

## SYSTEMATICITY OF ORGANIZATIONAL MANAGEMENT

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**Abstract.** Organizational management is the weakest element in the evolution of the modern civilization. It creates a lot of problems at all levels of its hierarchy that have not been solved for a long time. Overcoming these problems requires streamlining, improving and enhancing the instrumental methodological arsenal of organizational management, creating a system and thus guaranteeing results and efficiency of its practical use. In this article, we make an attempt to formulate the ideas and content for further studies. Integrating them in the systemizing stream, i.e. building/restoring the systematic character of organizational management, this article addresses its basics, such as definitions, fundamental principles, the style difference and system typology that should create main landmarks in the field of a new scientific approach to an interested reader.

**Keywords:** system, management, administration, science, art, skills, vocation, style of management, systematic management typology.

### INTRODUCTION

Imperfection of modern management is registered by many scientific, commercial and political authorities. It penetrates the whole modern social structure and is visible at all its levels. So, at a mega level, the level of human civilization, this imperfection leads to a multitude of unsolved civilizational problems — poverty, starvation, inequality, narcotic addiction, environmental problems, that we egoistically delegate to the next generations to solve.

At a macro level, the level of individual countries, imperfection of management has a national touch that in every single case leads to a series of specific (national) problems. In Russia, for instance, it is the resource-based national economy, challenging transition to the innovative trajectory, imbalance in the industry structure, low labor efficiency, horrendous social segregation, extreme bureaucratization, all those are on the agenda for a long time and no solution is found.

The registered problems are transitioned to a meso level, the level of individual industries and economic regions, get multiplied and intensified there and lead to uneven and unbalanced growth of many industry-based and regional systems, their structural incompleteness and instability, limited internal options for enhanced reproductive performance and many other problems calling for immediate solutions.

At a micro level, the level of business enterprises, such imperfection of organizational management is most notably shown as an imbalance of their internal operational mechanisms, uncoordinated interaction with other entities that leads to violation of their integrity, suppression of reproductive processes and growth of social tension between staff, managers and owners. Besides, the dominance of autocratic leadership style is a reason for highly subjective managerial decisions, it leads to deconsolidation of workforce and doesn't help employees to seamlessly combine their mental abilities and their roles in the reproduction process [13].

Still, the most notable impact that the imperfection of organizational management has is registered with the last participant of economic activities — individual — that is positioned at a nano level and completes the economic hierarchy. Individual is under a constant pressure of both their own problems (discontent with the workplace, job conditions, financial remuneration, growing qualification requirements) and the problems of all the higher economic levels. Targeted actions towards individuals should take into consideration their current mental state [6] and their established behavioral patterns. Besides, the following pattern should be regarded: the lower the individual is at the socioeconomic ranking, the more difficult it is to make him or her change their behavior. So, the uncertainty of organizational management at each level of economic hierarchy is the essential trait of the current situation.

As it is known, any appearing/existing problem is a direct consequence of non-consistency (inadequate consistency) in the researched field [8, p. 12]. Hence, to alter the negative tendencies in the organizational management dynamics, we need to add (restore) its consistency, i.e. *systematize* it. We need to move to a new, higher level of consistency, give life to a fading system of organizational management and provide its further self-development, self-sustainment and self-education.

## SYSTEM DEFINITION OF ORGANIZATIONAL MANAGEMENT

Before moving directly to consistency of organizational management, let's start with its definition — what does “organizational management” consist of? The semantic analysis of this phrase instantly leads us to a following conclusion. As “management” means “administration”, the word “organizational” should obviously mean the area of applying these administrative activities, or creating a special environment where purposeful managerial decisions will be made, taken and implemented. As for the first option, the adjective is associated with organization as an economic system classified as an object, for the second — with organization as an economic system classified as an environment. So, the phrase “organizational management” refers to a special type of professional activity aimed at managing economic systems where the key role belongs to people. In that case the concepts of organizational management and organizational administration can be considered synonyms and used simultaneously [14].

