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FUNDAMENTALS OF SOCIAL DESIGN OF MODERN ORGANIZATIONS

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Social design is concerned with the creation of conditions for effective activity in one or another field of social life. This designing is especially important for the development of a person's work activity. Social design provides services to all components of activity and social life of people. The specific feature of social design is to solve the problems that cover all social aspects as a whole, and it is a good reason to distinguish them by levels of organization of social life. Application of social design technologies in real life of social work of an enterprise can provide long-term social programs for its development. Moreover, the relevance of social design is determined by the fact that it consists of the development of social programs, social proposals and projects, processing methods, techniques and technologies of specific forms of social work, that is, a design approach is becoming

increasingly popular in management practices of modern organizations.

Moderate, well-coordinated social management on its own is a fundamental requirement for efficient, competitive operation of any modern organization. It provides the implementation of popular concept of corporate social responsibility. This is due to the fact that social management of an enterprise is a purposeful influence, based on the principle of feedback, on an enterprise to regulate and develop its social subsystem. Because of its systemic nature, social nature of labor, requirement to meet social needs of employees in the exchange of products of material and spiritual activity it focuses on achieving goals in the operation, improvement and development of an enterprise [1, p. 6-7].

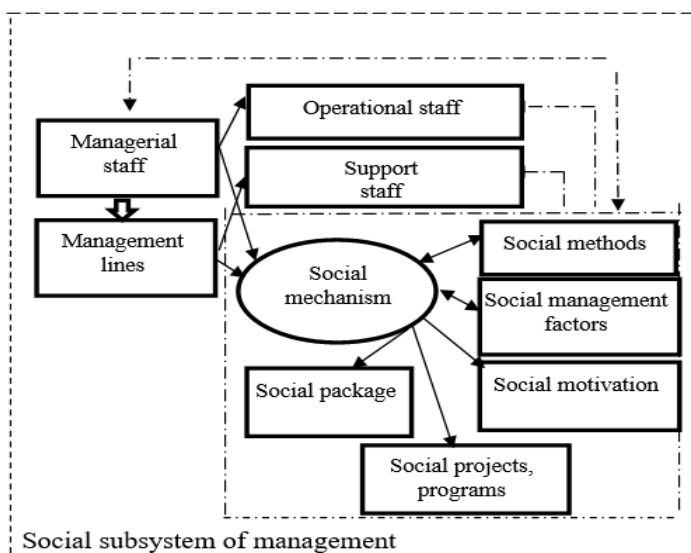We will give the structure of social management of a modern enterprise in fig. 1.

Fig. 1. Structure of social management of a modern enterprise.

It should be mentioned that social management of an enterprise will be more effective if social programs and projects are aimed at progressive development of its social sphere; improvement of conditions and quality of work of employees, meeting their needs and providing them with necessary social care and support using social and economic potential of an enterprise.

At the same time, the need to pay special attention to social management at an enterprise level is due to the importance of its results (they are criteria for assessing the efficiency of social management): high team cohesion of an enterprise; effective teamwork; a good level of employees' job satisfaction; stakeholder involvement in the enterprise operation and management; an optimal control level; social activity

of employees; a healthy employee turnover rate; steady increase of labor efficiency; a high level of employees' satisfaction with the work performed, employment at this enterprise.

In the context of social management of an enterprise we can define a project-based approach is a specific form of management that allows an enterprise to concentrate attention and resources on performance of a certain complex of tasks of social development and provision under the following restrictions: goal, objectives, work, time, resources, budget.

The following features show the advantages of a project-based approach in management (Fig. 2).

In order to implement social design efficiently and prepare successful social projects it should be guided by the following hard algorithm of the development of the latter:

Stage 1: Conducting a research.

Stage 2: Identifying problems / opportunities.

Stage 3: Setting a mission and goals of the project.

Stage 4: Formulating tasks.

Stage 5: Selection of task-solving methods, creation of a complex of basic works / activities.

Stage 6: Developing a logical sequence of work / implementation of activities.

Stage 7: Allocation, distribution and coordination of resources.

Stage 8: Setting a budget.

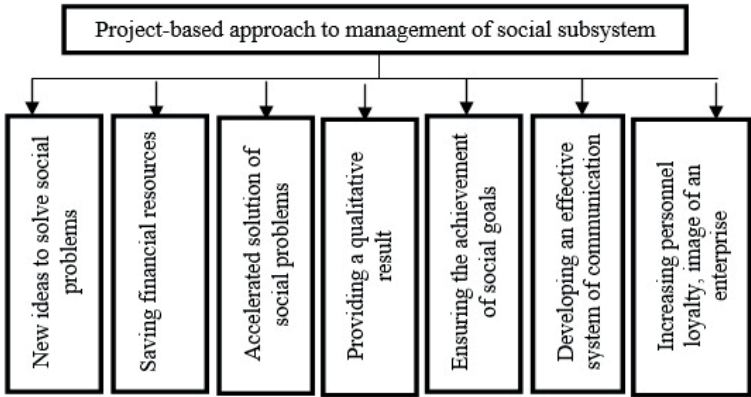Stage 9: Assessment of project effectiveness.

