

SOME FUNCTIONAL ASPECTS FOR MANAGEMENT IN THE SOCIAL SPHERE

SONYA ILIEVA

PROFESSOR, DSC
KONSTANTIN PRESILAVSKY – UNIVERSITY OF SHUMEN
CHIEF EDITOR OF ONLINE JOURNAL SOCIOBRAINS

BULGARIA

SONYAILIEVAA@GMAIL.COM

ABSTRACT: WITH CHANGES IN THE ECONOMIC AND SOCIAL DEVELOPMENT AND IMPROVE THE PROCESS OF MANAGING ORGANIZATIONS IN THE PUBLIC SECTOR. THIS PROCESS IS OF PARTICULAR SIGNIFICANCE IN TERMS OF THE TRANSITION TO A MARKET ECONOMY IN OUR COUNTRY. MANAGEMENT OF SOCIAL SUPPOSED TO RECEIVE RESULTS FROM THE ACTIONS OF OTHERS AND BE RESPONSIBLE FOR WHAT THEY HAVE DONE. IN THIS CONTEXT, THE ARTICLE ANALYZES THE SPECIFIC SKILLS OF SSFERATA IN SOCIAL WORK AND THE BEHAVIOR OF TEAMS POSOSA PURPOSEFUL ACTIVITY FOR THE REALIZATION OF THE SOCIAL POLICY.

KEY WORDS: LEADERSHIP, MANAGEMENT, MANAGEMENT FUNCTIONS, SOCIAL SPHERE, SOCIAL ACTIVITIES, SOCIAL WORK, MANAGEMENT ROLES, MANAGEMENT SKILLS, TEAM, TEAM GOALS

To lead is to get results from actions of others and to be responsible for what they have done. It therefore appears that the management of the organization is a special form of work carried out by the management subsystem and often defined functions or tasks that make up.

MANAGEMENT as man has been formed in the process of social division of labor. In accordance with the constant changes in the economic and social development and improve the process of managing organizations in the public sector. This process is of particular significance in terms of the transition to a market economy in our country. This is due to both the rights and responsibilities of organizations, and the need for their better adaptation to constantly changing environmental conditions.

To manage, in the broadest sense of the word means to manage social and much more - limited smisal- to manage one of its institutional units. To effectively focus the efforts of human resources and the use of funds of any kind to the objectives of general interest that would not be feasible for individual acting alone, it is necessary organization so social activities to be managed. **To lead** is to get results from actions of others and to be responsible for what they have done. It therefore appears that the management of social work as an organization represents a particular form of work carried out by the management subsystem and often defined functions or tasks that make up.

ACCORDING to Peter Draker [1], the most valuable assets of a company in the XX century its production facilities, the most important assets for companies of the XXI century - whether in business or in another field - will be workers of intellectual labor and their productivity.

THERE are a number of views on the nature of management of the social sphere. It is a special kind of activity that becomes an unorganized mass of people into effective, targeted and productive group.

MANAGEMENT of the social sphere of society, according to **Ivaylo Kusev** includes several aspects [4, p.40-41]: organizational structure, functional, activeness, essential, professional and educational. It addresses management [4, p.41] "Relations between social actors regarding the provision of social services and social security payments for the unemployed and those in need of social assistance; the socio-economic relations in the context of social security. "

IN the management of organizations in the social sphere apply a variety of approaches such as programs to improve the quality of service users are dotsialni of services, implementation of new technologies to serve disadvantaged citizens, obodnovavane entrepreneurial programs, modification of organizational techniques and more.

ALL these management approaches have one thing in common: they must be "managed". This is because traditional approaches that have been useful yesterday and have not been changed to match the situation today is proving inadequate, which requires systematic and improve the management of social activities.

ORGANIZATIONS involved in the so-called. social sphere, have a number of features. The most important of them are:

- ⇒ They set goals, significantly different from those in business organizations. Turn objectives influence the nature of the organization and conduct of its employees.
- ⇒ They produce and offer specific product - public blaga. Tyahnoto production and significantly differs from the technology for the production of goods /consumer goods/.
- ⇒ The supply of public goods in the social sphere requires the use of a different mechanism of supply and demand compared to the market.
- ⇒ Distribution and use of resources in the social sphere made on the basis of a specific mechanism in the development and decision-making.

THE examined features of social indicate that it is characterized by a specific organization and management. It can be defined as human activity directed towards the efficient use of limited resources available to achieve certain goals.

ORGANIZATIONS in the social sphere are placed in an environment that has a contradictory impact on their activities: political, economic and social factors determine their decisions. They are often short-term oriented, which is incompatible in the medium term. This leads to economic losses that accumulate as additional costs for the establishment of public services, supply of public goods missing daily market test which to goods of private companies.

IN the context of this disclosure are already essential *roles that carry the head in the social sphere*. According to Krasimir Markov most important of them are [6, p.13]: „*Interpersonal roles* – they stem from the functional authority of the head of his position in the hierarchy as a liaison between the subordinate and the superior court. Such roles are:

- ⇒ The role of the leader is associated with the use of power, concluding for the implementation of management measures for coordinating, motivating and controlling subordinates;

- ⇒ The role of connection - these are the interpersonal relationships that Head place outside the middle of its organization. Here are contacts with superiors, with the other leaders of organizations or individuals outside the organization;
- ⇒ The role of figurehead - the leader in strength of their duties and perform functions that are symbolic or ceremonial in nature - attend meetings, meetings, teambuilding, etc., in calls attend the weddings of their subordinates. "

BUT according to K. Markov performs и *IT roles* associated with the receipt, compilation and distribution of information. Such roles are [6, p.13]:

- ⇒ The role of the observer - it involves gathering information from all possible sources, both formal and informal, as the information relates directly or indirectly to the activities of the organization;
- ⇒ Role of Sales - in every organization information is channeled. One refers only to the head, the other refers to subordinate units. The leader is the one who shall assess the importance of the information to whom concerns and what kind to his surrender;
- ⇒ Role of the speaker - the head represents the interests of the organization, both inside and outside, by providing the necessary information. In this role he justifies the nature of the obligations under newly seeks sponsors in external companies and organizations to solve the financial and material problems, conduct business contacts and others. "

THE functions of the head of social organization as a subject of management are part of the functions of management of the entire area.