Still, to systemize the management science and for practical purposes it is necessary to have a clear definition of their subject. As it was already mentioned, the concepts of “management” and “administration” used to define human influence on development of enterprises, production processes, innovative projects, organized markets, creative communities, professional organizations — everything that covers the variety of organizational systems — are quite obvious and

don't require further explanations. It is a reality for practicing managers, so they don't bother about definitions while creating new regulations and processes or giving verbal directions to staff members. But for scientists that study the theory and/or methodology of organizational management, the absence of a clear definition for the researched subject causes major problems. When the definition is absent, all regulations, requirements and recommendations don't always have a solid theoretical basis and more often remind theoretical fantasies than scientific results. In order to find a generally acceptable definition for organizational management we will try to define and analyze its main features that reflect the subject of this purposeful type of human activity.

Firstly, organizational management is an information process aimed to reduce entropy of the managed system. Entropy is the feature of a system that describes the degree of its order and inner organization: the higher is the level of organization the lower is the entropy and vice versa. With no management applied, the entropy is increasing, the system loses its structure and order, turns into chaos. Organizational management prevents the system from degrading and shifting to ambiguity. Fig. 1 shows the classic contour of organizational management. All arrows represent information flows. I.e. procurement, transformation, analysis and usage of information are inherently connected to management through all its life cycle. Information is both the "daily bread" for organizational management (flows  $S(t)$ ,  $S_{pl}(t)$  and  $\Delta S(t)$ ) and its final accord (flow  $u(t+1)$ ). Therefore, organizational management doesn't just consume information but also produces it.

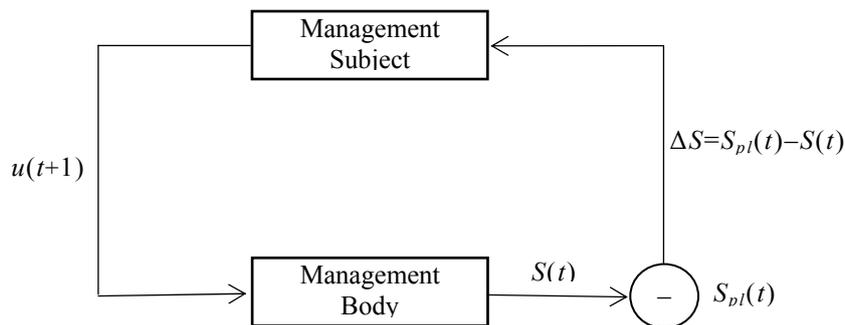


Fig. 1. Classic organizational management contour:  $S_{pl}(t)$  — planned system status at the time point  $t$ ;  $S(t)$  — actual system status at the time point  $t$ ;  $\Delta S$  — difference between the planned and the actual system status;  $u(t+1)$  — administrative impact on the system at the next  $(t+1)$  administrative step

Secondly, administrative activity is a manifestation of the manager's/team's conscious desire to make a certain impact on the managed system, object, process, project or background. Herewith they choose the most efficient (in their perception) instrument from a wide range of available administrative methods — issue an order or an instruction, give verbal

directions, negotiate a contract for certain works or initiate a whole prearranged action plan. Hence, management is a fruit of human brain. Emotions and instincts that definitely accompany the processes of making, taking and implementing administrative decisions are of a marginal significance.

Thirdly, the nature of organizational management is energetic. The ability of a manager to influence the managed system can't be explained other than by its energy influence. Thus, if a person moves an item from one place to another, they

perform a work; if they give a direction to another person to move the item — they already perform a managerial activity. Administrative impact in this case is similar to an actuated electric relay switch. Its momentum is energetically low but leads to much more significant energetic results.

Despite not knowing yet the nature of managerial energy and the ways to measure it, we still use it since long, in a rather efficient way. The energetic imperatives discussed on the pages of scientific publications — will, authority, enforcement and influence — are nothing else but certain types of managerial energy [1, 7, 9]. Successful implementation of any managerial decision requires a certain amount of each energy type and a proper combination of them. The ability to concentrate a required amount of a case-specific managerial energy in a proper place and at a proper time is the sign of high-level managerial skills that deserve encouragement.

Fourthly, organizational management is a goal-oriented process. The goal of the managed system is some kind of a beacon that a manager uses to organize and drive other people's efforts in order to continuously move towards that goal and finally reach it. Management with no specific goal results in fruitless wandering of the managed system in space and time, capable solely to fulfill the wannabe manager's maniacal ambitions. Lucius Annaeus Seneca has said once a great phrase about this: "...When a man does not know what harbor he is making for, no wind is the right wind".

