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THE LEGAL CULTURE OF MANAGERIAL DECISIONS IN BUSINESS

Specialty 5.4.7 – Sociology of Management

ABSTRACT OF THE DISSERTATION
for the degree of Candidate of Sociological Sciences

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Relevance of the research topic. Entrepreneurial activity is of significant importance for meeting public needs for economic development, while making management decisions within the framework of legal culture is of significant importance. Legal regulation of management in entrepreneurial activity is due to the need to streamline relationships both within a business organization and with the external environment. At the same time, the current state of entrepreneurship is characterized by the fact that the subject of management does not always make management decisions based on the priority of law. It is possible to observe the low quality of management decisions in entrepreneurial activity, which consists in the desire of the management entity to reduce the value of law and achieve a result different from the result fairly expected from it by other entities in the sphere of entrepreneurship and rationally laid down by the state, this also reflects the level of legal consciousness of management entities in entrepreneurial activity. Thus, the relevance of this dissertation research is due, firstly, to the problem of implementing the legal culture of management decisions in entrepreneurial activity, as well as the analysis of the consequences of ignoring it; secondly, to the insufficient development of the problem in the mainstream of sociology.

The degree of scientific development of the problem. It is advisable to present scientific sources in the form of several groups formed depending on the aspects under study. **The first group of works is devoted to the study of entrepreneurship.** The study of the concept of entrepreneurship is reflected in the works of M. Weber and W. Sombart, R. Cantillon and P. Bourdieu, H. Huerta de Soto, R. Ruttinger. Entrepreneurship was considered in the context of management decisions by J. Schumpeter. The scientific value of T. Parsons's works lies in the study of risk factors and uncertainty in entrepreneurship. The concept of "entrepreneur" in the context of the above categories was used in their scientific and practical research by M. Mescon, M. Albert, F. Khedouri, J. Bodo, G.K. Gins, P. Drucker, J. Keynes, D. McLelland, E. Penrose, J. Robinson, W. Rostow, A. Smith, I. Thunen, J. Shackle. Among domestic researchers of entrepreneurship, it is worth mentioning N.D. Kondratyev, A.V. Bezgodov, B.M. Lapusta, V. Radaev, T.I. Zaslavskaya, K.T. Tagirova, Yu.A. Semenova. I. Kirzner, L. Mises, J. Schumpeter, F. Hayek considered entrepreneurship in the context of management decisions. **The second group of works is aimed at studying the legal culture.** Issues of legal culture were studied by N.L. Granat, K.S. Lineitseva, V.V. Lazarev, R.A. Romashov, E.G. Shukshina. In the works of E.V. Kleymenova, K.A. Moraleva, I.D. Nevvazhay, legal culture is considered as the final result of legal activity. N.O. Douglas considered professional legal culture as a state of legal life of society. **The third group of works is related to the study of management decisions.** R.L. Keeney and H. Reif developed the basic principles of management decisions under uncertainty. M. Eddowes, R. Stanfield, J. von Neumann studied the methods of optimization of decisions and the degree of risk assessment of these decisions. The theory of management decision-making is associated with such scientists as V.A. Abchuk, I. Ansoff, A.N. Asaul, V.N. Evlanov, S.V. Emelianov, L. Zade, O.S. Vikhansky, V.A. Gelovani, A. D. Kahneman, A. I. Prigogine, R. Fatkhutdinova and others. **The fourth group of works is devoted to the study of the elements of the legal culture of management decisions.** Of interest are works that allow us to consider the elements of the legal culture of management decisions. Thus, E. D. Umberg pointed out legal consciousness as one of the main elements of legal culture. A. E. Skobelev associated legal consciousness with the degree of mastering such legal phenomena as the value of human rights and freedoms, the value of legal procedure in resolving disputes, and the search for compromises. N. Ya. Sokolov interpreted the legal culture of management decisions from the standpoint of legal knowledge.

The object of the dissertation research is management decisions in entrepreneurial activity.

The subject of the dissertation research is the formation and development of the legal culture of management decisions in entrepreneurial activity.

The purpose of the study is to develop a mechanism for the development of the legal culture of management decisions in entrepreneurial activity.

To achieve this goal, the following tasks are solved:

1. To study entrepreneurial activity from the perspective of sociological analysis.
2. To study the legal aspects of management decisions in entrepreneurial activity.
3. To analyze the features of the implementation of the legal culture of management decisions in entrepreneurial activity.
4. To conduct a sociological analysis of the legal culture of management decisions in entrepreneurial organizations.
5. To develop a mechanism for the development of the legal culture of management decisions in entrepreneurial activity.

