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**PLANNING IN THE SYSTEM OF SOCIAL MANAGEMENT AT THE
ENTERPRISES OF THE ROCKET AND SPACE INDUSTRY**

Specialty 22.00.08 - Sociology of management

STRUCTURAL ABSTRACT

of the thesis for a degree of candidate of sociological sciences

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The relevance of the topic of dissertation research. At present, effective management is possible only if there is a clearly defined goal of management. At the same time, the parameters and other characteristics of the target must necessarily be determined for three time intervals: for the long term (strategic level), the medium term (tactical level) and the short term (operational level). In practice, this is defined as an invariably urgent task of strategic, tactical and operational planning, respectively.

Social planning as an integral part of strategic planning is of particular relevance for the rocket and space industry (hereinafter referred to as RSI), which is currently undergoing serious modernization. The problem of modernizing the RSI has long been a paramount strategic task for the Russian Federation. There is a need for centralization and unification of disparate enterprises, often duplicating the main areas of activity, into a full-fledged single concern.

There is every reason to focus scientific research on the issues of improving the efficiency of social management on the basis of working out the theoretical, methodological, methodological and organizational base of social planning at the enterprises of the RSI. These circumstances determined the choice of topic, the purpose and objectives of the dissertation research.

We can say that the relevance of the topic of this dissertation research is confirmed by:

- firstly, the need for an in-depth theoretical and methodological understanding of the processes of social forecasting and planning at the enterprises of the RSI. The existing problems caused by the lack of knowledge of the specifics of the work of the regime enterprises of the RSI, especially of a social nature, make it difficult to introduce new social technologies, the use of complex research methods;

- secondly, the need to determine the qualitative and quantitative indicators of the state of social planning at the enterprises of the RSI, characterizing the specifics of the state and the main trends in social management at the enterprises of the RSI. Thus, among the main key performance indicators of the Innovative

Development Program of the State Space Corporation ROSCOSMOS, not a single social indicator is presented that indicates an improvement in working conditions and the quality of life of employees at the enterprises of the RSI;

- thirdly, the need to improve the system of social management at the enterprises of the RSI, and in the industry as a whole. At present of particular importance began to acquire: the improvement of the organization of research work, the model of personnel management, the reorganization of state social policy in accordance with world trends.

From an epistemological point of view, **the problem of the dissertation research** is the existence of a contradiction between the need to ensure high quality of social management and planning of social processes, in particular, at the enterprises of the RSI, and the insufficient specification of information characterizing the current state of these processes, and the lack of attention to these issues from the management of the industry as a whole, and businesses in particular.

The purpose of the dissertation research is to identify the specifics of social planning in the system of social management of enterprises in the rocket and space industry of the Russian Federation.

Research objectives:

1. Analyze the essence and basic concepts of social management;
2. To research the forecasting of social processes in conjunction with the social planning of enterprises in the rocket and space industry;
3. Describe the features of social planning at the enterprises of the rocket and space industry;
4. Designate the specifics of a sociological research of the content of the social planning process in the system of social management of enterprises in the rocket and space industry;
5. Conduct a sociological analysis of the planning process in the system of social management of enterprises in the rocket and space industry, identifying the

qualitative and quantitative parameters that characterize the state of social planning in the system of social management of enterprises of the RSI;

6. Determine the specifics of social planning in the system of social management at the enterprises of the RSI and develop recommendations for improving social planning.

The object of the dissertation research is the system of social management of enterprises in the rocket and space industry.

The subject of the dissertation research is planning in the system of social management of enterprises in the rocket and space industry.

Research hypothesis: underestimation of the importance of social planning in the system of social management at enterprises of the rocket and space industry in making managerial decisions hinders the maintenance and development of the personnel potential of enterprises and the achievement of operational, tactical, strategic goals and objectives of the social development of enterprises.

Theoretical and methodological foundations of the dissertation research.