Those features of management — information, conscious, energetic and targeting — are nothing else but signs of consistency. Looking at the seemingly continuous managerial process  $U$  from the point of the systems theory, we can see its elements (managerial impacts)  $u_i$  that are applied not randomly but in a very specific order

$$U = \langle u_1, u_1, \dots, u_i \rangle .$$

More so, each managerial impact is a symbiosis of three acts

$$u_i = \langle u_{i_1}, u_{i_2}, u_{i_3} \rangle , \quad i = 1, 2, \dots,$$

where

$u_{i_1}$  is an act of making a managerial decision;

$u_{i_2}$  is an act of taking a managerial decision;

$u_{i_3}$  is an act of implementing a managerial decision.

Such conscious, sequence-aligned and goal-oriented synergy of elements is the most valid evidence of consistency [8]. Hence, managerial activity is systematic, and this fact allows us to use the whole lot of the powerful system methodology for its analysis. First, it can be used to restore the consistency of organizational management at a certain enterprise in case it was lost.

The above-mentioned concepts related to organizational management are quite enough to synthesize its new, system definition. It can be formulated as follows: organizational management is a cognitive, informational and energy impact applied to the system and its immediate surroundings that pursues the goal to resolve the problems preventing its harmonious functioning and dynamic development.

This definition explains that the goal of organizational management is to discover, configure, find solutions and directly eliminate problems arising on the way of a functioning and dynamically developing economic system. Furthermore,

a functioning system is associated with expanded production of goods and services in accordance with its mission (intended purpose) while development relates to modifying the inner structure of the system to make it better fulfill its mission and reach assigned strategic goals.

No management is needed where no problems are registered, and no problems are registered when there is no dynamic development (life). So, to manage is to set and clear a mission-life path in space and time for the managed system to follow. Metaphorically speaking, managers in economic systems perform the same functions as sweepers in curling, ice-breaking ships in winter navigation or evangelists in religion. They should neutralize all inner troubles and outer turmoil and provide comfortable conditions for the managed system, allowing it to function and develop. Such interpretation of organizational management explains why management goes far beyond the physical boundaries of managed systems.

Organizational management is currently very popular. Each year new forces are getting involved, managerial scope and complexity are growing, number of educational institutions that produce managers for the national economy is increasing. In order to provide the required methodological support for the latter, many manuals, study guides, audio and video tutorials are produced. Being issued by various authors that belong to different scientific traditions, those educational materials sometimes contradict each other and blur the current situation instead of clarifying it.

The point is, scientific world hasn't reached the consensus yet about the nature of organizational management. Some regard management as an art of finding the right way to develop the managed system at the competitive market, others interpret it as an act of force that makes the system strictly follow (function and develop) a fixed path in space and time, while some connect it to the self-regulation and self-development of the system, mediated by its managers. Depending on the author's preferences about the nature of management, we get a varying content that cannot be brought to a common standard. This is the reason why knowledge in management is not codified, certified or measured, as it is in engineering, medicine or military science. Teaching in management still uses more qualitative references — authoritative, intuitive, balanced — than quantitative. So, the first step in systematizing organizational management is to structure and zone its domain.

## **FUNDAMENTALS OF ZONING IN ORGANIZATIONAL MANAGEMENT**

Systematizing of organization management is a multifaceted process of adding (restoring) consistency to the methods and instruments used in making, taking and implementing managerial decisions. While doing so, we should take into consideration the natural identity of managerial activities. Following the Henry Mintzberg theory [15, p. 143), I dare assume that this identity is based on four fundamental cornerstones — craft, science, art and vocation. The weight of each cornerstone in different management entities, whether it is a team or a standalone manager, is very individual, and it gives a distinctive charm to their managerial activity. Such differences can be taken as a basis for structuring the management domain.

Craft is present in those areas of human activity where production or management knowledge is not subject to formalization and thus are unalienable

from its bearer. Transition of knowledge, skills and experience in such areas is possible only when master-teacher and apprentice-student work in tandem. It appears that all kinds of professional activities in various historical periods have witnessed the crafting stage in passing knowledge, skills and experience. The crafting period ended only when the required knowledge got described by algorithms, standards and procedures in instructions, regulations, manuals and guides, when professional trainings got concentrated in special educational institutions, from trade schools to universities.