Hypothesis of the dissertation research. The legal culture of management decisions in entrepreneurial organizations is an unstable phenomenon that requires conscious and purposeful formation.

Theoretical and methodological basis of the study. The multifaceted nature of the problem of the legal culture of management decisions in entrepreneurial activity presented the need to apply various scientific approaches. The methodological and theoretical basis of the study were the provisions and conclusions formulated and substantiated in the classical works of social thought (M. Weber, T. Parsons, P. Drucker, M. Mescon, M. Albert, F. Khedouri, J. Bodo, G.K. Gins, etc.), as well as the works of modern scientists in the field of sociology, law (N.L. Granat, K.S. Lineitseva, V.V. Lazarev, R.A. Romashov, E.G. Shukshina, E.D. Umberg, A.E. Skobelev, etc.), management (A.N. Asaul, A.I. Prigogine, R. Fatkhutdinov, etc.). The research methodology combines systemic and activity-based scientific approaches, as well as the analytical method, modeling, questionnaire survey, expert assessments.

Empirical basis of the study. The information base included the scientific results of Russian and foreign sociological studies, publications of scientific and practical conferences, scientific periodicals, statistical data of the Territorial Body of the Federal State Statistics Service for the Novosibirsk Region, data of the Unified Federal Register of Bankruptcy Information and VTsIOM. The author conducted a sociological study of the legal culture of management decisions in entrepreneurship using quantitative and qualitative research methods. The sample for the quantitative study, conducted through a questionnaire, consisted of 350 respondents-entrepreneurs. The criteria for selecting the experts involved in the expert survey, within the framework of the qualitative research method, was legal experience of at least 5 years in the field of entrepreneurship. The experts were specialists from the Rosreestr Office for the Novosibirsk Region, the Federal Tax Service Office for the Novosibirsk Region, the Higher School of Business, arbitration managers, lawyers and scientists in the field of corporate and bankruptcy law, attorneys in the field of criminal and tax practice. This choice was determined by the need to identify a competent opinion on the problems of the legal culture of management decisions in the field of entrepreneurship. In total, the sample population was N=20 respondents.

Research methods. The theoretical methods were the method of synthesis, analysis, systematization. The analysis of empirical sociological information was carried out using the statistical processing package SPSS Statistic 22.0.

Scientific novelty of the study

1. The methodological context of the sociological approach to the phenomenon of entrepreneurial activity is revealed, allowing for a deeper understanding of its nature and aimed at using the systemic and activity-based approaches, thanks to which the relationship of entrepreneurship with other subsystems of society, external and internal factors of influence, as well as the management system are revealed.

2. The theoretical part of the work reveals the connection between management decisions in entrepreneurial activity and the rational-volitional organizational-legal, emotional-psychological act of choosing an alternative by an entrepreneur and choosing a model of entrepreneurial behavior, as well as their dependence on external and internal factors of the functioning of the entrepreneurship sphere.
3. It is substantiated that the legal culture of management decisions has a national character, regulates social relations, has the potential to form legal thinking, and has an activity-based character in relation to individuals. It is proven that business entities need targeted development of the legal culture of management decisions. At the same time, it is shown that they are influenced by external and internal factors. In the empirical part of the work, the factors influencing the process and quality of making management decisions, elements of the legal culture of management decisions are established.
4. A mechanism for developing the legal culture of management decisions in entrepreneurial activity has been developed, which reflects its complex system-level structure. The methodological basis of the proposed mechanism for developing the legal culture of management decisions in entrepreneurial activity is a systems approach. Taking into account the main systemic principle of hierarchy, the presented mechanism identifies the main levels and subsystems of the legal culture of management decisions. External and internal determinants of the formation and development of the legal culture of management decisions in entrepreneurial activity are presented.