The author of the dissertation used methods of theoretical research: theoretical and methodological analysis, generalization and interpretation of scientific data, logical comparison, criticism, systematization, as well as methods of empirical research. To solve the tasks set the following qualitative and quantitative sociological research methods were used: questionnaire, a survey of experts, content analysis, approximation, extrapolation, research of the statistical materials.

The empirical basis of the dissertation research was the results of sociological research on the issues under study, including those conducted personally by the author:

- «The state and prospects of planning in the system of social management of the enterprises of the RSI».

- «The current state and problems of social forecasting and planning in the system of social management at the enterprises of the RSI».

– «Social processes in the documents of State Space Corporation ROSCOSMOS enterprises».

– Secondary analysis of data on the topic of the dissertation, based on the research of the «Russian Public Opinion Research Center» (JSC «VCIOM») (2015-2021).

The results of the research, obtained personally by the author, and their scientific novelty.

1. Based on a theoretical analysis of classical and modern concepts of social management the author's is presented interpretation of the concepts: "social management at the enterprises of the rocket and space industry", "prediction of social processes at the enterprises of the rocket and space industry" and "social planning at the enterprises of the rocket and space industry".

2. Based on the analysis of the state of social management at the enterprises of the RSI, the main indicators of social planning are determined: the personnel potential of the enterprises; system of the material incentives; working conditions; internal social security and the content of collective agreements; corporate culture.

3. At the empirical-sociological level the specifics of a sociological research of the content of the social planning process in the system of social management at the enterprises of the RSI are revealed. The necessity of including social target indicators in the documentation on social planning at the enterprises of the RSI is substantiated.

4. Based on the sociological analysis of the planning process at the enterprises of the RSI management system, high qualitative and quantitative parameters characterize the state of planning at the enterprises of the RSI management system.

5. The specifics of regulation in the field at the enterprise management of the RSI are revealed. Recommendations have been developed to improve social planning, as well as to determine the interaction management system at the enterprises of the RSI, according to which the interaction between the subjects of

management interaction and the implementation of management is carried out according to a *two-circuit system*.

Provisions for defense:

1. Social management at the enterprises of the rocket and space industry is largely determined by the significant professional, intellectual, qualification and scientific potential, science-intensive and high-tech derivative and the strategic importance of this industry for solving important state problems. The success of the development of these enterprises is achieved on the basis of a symbiosis of production and social planning. Of particular importance began to acquire: the import independence of the RSI, the improvement of the organization of scientific research, modern models of personnel management, the reorganization of state social policy in accordance with world trends.

Based on the analysis of the main concepts for the issues under research, *social management at the enterprises of the rocket and space industry* is defined in the dissertation as a system of influences aimed at improving working conditions, living and resting conditions for employees at the enterprises of the RSI, developing their human resources potential and spiritual and moral qualities; ensuring the viability of enterprises in conditions of uncertainty and risk.

Social planning at the enterprises of the rocket and space industry is defined as a set of science-based principles, tools, indicators of social development of all structural elements (human resources, professionalism of employees; working conditions, life and rest of employees; social infrastructure; organizational culture) necessary for the adoption of managerial decisions to determine the operational, tactical, strategic goals and objectives of the social development of enterprises, and their subsequent assessment.

2. *The main indicators of social planning at the enterprises of the RSI include:*

- *the state of the personnel potential of enterprises* (employees having experience before starting work at the enterprises of the RSI; compliance with the work of the received specialty; studying and ensuring the movement of personnel;

analysis of staff turnover, development of appropriate corrective measures; assessment of the usefulness and necessity of one's own profession; preparation of proposals for relocation, retraining and advanced training of existing personnel; assessment of potential career growth; the presence of urgent problems in the implementation of the social policy of the enterprise, etc.);

- *the state of the system of material incentives* (satisfaction with the level of remuneration and bonuses; satisfaction with the level of payments to young professionals; satisfaction with the level of additional payments for privileged segments of the population; assessment of the prospects for improving wage conditions; changes in incentive and bonus policies over the past 2–3 years; provision of benefits , additional cash payments to people receiving additional education, improving their qualifications, having a scientific degree; assessment of changes in their level of material well-being, etc.);