In management this transition from craftsmanship to professionalism isn't complete yet. While in manufacturing, military art and construction the humankind has already switched to professional management trainings, the same kind of trainings in culture, sports, medicine, governmental and municipal administration has started in the current millennium, while the politics, science and art still train their managers and administrators through craftsmanship methods. Even the domains of human activity where management trainings have been set to professional footing, "craftsmen" are still present, which is not legislatively permitted in the other areas. For example, it is hard to imagine a person with no professional background that would legitimately practice as a doctor or a lawyer.

*Science* in any domain is associated with systematization, development and practical application of knowledge obtained while researching its subject. Humankind has been trying to understand the scientific nature of management during the whole period of its history [14]. During the last 100 years these attempts have acquired a specific purposefulness and materialized in a whole range of theoretical concepts, including the Frederick Taylor theory of scientific management, the Chester Barnard theory of organization, the George Mayo and Fritz Roethlisberger theory of human relationships, the Herbert Simon informational paradigm of management, the Michael Porter concept of strategic management, The Thomas Peters, Robert Waterman, Edgar Schein and Jeffrey Pfeffer theory of organizational culture, the integrational concept of management by Peter Draker, Peter Senge, Coimbatore Prahalad, Gary Hamel, George Stalk, James Evans and Zinovy Shulman, the Ichak Adizes style theory of management, the concept of behavioral economy by Daniel Kahneman, Amos Tverski, Richard Tyler and others [1, 5, 10, 16]. Such an impressive list of theoretical concepts in management is another proof that this domain lacks of a generally acknowledged scientific theory for its main subject — organizational management.

The absence of the general theory of management partially explains poor condition of its practical part. Practicing managers that make, take and implement specific managerial decisions can rely on anything: theoretical concepts of management that are traditional for their company or call to them, main commandments of their religion, utilitarian philosophy, their own intuition, their current mood etc. As a result, organizational management is often chaotic, with incoherent actions and absence of inner logic in administrative decisions.

*Art* plays a huge role in modern management; it is associated with inspiration caused by the manager's rising spiritual and physical energy. In turn, the art of management is built on intuition that is perceived as a solution of a certain administrative task through subconscious analysis of the current situation, with no understanding of its inner logics and/or insufficient information and/or absence of a standard search-for-solution pattern. Strong concentration, aggregation of all available information, high level of knowledge and expertise in the activity field of the managed entity form the triad of necessary conditions required for the

search of an intuitive (creative) solution for any administrative task. Sufficient conditions arise from the manager's higher nervous activity as a result of a heightened attention level, activated memory, broadened perception and new level of consciousness, all referring to the field of psychology.

Intuitive management requires a high amount of knowledge in behavioural science, human relationships, management ethics as well as ability to adapt this knowledge to the context. Professional expertise in the field of the managed entity is a must for a person in the managerial position, and the higher the level of expertise is, the better. Surely, intuitive management is referred as one of the new types of human activity that lack of standard, formal algorithms of making and taking administrative decisions, or one of the areas where such formalization is basically impossible. Still, that doesn't mean that traditional areas where such algorithms exist and constantly develop, give no place for intuitive management. In this case we should talk only about the balance of formal and intuitive, traditional and creative, old and new, craft and art [7]. Wishing to make new steps in order to improve the practical aspects of management, we have to not only address familiar patterns and standard procedures but also perceive the hidden reality, making scientific hypotheses and showing creative initiative.

*Vocation* in management is often considered as a desire to perform as a manager. In my earnest belief, inner motivation to manage is just a necessary condition of vocation. True vocation, along with the desire, should also include sufficient conditions, namely specific abilities and required (at least basic) level of knowledge.

Vocation-driven managers are always suitable for their position. Trying to fulfill their ambitions, on the one hand, and justify the credit of confidence from staff members/entity/executive who has appointed them to the position, on the other hand, they have a creative view on their responsibilities, they experiment and, at the end, achieve visible success. Such managers are usually not afraid to take responsibility, are able to set balanced relationships between staff members, create an enabling environment and, of course, are well regarded by both their colleagues and external stakeholders.