Provisions submitted for defense

1. The sociological approach to the phenomenon of entrepreneurship, conceptualized in the integrated use of the systems and activity approaches, allows us to identify the following. Entrepreneurial activity is part of the socio-economic system of the state, public relations with which are regulated by social and legal norms. On the one hand, it is affected by the globalization of the world economy, the scientific and technical level of development of society, socio-demographic, socio-economic, cultural and educational, political and legal, information factors, the uncertainty factor of the external environment, the risk factor. On the other hand, entrepreneurial activity is regulated by the internal environment of the organization, which includes a set of social, socio-cultural, socio-legal relations (system approach). For the effective activity of entrepreneurs in a competitive environment, management and legal aspects become a priority, including legal culture (activity approach).
2. The criteria for a management decision in entrepreneurial activity are organizational efficiency, economic efficiency, social efficiency, legal efficiency. Making management decisions in entrepreneurship largely depends on socio-economic, socio-political, legal, socio-cultural conditions, uncertainty of the external environment, risk, as well as corporate culture, management, and the personal factor.
3. Based on the empirical study, it was established that the legal culture of management decisions in entrepreneurial organizations depends on such external factors as socio-political, socio-economic, socio-cultural conditions, business climate, legislative practice, judicial practice, law enforcement practice, which together constitute the legal reality of entrepreneurship, the business community. Internal factors influencing the legal culture of management decisions in entrepreneurial activity and at the same time its structural elements are legal consciousness, legal attitudes of the entrepreneur, his legal knowledge and beliefs, legal and social responsibility of the entrepreneur, his personal qualities, professional competence. The corporate culture of business organizations influences compliance with legal aspects when making management decisions.
4. One of the results of the presented dissertation research is the development of a mechanism for developing a legal culture of management decisions in entrepreneurial activity, which has a complex systemic structure, including supra-systemic, systemic and sub-systemic levels. Each of the systemic levels unfolds into a set of subsystems. A working effective mechanism for developing a legal culture of management decisions in entrepreneurial activity will contribute to the creation of a legal field in which it functions, which

will become a key moment not only in creating conditions - resource, organizational - for the development of entrepreneurship, but also in the readiness of entrepreneurs to operate within the legal framework. The theoretical significance of the dissertation research lies in substantiating a sociological approach to the phenomenon of entrepreneurial activity. The dependence of management decisions on external and internal factors of the functioning of the entrepreneurship sphere is considered. The results of the scientific research expand the understanding of such a complex phenomenon as the legal culture of management decisions. Their significance from the point of view of the sociology of management is predetermined by the fact that the features of the legal culture of management decisions in entrepreneurial activity are considered. Scientific provisions, conclusions and recommendations presented in the dissertation research can be significant for the theoretical basis for improving the management systems of business entities, focusing them on functioning in the legal field.

The practical significance of the study is determined by the following:

The substantive and applied results of the dissertation research can be used by entrepreneurs in the process of making management decisions. Proposals for the formation of a mechanism for developing a legal culture of management decisions in entrepreneurship are applicable to the development of state programs in the field of entrepreneurship. Of particular interest in terms of the practical significance of the work are the materials revealing the specifics of the legal culture of management decisions, which can be used in the process of teaching such disciplines as "Sociology of Management", "Sociology of Law", "Sociology of Entrepreneurship" and others. The results of the study will be relevant in improving the qualifications of management personnel of business organizations.

The scope of the research and the results of the dissertation correspond to the passport of the specialty "5.4.7. Sociology of Management (Sociological Sciences)". Research areas: 4. Principles and methods of management in modern conditions. 10. Management culture and its impact on the management process.

Approbation of scientific results. The main provisions, approaches and conclusions of the dissertation research are presented by the author in 23 publications (the author's personal contribution is 11.0 p.p.), including 6 publications in peer-reviewed scientific journals recommended by the Higher Attestation Commission of the Ministry of Education and Science of Russia for publishing the main results of research for the degree of candidate of sciences, 17 articles in publications indexed in the RSCI database and presented at 14 international and Russian scientific conferences.

Structure of the dissertation research. The dissertation work consists of an introduction, two chapters, a conclusion, a list of references, appendices.

MAIN CONTENT OF THE DISSERTATION

The Introduction formulates the problem, substantiates its relevance, assesses the degree of scientific development, defines the conceptual foundations of the study (object, subject, goals and objectives), indicates its theoretical and methodological foundations, reveals the main provisions submitted for defense and their scientific novelty, theoretical and practical significance of the work, describes its testing and structure.

The first chapter of the work "Managerial decisions in entrepreneurial activity: theoretical and methodological foundations of the study" substantiates entrepreneurial activity from the point of view of management and legal culture. Approaches, internal and external environment of entrepreneurship are described; elements of the process of making management decisions and the main criteria of a management decision are identified. An analysis of internal and external factors influencing the adoption of management decisions is carried out, its elements are shown, the

features of the legal culture of management decisions are revealed, the specifics of the legal culture of management decisions in entrepreneurial activity are considered.