- *the state of working conditions* (satisfaction with the comfort of the working environment; satisfaction with the supply of all necessary items for work; satisfaction with the conditions for rest and eating; satisfaction with medical security and conditions for the provision of emergency medical care; satisfaction with the insurance and legal protection of the individual; satisfaction with relations in the team within the unit; satisfaction relations between the boss and employees; assessment of the prospects for improving working conditions, etc.);

- *the state of internal social security and the content of collective agreements* (the presence of a collective agreement with employees at the enterprise; the state of implementation of the provision of temporary housing to non-residents or compensation for rental housing costs; the state of implementation of preferential mortgage lending for purchased housing; the state of implementation of health improvement and recreation for employees and their family members; the state of implementation of additional cash payments to needy employees; the state of implementation of the organization of cultural and sports leisure of employees, the state of the sale of gifts for the holidays, tickets for Christmas tree party for the children of employees, etc.);

- *the state of the corporate culture* (the presence of a mentor for young employees; the need for mentoring at the enterprise; assessment of responsibility and pride for their work among employees; assessment of the desire of employees to continue their labor dynasty at the enterprise by their children; assessment of the desire of employees to stay working at the RSI enterprise for the next 5 years; assessment of the main reasons for working at the RSI enterprise; assessment of the prospects for own development in the development of the RSI enterprise; assessment of the participation of employees in scientific and PR events on behalf of the enterprise; assessment of participation in current or strategic planning at the enterprise; assessment of participation in current or strategic planning at the enterprise; assessment of changes in the disciplinary and legal policy at the enterprise over the past 2–3 years; assessment of changes in the information service reporting on the work and social life of the enterprise over the past 2-3 years; performance appraisal, etc.).

3. The research of the planning process in the social management system at the enterprises of the RSI is structurally defined as a logical sequence of targeted management actions for the analytical disclosure of the principles, criteria and indicators of social planning at the enterprises of the RSI. It is necessary to create a specialized information and analytical structure at the enterprises of the RSI, capable of planning and forecasting social processes. Social targets should be included in social planning documentation.

4. The results of the conducted sociological research give grounds to assert that the state of social planning in the system of social management at the enterprises of the RSI is characterized by the following qualitative and quantitative parameters.

1) *High personnel potential*. The vast majority of participants in the mass survey have higher professional education (88%) and work in the specialty received at the university (84.6%). More than a quarter of the surveyed experts-managers of different levels have PhD degrees.

2) *Stable workforce and support for young professionals.* Despite a slight increase in staff turnover in recent years, the vast majority of employees who took part in the survey (84.6%) plan to continue their work for them in the coming years. It is encouraging that the personnel policy of enterprises is aimed at securing young specialists. More than three-quarters of respondents under 25 years old (77.8%) expect to be promoted in the next 2-5 years and, as a result, 88.9% of young respondents under the age of 25 associate their activities with the RSI in the next 5 years.

3) *An effective mentoring system.* The management of enterprises pays special attention to the transfer of accumulated experience to new employees. The study showed that the majority of employees either had a mentor or currently have one. The vast majority of respondents (81%) expressed their conviction that this tradition must be preserved at the enterprise.

4) *Imperfect system of material incentives.* Many line employees and respondents in leadership positions pointed to insufficient pay levels. The level of remuneration as a whole does not suit 55.8% of respondents. The level of bonus payment is currently not satisfactory for almost half of the respondents (48.1%). According to the respondents, the level of payments for young professionals has also slightly decreased in recent years.

5) *Good working conditions and comfortable working environment.* The vast majority of survey participants (86.5%) are generally satisfied with the working conditions and the comfort of the working environment. More than three-quarters of respondents (77%) are satisfied with medical care and emergency medical care. The vast majority of survey participants generally positively assess both the relationship in the team (92.3%) and interaction with management (86.5%).