It is not uncommon that in situations of extreme gravity the managing position goes to a professional with huge expertise but no desire to manage. Such members of management team are called "necessity managers" [19]. They usually combine the managing responsibilities with the work they have done before being promoted (for example, university president keeps teaching students and being the head of department, director of a medical center keeps treating patients, film director keeps acting and performs one of the leading parts along with directing a show or a movie). Considering the fact that management is not a job that can be done without sincere desire, such "necessity managers" do not stay long in their positions. They "bear the weight" of managing till they find someone suitable to replace them and convince staff members/entity/executive who has appointed them, of their choice, or eventually they stop being "necessity managers" and fully dedicate themselves to management.

The worst case is when the managerial position goes to a person with "reduced" vocation — they have motivation to manage but lack of abilities and knowledge — not unusual in the Russian practice. This self-assured know-nothing is not just unable to provide further development of the managed system but even can't support its existing level of operations. The arrival of such manager is usually the sign of a system starting to fade.

## MANAGEMENT STYLISTICS

It is reasonable to suggest that the four basic elements of management, mentioned above, somehow define the stylistic focus of organizational management in each single case. They, so to speak, create a certain stylistic circuit that encompasses every existing and described, as well as unknown and undescribed styles (manners) of practical management. Below you can find one of the options to organize such circuit.

Consecutive analysis of different style dominants, set in pairings, makes us assume that they all create certain continuous multitudes where one style feature slips into another: “science – art”, “science – craft”, “science – vocation”, “art – craft”, “art – vocation”, “vocation – craft”. Combining these continuous sequences, we get a certain closed area (circle), or better say, sphere that cuts the space of organizational management from unorganized surroundings (Fig. 2). Each corner — “craft”, “science”, “art”, “vocation” — is associated with a certain gravity force that tends to give its style tinge to the style of management, typical for the manager caught in the organizational management force field. So, the corners in the mentioned diagram refer to “pure” organizational management styles that are almost never present in real life, while the whole closed space is distributed between existing practical styles of management in accordance with their preference for one or another corner. Therefore, we can define 13 style variations of management.

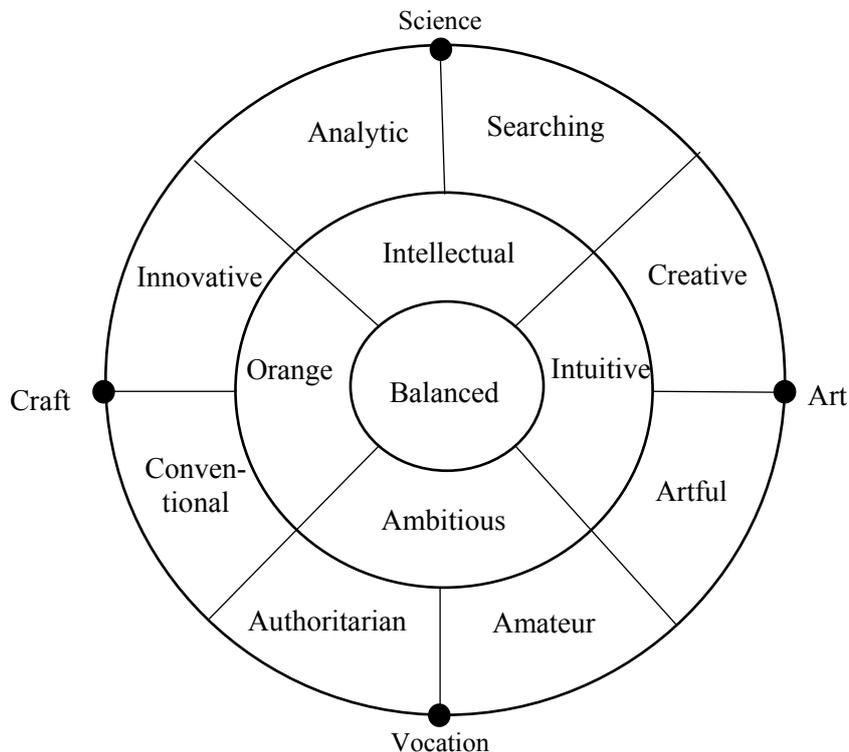


Fig. 2. Style space of organizational management

This diagram has a clear sectoral structure. The base of each sector is formed by a curve with the center in the corner that refers to one of four fundamental

elements of management — craft, science, art or vocation. All four sectors end in the same point (or, better say, same area) that is associated with the balanced or systematic style of organizational management. Each basic corner at the border of the organized management space is adjoined by two style variations of management, while another one, together with the cross-functional balanced variation of management, marks the smooth transition of its style feature to the opposite sector.