IN his monograph [3] dedicated to the skills of the social worker **Ivaylo Kusev** offers another interpretation of the above roles /formulated by **K. Markov**/. He calls them management skills and believes that the important ones are those [3, p.93-134]: Social forecasting; Social Planning; for successful communication; cultural communication and cultural meniddzhmant; konfikti to overcome and achieve cooperation; for upravenie and entrepreneurship; teamwork.

OF substantial importance for the social sphere is also an issue for *managerial decision in the social sphere*. As the management decision process is a set of the same number of regulations and procedures. Researchers of the problem indicate different numbers of instruments and procedures that make up the management decision as a process. As a phenomenon (product) management solution is a unique center around which focuses formal and informal life of every social organization. As information, management information system constitutes a development that in the foundations of a complex and organized hierarchical social systems.

EVEN laconic listing mnogoaspektnostta the problem of the nature of managerial decision shows all its complexity. Therefore, **Krasimir Markov** spoke to the manager roles in decision-making, defined as follows [6, p.14]: „...They relate to the nature of the decision makers and according to allocate the following species:

- ⇒ The role of the initiator - the more common name is the role of entrepreneur, but as it is of course not a job description, and the quality initiative, defining its role as initiator is more appropriate. In this role the manager is actively seeking opportunities and deliberate risk seeking to change and improvement;
- ⇒ The role of the administrator - this is the role designed to ensure the stability of the management and operation of the organization. Have made for cases in which the head permitted interpersonal conflicts, problems with other units within the upstream or hierarchy that threaten the normal life of the organization;

- ⇒ The role of the intermediary - especially characteristic of the heads of autonomous units that decision as mediators in negotiations for deliveries of supplies, heating materials, etc., and seek to obtain the most favorable conditions. "

ALL the qualities of the head of the social sphere are related to *proper functioning of the teams*, which they govern.

IT is assumed that this is a successful team of social sphere, which has overcome the problems in the process of its construction, it is proven that can not cope with the tasks, he has shown resistance to the achievement of its objectives and has achieved the expected results. In this process, the team is self-assessed and received, and external evaluation of their work, in this sense, he has earned the trust of society and institutions, it is able to deal with emerging problems and complex situations, allowing him to set new tasks. To achieve a high degree of success the team must have a solid foundation for the operation, which is based on *the characteristics of a successful team* and consists in the following:

- ⇒ there is a strong commitment of the team members as to the objectives and to one another;
- ⇒ there is a team spirit, commitment and trust in the team that trigger the adoption of new challenges;
- ⇒ there is a style of work in which team members feel comfortable, making them committed to the team cause;
- ⇒ there is a desire for personal and team improvement;
- ⇒ a mechanism for continuous learning and development.

Krassimir Markov for the formation of a successful team can be applied to many different strategies that can be reduced to [7, p.77-78]:

- ⇒ „strategies for continuous development - they must provide a complete and integrated development team both within its borders and within the organization;
- ⇒ strategies to maximize the capabilities of the team members to ensure the same that can adequately use their powers in full and to continue to develop their skills;
- ⇒ strategies for continuous improvement enable team members to use collaboration to plan new tasks and solve problems.”

IT can be concluded that *the successful team in the social sphere is the one who apply each of these strategies, as they are in mutual relation and modality.*

ESSENTIAL for the harmonious operation of each team is its social **cohesion**. Analysis of cases in which structural units in the social sphere have failed to build as cohesive units show that one of the most important causes of these failures relate to horizontal and vertical cohesion of the structural units and collective acceptance in the values and objectives. His thesis in connection with that said **Krasimir Markov** which defines them as follows [7, p.90]:

"**THE** horizontal cohesion is such a kind of social consensus that develops between equal in rank or status, who distribute tasks among themselves. The initial stage of formation of the group noticed facilitate horizontal cohesion of the confusion and uncertainty of the newly members of the teams that are trying to adapt to disabilities and strict organizational tasks and requirements. During this stage, they need each other to fulfill their tasks and avoid penalties. With the development of trust and interaction horizontal cohesion becomes a function of the importance of attachment of individuals to view their equal in rank and status of colleagues to their reference group.

VERTICAL cohesion describes the increased confidence and social consensus between leaders and their subordinates. Followers identify with their leaders, and leaders understand that the welfare of their followers is the primary responsibility of the leader. Identification with the leader in turn, supports the perception of the organization's objectives, standards and values that constitute the leader. "

FROM the above content in the article can be concluded that the management of social intentionally impact on the units and structures of the system, so their behavior depending on the objective possibilities to alter its position in the desired direction. This activity has always aimed to achieve a predetermined goal and sys connects directly to the management of the whole society.

MANAGEMENT in society is directly targeted as a deliberate course of action or impact. It is this conscious way of behavior is that which manifests itself control, ie. its result and purpose of government. Management efficiency is determined by the level of behavior and goals of its component areas, as is the social. There are available impacts, aimed at coordinating the collective efforts and actions of those involved in a socio reaizirane of politics, to achieve a predetermined goal or meet them on one or other needs.

IN this system of impacts is essential to the effective implementation management functions heads in all hierarchical levels of the social sphere.

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