In paragraph 1.1. "Entrepreneurial activity from the perspective of sociological analysis: management and legal culture" a theoretical analysis of entrepreneurial activity is carried out using the systems and activity approaches. To conduct a sociological analysis of the phenomenon of entrepreneurship, it is advisable to use the systems and activity approaches. The use of the systems approach aims to ensure that the sphere of entrepreneurship is part of the socio-economic system of the state, and public relations associated with it are regulated by social and legal norms. The systems approach allows us to identify external and internal factors that directly influence entrepreneurial activity. The external factors include not only the globalization of the world economy (E.B. Khomenko), but also socio-demographic, economic, cultural and educational, the level of development of science and technology, natural and economic, political and legal, informational (E.A. Arustamova), as well as the uncertainty factor of the external environment and the risk factor. The political and legal sphere acts as one of the external determinants. Norms, values, rules, laws existing in this area at the macro level are extrapolated to the lower level - the level of the entrepreneur's organization, or more precisely - to the legal culture of the organization, which is already the internal environment. Internal factors that can be interpreted from the position of the internal environment are a set of social, socio-cultural, socio-legal relations, as a result of which entrepreneurial activity is carried out. Internal factors are associated with the personality of the manager and his managerial competencies, organizational and legal form, legal culture, and the specifics of entrepreneurial activity. The activity-based approach to entrepreneurial activity within the framework of sociological analysis allows us to consider managerial aspects, as well as the influence of legal culture on this activity. The use of the activity-based approach (M.S. Kagan, M.S. Kvetnoy, E.G. Yudin) allows us to identify how the interaction of subjects and objects of entrepreneurial activity is carried out. (To varying degrees, aspects of the activity approach are presented in the works of M. Weber, E. Giddens, T. Parsons, J. Habermas, P. Szotomka.) The activity approach makes it possible to interpret entrepreneurship in terms of combining organized activity with a managerial focus in a competitive environment, uncertainty, risk, and innovation. Taking this into account, managerial and legal aspects come to the forefront for effective activity in a competitive environment. It is through legal culture that statehood, law and order, and the legal system are reproduced, i.e. the value and uniqueness of legal phenomena. Elements of legal culture in entrepreneurial activity are legal norms, legal values, legal guidelines, legal consciousness, and legal activity. Legal norms are an example of a variety of social norms. Together with ethical, social, and religious norms, they regulate and organize social relations. Legal values are included in the general value system of an individual entrepreneur and a community of entrepreneurs. A legal guideline aims to ensure that an entrepreneur complies with the law or deviates from it. Legal consciousness or legal consciousness includes the entrepreneur's views, assessments, and ideas regarding legal reality. Violation of one of the elements of legal culture leads to imbalance of its entire system.

In paragraph 1.2. "Managerial decisions in entrepreneurial activity: theoretical approaches, decision selection factors" the patterns of the process of making managerial decisions, as well as the factors determining it, are identified. Entrepreneurial activity is associated with risks, uncertainty, which determines the need to study managerial decisions in the field of entrepreneurship. In general, a managerial decision is associated with both a rational-volitional organizational-legal and an emotional-psychological act of choosing an alternative by an entrepreneur and, accordingly, the choice of a model of entrepreneurial behavior. Managerial decisions in entrepreneurial activity can be strategic and operational decisions, routine and innovative, intellectual and emotional, etc. From the point of view of logic and expediency, two types are distinguished: the first type is completely rational managerial decisions, the second type is limited rational decisions - situational, alternative, intuitive. Fully rational management decisions are based on a logical choice of an alternative from all possible alternatives, while the

organization receives the maximum benefit. Both fully rational and limited rational management decisions in the field of entrepreneurship are influenced by such factors as: the ability to be "above the situation", the presence of emotional and contextual intelligence, value guidelines, including moral principles, legal culture, the ability to self-reflection, proactivity and others. In relation to entrepreneurial activity, it is proposed to be possible to define some criteria for the effectiveness of the management decision-making process. The first criterion is the organizational effectiveness of management decisions. It can be considered as the result of achieving the organization's goals with less effort on the part of the entrepreneur. The second criterion is the economic effectiveness of management decisions. In this case, we can consider the ratio of profit received due to the implementation of a specific management decision and the costs associated with its implementation. The third criterion is the social effectiveness of management decisions. For an entrepreneur, this is expressed in ensuring the stability of the organizational culture, and for hired personnel - in the opportunity for self-expression, participation in creative work. The fourth criterion is the legal effectiveness of management decisions. For an entrepreneur, this effectiveness is manifested in ensuring the legality of interactions with government bodies, business partners, and personnel. For hired personnel, it is in legal protection when working in the field of entrepreneurship. Legal effectiveness reflects the activities of the entrepreneur's organization in the legal field, the desire of its members organizations to adhere to the rules of law in their activities. The process of making management decisions is influenced by external and internal factors that can have a decisive impact at any stage of its adoption. External factors that predetermine the adoption of management decisions include socio-economic, socio-political, legal, socio-cultural conditions, the uncertainty factor of the external environment, the risk factor. Internal factors influence the process of making management decisions through corporate culture, management, and the personal factor.