So, the “science” corner is closely bordered on the *analytical* style where the science methods are primarily used to define current achievements, development trends in the managed entity that generally don’t cross the border of existing traditions and experience, and on the *searching* style where, along with the science methods, there is a clear inclination to intuitive elements that work as indicators of creative approach that gravitates towards arts. Transition to the opposite sector is made through the *intellectual* style of management based on the mental model of managerial activities [6], the model that reflects individual features of making, taking and implementing managerial decisions.

The “art” corner is closely bordered on the creative and artful styles of management. In *creative* management art works as an instrument for searching unconventional, unorthodox approaches to management that still have a scientific base and a practical application in other domains of human activity. The *artful* style of management implies synthesis and implementation of managerial decisions “from scratch”. It doesn’t suppose any inherent scientific ground for these decisions. Such ground may appear later as a result of a theoretical conceptualization of the managerial decision made by a talented creative person with the vocation. The *intuitive* style of management is a derivative of creative and artful and serves as a first step of transitioning to the opposite sector, it tends to fit the decisions already made, to the Procrustean bed of the traditional (craft) approach.

The “vocation” corner is bordered on authoritarian and amateur styles of management. The *authoritarian* style is defined by a highly centralized executive team, disregard of staff opinions, strict discipline, rejection of subordinates’ initiatives. The *amateur* style of management is bordered with the artful style but it doesn’t require from the manager to have a mandatory methodological background and a solid knowledge base. This style is included in the general style diagram to reflect the existence of people who serve as managers without any professional managerial education. The *ambitious* style of management takes an intermediate position at the “vocation – science” axis. It is typical for high-tech enterprises. Ambitious leaders that rarely disclose their thoughts, so their subordinates frequently have to guess what exactly they have to do usually lead them.

The “craft” corner is bordered with the conventional and the innovative styles of management. The *conventional* style of organizational management is typical for many traditional areas of business. The etymology of the word speaks for itself: making, taking and implementing managerial decisions is performed in accordance with existing conventions and doesn’t suppose creative breakthroughs. It is not by chance that this style of management stands close to the authoritarian style that is considered the standard of management. The *innovative* style of management is effected within the borders of the traditional pattern of making, taking and implementing managerial decisions but allows (and stimulates) improvisation targeted to increase the efficiency and effectiveness of management. As every managerial decision is based on three acts (making, taking

and implementing the decision), the abilities of the innovative style of management are almost unlimited. The Orange style of management takes the intermediate position at the “craft – art” axis and defines the highest level of conventional and innovative styles. It unconventionally interprets the conventional pattern, using both scientific approaches and elements of creativity (art).

The central position of the diagram is taken by the *balanced*, or *systematic* style of management that seamlessly combines all four fundamental basics — craft, science, art and vocation. In managerial activities it should be associated with the ideal reference that all managers must strive to achieve. It requires a radical revision of study plans to provide such managers for the national economy. A decent place should be given to new courses — management psychology, management culture, theory of organizational systems, theory of practice etc. — many of those are to be created yet [7, p. 134].

Unfortunately, in real life we have to deal with a highly unbalanced management. Some cases show total predomination of a certain element, and the management gravitates towards degenerative styles that can affect the managed entity in a negative way: a degenerative science style can lead to excess mercantilism; a degenerative art style — to narcissism (self-admiration); pure vocation can degenerate into “absolute monarchy” while pure craft — to conservatism, when the manager refuses to go beyond their personal managerial experience. Even a combination of just two elements leads to a troubled management. Science and art without craft and vocation lead to *distracted* style of management, out of synch from reality. Science and craft without art and vocation mean *withered* (spiritless) style of management. Craft and vocation without art and science can lead to the *fading* style of management, while a combination of art and vocation without science and craft creates the *adventurous* style of management that can bring disasters and terminate the business at any moment.