Fig. 2. Advantages of application of a project-based approach in
management of social subsystem of an organization

Every stage is a logical step in social project designing. A problem must be substantiated by objective data detected in the research. A mission, a goal (final

result) must smoothly flow from the problem. Tasks should reflect step-by-step actions and have specific quantitative and qualitative benefits. Every method is a tool for problem solving, while work and actions are activities in the context of the latter. Every stage requires certain resources. In order to evaluate the result it is needed a rating scale.

We should study each stage mentioned above in details.

Stage 1: Conducting a research. Managerial activities are aimed at the monitoring and analysis of state, parameters and characteristics of a specific object in order to form an information base for its behavior and make well-grounded managerial decisions. They should be carried out on a systematic basis to form a representative assessment of the situation, which should be analyzed in dynamics.

Stage 2: Identifying problems / opportunities. It is the most important section of the project. A problem and its analysis should be presented in the project. When formulating a problem, it is necessary to pay attention to the fact that problems are the absence of something, something negative, which is harmful, something that requires changing. It is to show the causes of this negative phenomenon and its consequences. The same thing is with respect to opportunities, but vice versa.

Problem justification should include: 1) a brief analysis of its causes; 2) an analysis of previous attempts to solve this problem, their results; 3) an analysis of problem effect on the mission of an enterprise, the effectiveness of achieving the goals, and etc. At the same time target groups should be describe in this section. Project activity is aimed at target groups, whose life will improve in a certain way as a result of the project implementation. An organization should show knowledge of their problems and the availability of specialists who will work with this target audience.

Stage 3: setting a mission and goals of the project. A mission of a social project is a general description of proposed outcome and expectation, the highest point of achievements, which an organization intends to reach during the project implementation.

Stage 4: formulating tasks that should make the goals and mission more specific. In this regard, they must reflect the ways to solve the identified problems transparently and logically; be directly connected with the project activities and aimed right at the problem solving; be determined by qualitative and quantitative indicators; represent intermediate results.

Stage 5: Selection of task-solving methods, creation of a complex of basic works / activities. It is necessary to identify the ways to implement the tasks. In fact, it should be actually determined how the goals will be achieved, how the tasks will be performed, who will implement them, what resources will be used.

Stage 6: Developing a logical sequence of work / implementation of activities provides the formation of schedule and WBS project.

Stage 7: Allocation, distribution and coordination of resources. Coordination of resources for specific tasks and deadlines.

Stage 8: Setting a budget. Cost calculation of each stage of the project

implementation. Taking into account the options for resource allocation, the calendar of work and delivery, a detailed project budget is developed.

Stage 9: assessment of project effectiveness. The concept of social project effectiveness is different from the concept of business project effectiveness. Therefore, at this stage, we propose to use not an assessment, but a description of the expected social project effectiveness. These can be: positive changes in lives of stakeholders (employees), project participants: behavior change, health improvement, social and economic status, etc; positive benefits for society: changes of institutional conditions, public opinion, an attitude to a specific problem and its solutions; sustainability of operating results after the termination of a project, program, service. Thus, social project effectiveness is determined by the opportunity for integrated development of a social facility.

Since any project is time-limited, and long-term projects are noticeably less than medium-term and, especially, short-term ones, there is a frequent situation when those who gathered for collective work are not ready for it yet. There are people, but no teams. The problem will arise when, firstly, some common values are established (or confirmed) and, secondly, when mutual understanding turns into interaction technology (unspoken agreement).

Table 1

Characteristics of the main methods of strengthening a project team [based on 2]

Method	Characteristics
Brainstorming	a technique of team intellectual work with the aim to find new solutions to the problem under consideration is based on removing barriers of criticality and self-criticality of participants.
Synectics	includes work of permanent groups that professionally apply various techniques to enhance their creative potential.
Business game	imitation of managerial decision-making in various situations by playing (performance, role playing) according to the given rules or those ones that are created by the game participants themselves
Method of focal objects	technique of constructing a new object by applying to it the properties of other objects
The control questions technique	It is the work with a list of specially selected questions that help determine the nature of the task being performed accurately
The scenario building method	a view of a social project as a description of consistent development of events provided by it (can follow) with resource availability

There are a lot of methods that allow to enhance innovative potential capacity of a group and at the same time contributes to the formation of a project team. We

will briefly describe the characteristics of such methods as brainstorming, synectics technique, a business game, the method of focal objects, TRIZ (Theory of Inventive Problem Solving), the control questions technique, the scenario building method (table 1).

The formation of a project team is, of course, a much more complicated process than experimenting with the methods described. However, experience has shown that sometimes in order to significantly move things forward, it is necessary to create somewhat unusual working conditions. Also, in this case, the described methods help to perform this task. We believe that those who took part in brainstorming, business games, who worked together according to the method of focal objects, remember the smallest details of creative collaboration for a very long time. It is equally important that in such activities a project team are strengthened and provide tangible evidence of their success and have the opportunity to discover their potential.

Over time, organizations change the motivational orientations of their own activities. But the desire of people for stability, calm, security and justice remains constant. Social projects are dedicated to satisfaction of these basic needs, which, at the same time, help to meet the highest needs of the individual (in self-expression, development, respect, etc.). Social business is becoming more competitive and successful.

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