In paragraph 1.3. "Features of the implementation of the legal culture of management decisions in entrepreneurial activity" the specifics of the legal culture of management decisions are disclosed, problematic aspects of its implementation in the activities of entrepreneurs are identified. Legal culture has a national character, regulates social relations, has the potential to form legal thinking, and is of an active nature in relation to individuals. All of the above features of the legal culture equally apply to the legal culture of management decisions, since they are related to each other as a whole and a part. The legitimacy of using the concept of "legal culture of management decisions" is due to the following. Management decisions should be considered as a result of the management activity of an entrepreneur. In this case, taking as a basis the ideas about the activity of M. Kagan, we can also say that management activity includes cognitive, transformative, communicative, value-oriented, legal types of activity. According to M. Kagan, culture is generated by human activity. Refracting these ideas, we can say that management activity can be interpreted simultaneously as an activity, one of the types of which is legal, and an activity that generates a legal culture of management decisions. Thanks to the legal culture of management decisions, not only an optimal balance of interests of the subject of entrepreneurial activity, society and the state occurs, but also the legal thinking of the entrepreneur is formed. The legal culture of management decisions in entrepreneurial activity is influenced by external and internal factors. External factors include socio-economic, socio-political conditions, legal reality, business climate. The combined impact of socio-economic and socio-political conditions on the legal culture of management decisions is especially relevant with increasing risk and uncertainty of entrepreneurial activity. Legal or legal reality represents objective rules for regulating human behavior. Under the influence of legal reality, the legal culture of management decisions is focused on the corresponding rights and obligations that entail legal consequences for the decisions made. The entrepreneurial climate should be considered from the point of view of institutional conditions for doing business. Internal factors also determine the legal culture of management decisions. We note that these factors are simultaneously elements of the legal culture of management decisions in entrepreneurial activity. The sociological approach to the elements of legal culture is somewhat

different from the legal one and is based on the following. The legal culture of management decisions in entrepreneurial activity, having a clear social focus, includes, on the one hand, a set of components predetermined by the managerial activity of the entrepreneur and, on the other hand, the intention of the business entity to function in the legal field. This approach allows us to include the legal consciousness of an entrepreneur, his legal attitudes, the totality of legal knowledge and beliefs, legal and social responsibility among the internal factors and, at the same time, elements of the legal culture of management decisions in the field of entrepreneurship. entrepreneur, personal qualities of the entrepreneur and his professional competence. Of greatest importance in the legal culture of management decisions in entrepreneurial activity is the legal consciousness of its subject, understood as a set of ideas and feelings expressing the attitude of entrepreneurs to the law and legal phenomena in general. The legal culture of management decisions is largely predetermined by the personal characteristics of the subject of the entrepreneurship sphere. The personal qualities of the subject of the entrepreneurship sphere have a significant impact on the legal culture of management decisions, which may differ in functional content, in the nature of the tasks to be solved and the methods for solving them. Another internal factor is the corporate culture of the organization, in the field of which norms and rules are laid down, including legal ones, allowing the business organization to be effective in the competitive market. The second chapter, "Analysis of Management Decisions in Entrepreneurial Activity in the Context of Compliance with the Law," analyzes the legal culture of management decisions in entrepreneurial activity, provides an expert assessment of management decisions in the context of legal aspects in entrepreneurial organizations, and describes the mechanism for developing the legal culture of management decisions in entrepreneurial activity. Section 2.1, "Methodological Approaches to the Study of the Legal Culture of Management Decisions in Entrepreneurial Activity," is devoted to the justification of the methodology used in conducting a sociological study of the legal culture of management decisions in entrepreneurial activity. Quantitative and qualitative methods were used in the dissertation research. The quantitative method was carried out through a questionnaire survey of entrepreneurs in Novosibirsk. As a result of a two-stage selection, 350 respondents took part in the study, including 215 men and 135 women. The second method was an expert survey. In the questionnaire survey, the object of the empirical study was entrepreneurs of Novosibirsk, and in the expert survey, the object of the empirical study was experts of Novosibirsk in matters of the legal culture of management decisions in entrepreneurial activity. The subject of the study is the state of the legal culture of management decisions in entrepreneurship. The purpose of the study is to study the opinion on the level of the legal culture of management decisions in entrepreneurship using Novosibirsk as an example. The selection criteria were at least five years of legal experience in the field of entrepreneurship. This choice was determined by the need to identify a competent opinion on the problems of the legal culture of management decisions in entrepreneurship.

