., Shaposhnykov, K. (eds.). Kielce: Baltija Publishing, 123-142. DOI <https://doi.org/10.30525/978-9934-26-108-4-9>
- [23] Шедяков, В.Е. (2017). Место государства в осуществлении постсовременной модернизации. *Innovative Potential of Socio-Economic Systems: the Challenges of the Global World*. Proceed. of the Intern. Scient. Conf. Lisbon, (I), 66-68.
- [24] Шедяков, В.Е. (2020). Консолидация интересов в формировании качества общественной формы труда. *Вісник Одеського нац. ун-ту*. Економіка, (25 – 1 /80), 17-22. DOI <https://doi.org/10.32782/2304-0920/1-80-2>
- [25] Шедяков, В.Е. (2019). Активизация социально-экономических ресурсов обеспечения общественного согласия в решении стратегических созидательных задач. *Інституціоналізація як фактор забезпечення розвитку системи інвестиційно-інноваційної безпеки України* / Гальцова, О.Л. (ред.). Запоріжжя: Гельветика, 242-261.
- [26] Shedyakov, V. (2022). Consolidation without suppression of alternatives: recourse and methodological bases of management. *Transformation of economy, finance and management in modern conditions* / Pawlik, A., Shaposhnykov, K. (eds.). Kielce – Riga: Baltija Publishing, 236-256. DOI <https://doi.org/10.30525/978-9934-26-220>
- [27] Shedyakov, V. (2019). Social partnership in the system of organization of the social environment of effective competitiveness management. *Conceptual aspects management of competitiveness the economic entities* / Bezpartochnyi, M., Britchenko, I. (eds.). Przeworsk: WSSG, (II), 222-239.
- [28] Шедяков, В.Е. (2017). Общество и государство: грани политико-экономической модернизации. *Наук. вісник Херсонського держ. ун-ту*. Екон. науки. (26 – 1), 22-28.
- [29] Шедяков, В.Е. (2015). Развитие социальной экономики – условие устойчивого прогресса. *Вісник Одеського нац. ун-ту*. Економіка, (20 – 2 / 2), 15-20.
- [30] Shedyakov, V. (2020). Socially-oriented economy and social state as a need for organic development. *New trends in the economic systems management in the context of modern global challenges* / Bezpartochnyi, M. (ed.). Sofia: St. Grigorii Bogoslov, (II), 53-61.
- [31] Шедяков, В.Е. (2015). Воплощение идей социального государства: утопия или необходимость, позади или впереди? *Первый независимый науч.вестник*, (1 – 2), 44-48.
- [32] Шедяков, В.Е. (2015). Изменение представлений о социальном государстве: вызовы III тысячелетия. *Нові завдання суспільних наук у XXI ст.*: Матер. Міжнар. наук.-практ. конф. Київ, 99-102.