Success is available only in case of a more or less balanced management, based on all four management dominants. In this regard, it is strongly recommended to evaluate the balance of organizational management, performed by each manager and the managerial team as a whole [12].

## SYSTEM CLASSIFICATION OF ORGANIZATIONAL MANAGEMENT

As it is known, axiomatics and content of organizational management are defined by the management body and the management subject. Consistency levels of organizational management are discerned depending on their structuredness, organization and systematization.

*Management body* is an agglomeration of all components of the managed system that require managerial actions: elements, their interconnections, outbound connections, factors that influence the system and its surroundings, technological processes, financial flows etc. All mentioned components must be bound in a general operated agglomeration or connected to the managed domain. Certain moments from the list can move the boundaries of the domain far beyond the borders of the managed system. If the elements are not connected, at least partially, or their connection is not holistic, we are dealing with a non-systematic domain of various levels of non-consistency.

*Management subject* is usually formed by a group of people who have been delegated the authority to make, take and implement managerial decisions for the managed system. There are various levels of the management entity consistency, depending on how their executive authorities for certain elements of the managed domain are distributed, the way they interact with each other while making, taking and implementing managerial decisions, and the frequency of applying for external services. The highest level of consistency is attributed to the complementary management team able to be flexible and adaptable to the changes in activities and growth of the managed system. Not hard to guess that the main responsibility for the consistency of the management subject goes to the organizational structure [5, 15]. This is where each member of the management team gets their specific area of management, their authorities, instruments of coercion and influence, as well as determines relationships with other team members.

Certain system types of management are defined, depending on the level of consistency in the management subject and the management entity. The Table presents a basic typology of organizational management consistency that can be significantly extended in both directions if needed.

Basic Typology of Organizational Management Consistency

Management Subject	Management Entity	
	Non-systematic	Systematic
Non-systematic	Manual management	Institutional management
Systematic	Strategic management	System management

If a non-systematic Subject is managed by a non-systematic subject, we can see *manual management*. For every specific problem arising throughout the functioning and development of the system, an individual decision is made by one of the members of the disconnected management team who can yet be affiliated to a certain group of people. Should the same problem arising again, the team member and the decision can be completely different.

If a well-structured and systematically organized subject takes the decision for a problem arising in a non-systematic management entity, we are dealing with *institutional management*. That means that decision-making is delegated to a certain member of the management team, and they take it in accordance with existing rules, regulations, traditions and other institutions shared with other participants of the management process. There is a strict navigation of problems in the management subject (team), defined by the manager authorities appointed through the distribution of rights and duties within the management team.

If a problem arises in a well-structured management subject but the managerial decision leading to its elimination or reduction of its negative influence on the managed system and/or its surroundings is made by a not completely structured management team (management entity), based on the principles, rules and patterns traditional for their strategy of growth, we witness *strategic management*. It is not hard to guess that the detailed strategy for the foreseeable future is a result of the properly structured and systematized management entity.

Finally, if a problem arises in a systematized subject and an integral management team “packed” in a flexible organizational structure takes the decision, we can see *systematic (balanced) management*. In that case the decision-making person (DMP) has credible resources to consider all nuances of the current condition of the system, predict desired values of managed parameters for the foreseeable future and find the solution that will allow it to function and develop harmoniously at the current stage.

In order to implement system management it is essential to ensure that reviewing and systematization of the management subject, on the one hand, and creation and system structuring of the management team, on the other hand, are effected concurrently and stay harmoniously united throughout the whole life cycle of the managed system. The practical implementation of this rule requires its further elaboration to a certain set of rules (principles) that should be taken in consideration while adding consistency to the management subject and management entity. We will briefly mention its key moments.

Organizational management subject should be planned very thoroughly, consequently drawing its parts with consideration to every element, connection, factor, technological process, financial flow, social aspect that will be subjected to management afterwards. At this stage it becomes obvious that some parts need to be expanded (broadened), others, to the contrary, are to be reduced and made more compact, while some will need to be built from the scratch. As a result of connecting all parts into an integral entity, we get the expected systematic management subject that will become the scene for the management entity’s activities in the foreseeable future.