As a result of the expert survey, it was supposed to find out the opinion of respondents on the following main issues:

1. The level of legal culture of management decisions in the entrepreneurial sphere.
2. The main reasons for the formation of the legal culture of management decisions in the entrepreneurial sphere.
3. The cause-and-effect relationship between the legal culture and the quality of management decisions.
4. Dependence of financial insolvency (bankruptcy) of legal entities on the level of the legal culture of management decisions.
5. The priority of management decisions in entrepreneurship.

To achieve this goal, the following tasks are solved:

1. To study the opinion on the level of the legal culture of management decisions in entrepreneurship.
2. To identify the main factors influencing the legal culture of management decisions, including in the gender aspect.
3. Identify the problems of increasing the level of legal culture and improving the quality of management decisions.
4. Suggest directions for increasing the level of legal culture of management decisions in entrepreneurial activity.

When studying the main problems of the study, the following hypotheses were put forward:

1. The main factors influencing the legal culture of management decisions in entrepreneurial activity are socio-economic, socio-political conditions, as well as personal characteristics of the entrepreneur.
2. The dominant obstacles to increasing the level of legal culture of management decisions in entrepreneurial activity are the factor of economic uncertainty, low level of social responsibility of entrepreneurs and organizational culture, corruption.

The study also tested the assumption about gender characteristics of making management decisions.

Section 2.2. "Analysis of the Legal Culture of Management Decisions in Entrepreneurial Organizations" examines the problems and obstacles to the development of entrepreneurial activity, reveals the problems of interaction between entrepreneurship and the state, indicates the specifics of making management decisions in entrepreneurial organizations, studies the factors influencing the process and quality of making management decisions, assesses the key conditions that complicate the process of making management decisions in entrepreneurial activity, offers an assessment of the ways to improve the quality of management decisions and the presence of a legal culture of management decisions. The elements of the legal culture of management decisions and measures to improve its level, as well as measures to eliminate obstacles that hinder the development of a legal culture of management decisions in entrepreneurial activity are proposed for consideration. In line with the study of the problematic, the analysis was focused on the study of making management decisions in the entrepreneurial environment, the factors influencing their quality, the key conditions that complicate the process of making management decisions in entrepreneurial activity. The process of making management decisions in your company and the key conditions that complicate the process of making management decisions in entrepreneurial activity were assessed, external and internal factors, criteria for improving the quality of management decisions were studied. Direct research of aspects related to the legal culture of management decisions in organizations of entrepreneurs was focused on studying the issues of the presence of the legal culture of management decisions, the need to improve it, its elemental composition, the influence of external and internal factors, as well as measures to improve its level. In general, the data obtained indicate problems with the state of the legal culture of management decisions: with its actual insufficient representation in the life of the organization, there is no need to improve the existing one. The legal culture of management decisions in organizations of entrepreneurs is influenced by external and internal factors. External factors include socio-political, socio-economic, socio-cultural conditions, type of economic activity, features of the market of presence, geopolitical and geo-economic circumstances, legislative practice, judicial practice, law enforcement practice, force majeure. Type of economic activity, features of the market of presence, geopolitical and geo-economic circumstances refer to the institutional conditions of the entrepreneurial climate. Legislative practice, judicial practice, law enforcement practice reflect such an external factor as legal reality. Internal factors of influence include legal and social responsibility of an entrepreneur, legal norms, legal knowledge, entrepreneur's attitudes, personal qualities of an entrepreneur and his professional competence, corporate culture. A feature

of the legal culture of management decisions is that internal factors are simultaneously its elements. Therefore, studying internal factors, its elemental composition is also examined. Another element of the legal culture of management decisions is the presence of legal norms. The presence of this element was studied not in a direct question, but in an indirect one. The results obtained may indicate that entrepreneurs in their activities gravitate towards legal aspects when making decisions, but at the same time have a wide range of ideas about how these aspects can be integrated into their activities. The issue of the presence of legal knowledge and legal attitudes in an entrepreneur was studied in an expert survey. Experts believe that the level of legal knowledge among entrepreneurs is low. Thus, the study shows that the issue of legal issues of doing business remains quite complex. The legal culture of management decisions in entrepreneurial activity as a whole is a phenomenon about which there are contradictory ideas. On the one hand, entrepreneurs do not consider compliance with legal norms as a factor that improves the quality of management decisions. And therefore, they do not consider it necessary to improve the legal culture of the company's management decisions. On the other hand, entrepreneurs in their activities gravitate towards legal aspects when making management decisions. But at the same time, they have a variety of ideas about how these aspects can be integrated into their activities. A study of gender specifics in the issue under study shows that men and women have different opinions on a number of issues.

