



## **CONCEPT AND SUMMARY OF MANAGEMENT ORGANIZATION**

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**Annotation:** In the article there is a study of the organization management system notion as deployment of notions: system, management system and organization. The author analyzed the terminology of general system theory, cybernetics, theory of organization and management. The definition of organization management system is an aggregate of procedures of informational and vital influence of culture on structure, where the first is the subject of leaders and owners, the last is formed as an object of the company's value chain.

**Keywords:** general theory of the system, management system, organization management, corporate culture, leadership

The organization management system is one of the most common terms in management science, organization theory, information theory and related fields of knowledge. However, a study of many theoretical sources has shown that to date there is no clear definition of the organization management system.

Some authors use a similar term "mechanism" (Novikov), which is further defined as a system. In this study, we set the task of formulating the concept of the organization management system in its comprehensive understanding. For this purpose, it is necessary to identify the relationship between the concepts of system, management system and organization, in order to get to the definition of the essence of the organization's management system with the greatest possible accuracy.

The concept of system

The system as a concept and object of study is considered by such fundamental branches of science as general systems theory and its applied areas - cybernetics, systems analysis and systems engineering.

It is also necessary to add to this definition that a system is not a simple set of elements, but an ordered set, or a collection of objects and the relationships between them, which gives a new quality that is not reducible to the qualities of its constituent elements. Bertalanffy defines this new quality as a "systemic effect", later this phenomenon gave direction to the development of synergetics [2] or the theory of complex systems.

Thus, the main properties of the system that are important when defining this term are:

- integrity — external influence on the system changes all elements of the system, and not its only element;
- synergy — the system acquires new qualities compared to the simple sum of the qualities of the elements that make it up;
- hierarchy — each element of the system can be considered as a system, and the system itself is an element of some more global system.

At the same time, we consider it important to accept the above understanding of hierarchy for the existence of the system. There are other interpretations of this term, such as: "hierarchy (from the ancient Greek ἱεραρχία, from ἱερός "sacred" and ἀρχή "rule") is the order of subordination of lower links to higher ones, their organization into a tree-type structure; the principle of management in centralized structures" [6]. However, in our opinion, such a vision of the hierarchy of the system simplifies the understanding of the interrelations between its elements,

which can and very often are carried out horizontally. At the same time, vertical hierarchical relations similar to classification or detailing relations are not found in living systems.

Among a number of principles by which systems function, the most interesting for our study is the "principle of monocentrism", which states that a stable system "is characterized by one center, and if it is complex, chain-like, then it has one higher, common center" [4]. Polycentric systems are characterized by dysfunction of coordination processes, disorganization, instability, etc. Such effects arise when some coordination processes (pulses) are superimposed on others, which causes the loss of integrity;

We cannot unambiguously accept the principle of monocentrism proposed by Bogdanov as a condition for the existence of a certain "higher" center, since the criterion for comparing what is higher and what is lower in the system is not obvious. However, we fully support the statement about the existence of a single center that carries out functional general management of the system as a single entity, including coordination and transmission of common goals for the system.

It should be noted that all principles of system functioning, according to the general theory of systems, confirm the role of goal setting, coordination, regulation and feedback in the functioning of the system. That is, the role of management in the existence of the system as such. This means that any system must be manageable, and the subject and processes of management are part of the system itself.

#### Management systems

A management system is a stable combination used to define many phenomena: a quality management system, a charity management system, a management system of relations with the environment, etc.

There are definitions of management focused on managing an organization. For example, Mescon, Albert and Khedouri define "management as the process of planning, organizing, motivating and controlling necessary to formulate and achieve the goals of the organization."

According to the oldest US organization for certification of management systems, "A management system is a certain framework for managing and continually improving the procedures, policies and processes of an organization" [6].

However, our goal at this stage is to consider management and management systems as a whole, regardless of the object of management. In this regard, the interpretation of the concept of management in cybernetics is interesting.

Each cybernetic system is a set of interconnected objects (elements of the system) capable of perceiving, remembering and processing information, as well as exchanging it. Thus, the basis of management in cybernetics is information and its movement.

#### Organization management system

In accordance with the above conclusions, an organization management system is a control object and a control subject connected by an ordered targeted interaction between them. What is an object in an organization management system and what is a control subject? And what is the essence of the interaction between the subject and the object?

Control object. The first contender for the role of control object in the system model is the organization. An organization is a complex adaptive system in itself, and therefore, when speaking about the organization's management system, we cannot consider the organization in its entirety as an object of management and separate the management system from the organization. In other words, "with "Organization management system" is a subset of the set "Organization". Thus, in the model of the organization management system, the object is some aspect or subsystem of the organization as a whole.

In addition, the definitions of the organization management system known to us point to the organizational structure as an element of this system. "The management system is described as a certain integrity consisting of tools (system intelligence), organizational structure, its graphic image and management processes (system dynamics)" [5].

A subsystem of targeted interaction. In addition to the object and subject of management, an integral element of the organization management system is the ordered impact of the subject on the object. Such impact is obviously "refined" management. Most authors, when speaking about the management system of an organization or other object, use the terminology associated with functional management. At the same time, the opinion that the management system is a set of processes and procedures has become widespread.

"A management system is a structure of processes and procedures used to perform tasks necessary to achieve the organization's goal" [6].

Some authors use the term "management mechanism", but in the sense of a system. And at the same time, they also define it as a set of procedures. "With regard to organizational systems, the mechanism of functioning is a set of rules, laws and procedures governing the interaction of participants in the organizational system; the mechanism of management is a set of procedures for making management decisions" [5]. At the same time, Novikov distinguishes between the concept of the mechanism of functioning of the organization and the mechanism of management, focusing in the first concept on the interaction of participants (i.e., the organizational structure), and in the second - on the procedures for making management decisions.

This approach to understanding the management system of an organization is largely enshrined in the existing ISO standardization system, which requires the implementation of certain procedures for certification of the management system.

A widely accepted point of view is that there is a management process applicable to any organization, consisting in the implementation of functions that every manager must perform. Currently, in the management literature, there is a tendency to consider management as the implementation of functions.

Thus, in the management system of an organization, the element connecting the organizational structure as an objective reality and the subject of management is a set of functional management procedures: forecasting, planning, control, analysis, etc.

Subject of management. Thus, in the organization's management system there is a management subject - a certain subsystem with the most active impact on the other subsystems and generating goals of the highest, defining order.

Thus, the subject of management in the organization's management system is the organizational culture, determined by the owners and leaders, which, in turn, forms the procedures of functional management. These procedures also carry the informational and energetic impact on the object of management — the structure of the organization, which, for its part, objectively determines both the form of interaction and the limitations on the content of the corporate culture.

This means that the management system of an organization is a set of procedures for the informational and energetic impact of the organization's culture, determined by its leaders and owners, on the structure, objectively determined by the organization's value chain.

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