Depending of the entity that requires management, we need to create a team of managers and build an adequate organizational management structure. We should take into consideration not only professional requirements for the managers that will be responsible for this or that element (subsystem) of the management subject but also the desired style of management that depends on the subsystem type and on the management subject. Such two-dimensional specifics of the management team members (their profiles and management styles) allows us to create a holistic, functional team where the weaknesses of some members are compensated by the strengths of others, and their joint efforts are goal-oriented and systematic [7, 9].

With the task of matching the management subject area and the management team’s powers of authority, timelines of their life cycles are to be taken into consideration. If the management team’s (management entity’s) life cycle is significantly shorter than the management subject (managed system) life cycle, there is a risk of time-servers who will care only about their own interests at the expense of the managed system and its surroundings. In that case management designers should implement strict formalized procedures for recruiting, arranging and rotating executives. If the management team’s life cycle is significantly longer than the life cycle of the managed system — a typical situation for project and process systems [11, 12, 13], then we should think about properly using the highly qualified executives after the life cycle of the system is over.

Systematization of the management subject and the management entity culminates into the system synthesis, or coherent integration of those essential components of organizational management into a holistic management system. De-

pending on its system type, on the one hand, and predominant trends in its super-system, on the other hand, a general prognosis for the management system is made for the foreseeable future, principles (rules) of interaction with external environment are formulated, strategic vision perspectives are defined.

The objects with the system management have a real opportunity to delegate management activities to external, highly professional companies that focus on remote services. Remote system management supports long-term consistency, balance and integrity of the managed system, allowing it to switch from total monitoring and control of the area to discrete management that implies sampling analysis of key parameters and managerial actions in certain control points. In the interim the distantly controlled system is left to its own devices that allows it to fully deploy its inner reserves of self-education, self-improvement and self-development.

## CONCLUSION

The main reason of numerous unsolvable problems that accompany the development of the modern civilization is the non-consistency of organizational management. To overcome it, we need to systematize methodology, instruments, technologies and processes that are used in making, taking and implementing managerial decisions. Our humble attempts to draw a picture of the future systematization, made in this article, convince us that it is a very hard and bold scientific task that requires many intellectual, material and financial resources. Still, the studies on the systematization of organizational management are to be started immediately, so that we could find faster the ways to solve unsolvable tasks.

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#### ОСНОВЫ СИСТЕМИЗАЦІЇ ОРГАНІЗАЦІЙНОГО МЕНЕДЖМЕНТУ / І.М. Дрогобицький

**Анотація.** Організаційний менеджмент є найслабшою ланкою в розвитку сучасної цивілізації, що породжує низку проблем на всіх рівнях її ієрархії. Для їх вирішення необхідно впорядкувати, удосконалити і розширити наявний інструментально-методичний арсенал організаційного менеджменту, надати йому системного характеру, забезпечивши результативність та ефективність його практичного використання. Зроблено спробу окреслити перелік і зміст очікуваних робіт. Інтегруючи їх з метою системізації, тобто процесу надання/відновлення системності організаційного менеджменту, розглянуто вихідні положення цього процесу – визначення, фундаментальні основи, різноманітність стилів та системна типологія – які покликані зорієнтувати зацікавленого читача предметною галуззю нового наукового напрямку.

**Ключові слова:** система, менеджмент, управління, наука, мистецтво, ремесло, покликання, стиль управління.

#### ОСНОВЫ СИСТЕМИЗАЦИИ ОРГАНИЗАЦИОННОГО МЕНЕДЖМЕНТА / И.Н. Дрогобыцкий

**Аннотация.** Организационный менеджмент является самым слабым звеном в развитии современной цивилизации, что порождает множество проблем на всех уровнях её иерархии. Для их решения необходимо упорядочить, совершенствовать и расширить имеющийся инструментально-методологический арсенал организационного менеджмента, придать ему системный характер, обеспечив тем самым результативность и эффективность его практического применения. Предпринята попытка очертить состав и содержание предстоящих работ. Интегрируя их с целью системизации т.е. процесса придания/восстановления системности организационному менеджменту, рассмотрены его исходные предпосылки – определение, фундаментальные основы, стилевое разнообразие и системная типология – которые призваны сориентировать заинтересованного читателя в предметной области нового направления.

**Ключевые слова:** система, менеджмент, управление, наука, искусство, ремесло, призвание, стиль управления, системная типология управления.

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