In paragraph 2.3. "Assessment of management decisions in the context of legal aspects in entrepreneurial organizations: expert opinion" the understanding of the legal aspects implemented in management decisions is expanded by conducting an expert survey. During the expert survey, several of the following topics were studied. "The level of legal culture of management decisions in the entrepreneurial sphere." Experts assess the level of legal culture of management decisions very differently. Conventionally, three points of view can be distinguished. Representatives of the first point of view assess the level of legal culture as low. Representatives of the second point of view believe that the level of legal culture in the business sphere is noticeably growing. The opinion of representatives of the third point of view can be summarized in the figurative statement of one of the experts "we still have room to grow. Of course, recent years, and perhaps even a decade, have had a positive effect on the meaningfulness of doing business by the entrepreneurial community in the Russian Federation. However, to this day, in the overwhelming majority of cases, many "old believer" rules of doing business have not yet degenerated in entrepreneurs. And the legal literacy of business leaders still leaves much to be desired." "The Main Reasons for the Formation of a Legal Culture of Management Decisions in the Business Sphere." The results of the scientific study did not allow us to single out any one reason, since a complex of obvious and hidden factors is simultaneously influencing. Seven of the most significant were grouped. The experts include the following among the priority reasons: firstly, interaction with government agencies. Secondly, significant changes in legislation. Thirdly, the need for the presence of a "legal culture of the business owner, manager, team." Fourthly, the need for effective interaction not only with government agencies, but also with other agents of the external environment, as well as employees. Fifthly, the need for highly qualified personnel with competencies in the field of legal culture, "possessing the necessary knowledge and capable of assessing existing risks." Sixthly, financial obligations to partners. B- Seventh, "Economic policy in Russia and the political situation in the country." "Cause and effect relationship between legal culture and the quality of management decisions." The results of the expert survey indicated an unambiguous relationship between legal culture and the quality of management decisions, since "a high level of legal culture determines the adoption of higher quality management decisions, including those based on the analysis of existing legal and social norms of behavior." Several approaches to seeing this relationship were identified. The first approach: the relationship is "insurance" against unforeseen risks from external partners. The second approach: the relationship is realized in taking into account legal norms and customs in the management decision.

The third approach: the relationship is manifested in the effectiveness of the management decision.

The fourth approach: the relationship reflects "the actual efficiency of the business. The presence of a legal culture allows the manager to more effectively plan, organize and control events." The fifth approach: the relationship shows how exactly "legal culture determines the level and quality of management decisions. The sixth approach: the connection demonstrates that the management decision is made by the subject based on knowledge of ways to resolve problems that are rooted exclusively in the legal culture. The seventh approach: the connection is indirectly manifested in subsidiary liability in bankruptcy cases in the field of entrepreneurship. The increase in the number of persons involved can be regarded as a "mirror" reflecting the actual connection between the legal culture and the quality of management decisions. These data clearly reflect the fact that the low level of legal aspects invariably manifests itself in the low level of management decisions made. "Dependence of financial insolvency of legal entities on the level of legal culture of management decisions." Experts believe that the financial insolvency (bankruptcy) of an organization is directly predetermined by the level of legal culture of management decisions. Many aspects are involved in this process. Legal culture, which is reflected in management decisions, allows an entrepreneur to protect himself from various risks, including financial insolvency. The problem is further aggravated by the fact that many entrepreneurs do not have a sufficient understanding of the specifics of financial insolvency. Experts also see that even with a relatively high level of legal culture, a legal entity may become insolvent. This may be due to various circumstances. "The Priority of Management Decisions in Entrepreneurial Activity." Experts are unanimous in the fact that it is management decisions that are at the forefront of entrepreneurial activity. In the most general terms, experts discuss the priority of management decisions in such a way that entrepreneurial activity, from the idea to the construction of a working business model, is built, first of all, on the management decisions of the entrepreneur. Experts agree that there should not just be a priority of management decisions, but an emphasis on legal aspects. Several experts share the point of view that an entrepreneur can incur serious risks without effective management decisions. In general, experts agree that a management decision is made by a manager within the limits of his rights, the norms of current legislation. But it is the management system that most directly affects the strategy and model of business development, as well as the degree of risks associated with entrepreneurial activity. The need to develop a legal culture of management decisions in the business sphere, from the point of view of experts, is due to the following reasons: effective interaction with government agencies, agents of the external environment, significant changes in legislation, the inevitability of the presence of a legal culture of the business owner, manager, team, financial obligations to partners. Experts insist that increasing the legal culture in the sphere of management is possible only with its popularization at the state level.

In paragraph 2.4. "The mechanism for developing the legal culture of management decisions in entrepreneurial activity" the mechanism for developing the legal culture of management decisions is disclosed, which takes into account the main areas of activity in the external and internal environment. The obtained results of theoretical, methodological and empirical studies were integrated into the mechanism for developing the potential of the legal culture of management decisions in entrepreneurial activity, developed in the unity of structure and content. The methodological basis of the proposed mechanism is the systems approach, used as follows. The legal culture of management decisions as a complex system, on the one hand, appears as part of the general culture of society, on the other hand, consists of elements, while being an integral entity. The mechanism of the legal culture of management decisions in entrepreneurial activity, from the point of view of the systems approach, allows us to distinguish the suprasystemic, systemic and subsystemic levels. The suprasystemic level reflects external connections or the external level in the mechanism for developing the legal culture of management decisions. The most influential factors for legal culture are socio-political conditions (state), socio-economic conditions, cultural conditions, legal reality, business climate, business community. The system

level, to which the legal culture of management decisions belongs, consists of several hierarchically subordinate subsystems. These subsystems also represent internal conditions for the development of the legal culture of management decisions in entrepreneurial activity. One of the subsystems is legal consciousness. The next subsystem is the legal attitudes of the manager and team members. They also have their own structure and include cognitive (knowledge of legal norms, including in the field of entrepreneurship), evaluative (assessment of the need to follow legal norms in the field of entrepreneurship) and behavioral (desire to act on the basis of legal norms) components. Legal knowledge and beliefs are another subsystem of the mechanism of the legal culture of management decisions. Another subsystem is legal and social responsibility. The results of the empirical study indicate that respondents name an adequate attitude to entrepreneurial risk and legal liability as significant measures to improve the level of legal culture in the business environment. Respondents also point to the need for a high level of social responsibility. Using a systems approach, it is possible to pursue the thread of reasoning further and come to the following conclusion: the legal culture of management decisions is one of the elements of the general culture of society - a cultural subsystem. According to the principle of mutually inverse influence, changes in the legal culture in the aspect of social responsibility can also lead to a result at a higher level, namely, a change in the ethical standards of society and the introduction of corporate social responsibility of business as a voluntary obligation of all business organizations. This means that business can have the most positive impact on society by forming and implementing in practice socially responsible behavior of business organizations in the entrepreneurship sphere. The next subsystems of the legal culture of management decisions in entrepreneurial activity are the personal qualities of the manager and his professional competence. For the development of the legal culture of management decisions in entrepreneurial activity, the key role should be given to the manager. The purposefully formed legal needs and abilities of both the manager and employees are transformed into a willingness to consciously participate in the implementation of the legal culture in their organization. One of the subsystems is the corporate culture of a business organization, since it is the field in which which, in fact, forms the legal culture of management. In order for the introduction of values, guidelines and legal norms, including the legal culture of management, to be perceived by the personnel of a business organization without resistance, an appropriate socio-psychological climate is required. In the proposed mechanism for developing the legal culture of management decisions, the criteria of a management decision in the field of entrepreneurship are embodied in the entrepreneurial value - organizational efficiency, economic efficiency, social efficiency, legal efficiency. The relevance of the developed mechanism for developing the legal culture of management decisions in entrepreneurial activity is that it stimulates the formation, manifestation and functioning of the legal culture of entrepreneurs. The interaction of government bodies, the business community, legal reality and entrepreneurs, the creation of an optimal entrepreneurial climate is the most important factor in the development of the legal culture of management decisions. The set of measures at the macro - and micro levels reflected in the mechanism allows overcoming legal nihilism and inertia in relation to compliance with legal norms. It includes, firstly, the unification of efforts of federal, municipal authorities, business community, cultural organizations in the field of formation and development of legal culture of entrepreneurs; secondly, significant potential of subsystems of legal culture of management decisions in entrepreneurial activity.

The Conclusion summarizes the main results of the dissertation research.

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