6) *High level of corporate culture, the labor dynasties.* More than half of the survey participants (57.8%) feel a sense of responsibility and pride in their at the enterprises of the RSI. Three quarters of respondents (76%) would like their children to continue their labor dynasty. Every tenth survey participant (9.4%) has children already working at the enterprise. It is important to emphasize that almost

three-quarters of the respondents (71.2%) called the stability of the organization the main reason for working at the enterprises of the RSI.

5. The specifics of social planning in the system of social management at the enterprises of the RSI is as follows:

a. The planning of social processes at the enterprises of the RSI is based, first of all, on documents of the federal level. Insufficient specification of target indicators of social development at the enterprises of the RSI dictates the need for greater validity and detailing of basic social characteristics and strategic guidelines at the enterprise level.

b. At the enterprises of such a strategically important industry as the rocket and space industry, a very valuable personnel potential has been accumulated, characterized by a high level of education and qualifications, possession of unique technologies and advanced experience. The high technology and science-intensive production of these enterprises determines the specifics of social processes.

c. The strategic importance of the activities at the enterprises of the RSI necessitates the preservation and enhancement of human resources with unique technologies; attraction of young talented specialists; maintaining the continuity of generations. Therefore, *the indicators of social planning* identified in the dissertation research have a special content.

d. Regime at the enterprises of the RSI does not allow carrying out sociological support of the process of social management with the involvement of external sociological centers. This circumstance dictates the need to create a certain structure that performs information and analytical functions. This structure could also carry out forecasting of social processes at the enterprises of the RSI.

The system of social management at the enterprises at the enterprises of the RSI is the interaction between the subject of social management and the object of management is carried out according to a *two-circuit system*. The specificity of such a system lies in the fact that it allows the introduction of social technologies to specify and adjust the social target characteristics in order to optimize the

planning and organization of labor at the enterprise and improve activities to implement the strategic, tactical and operational goals of the enterprise.

In the author's system, *the contour* is a subsystem of technical and intellectual means that provides the ability to receive, analyze and transmit special information necessary for the stable functioning and management of the relevant structures. The proposed system of social management includes two circuits: a general circuit and a special social circuit. The general outline includes: the subject of management, the object of management, the information and analytical center, as well as direct and feedback: information about the target and actual values of indicators. Whereas the special social circuit includes: the subject of social management, the object of management, the information and analytical center, special direct and special feedback: information about the target and real values of social characteristics.

The *two-circuit system* has been partially implemented in the activities of the personnel department of the enterprises of the «Tactical Missiles Corporation» joint stock company (JSC) and the «Khrunichev State Research and Production Space Center».

Based on the identified specifics of social planning in the system of social management at the enterprises of the RSI of the Russian Federation, recommendations have been developed for its improvement.

Theoretical significance of the dissertation research. A scientific problem that is significant for the relevant branch of knowledge has been solved - the specifics of social planning in the system of social management at the enterprises of the RSI of the Russian Federation have been identified. The methodology, principles and main indicators of social planning at the enterprises of the RSI are theoretically substantiated. The conducted research makes it possible to determine the optimal methodology for the development of social plans at the enterprises of the RSI. The results obtained reflect the problems and prospects of planning social processes in enterprises. The *two-circuit system* of social management developed

in the dissertation at the enterprises of the RSI can be used to improve the system of social management at these enterprises.

The practical significance of the dissertation research lies in the possibility of using the author's empirical data on qualitative and quantitative parameters characterizing the state of social planning in the system of social management at the enterprises of the RSI for its improvement. The materials of the dissertation research can find their application in the content of academic disciplines for the training of specialists in the system of higher professional and additional education in the field of social work when reading courses: «Sociology of forecasting», «Sociology of management», «Sociology of organizations», «Economics and sociology of labor» and other disciplines. The main conclusions and recommendations of the dissertation research can serve as material for further study of the methodology for planning social processes in an enterprise, as well as be of practical importance in the preparation of current and strategic plans for the development at the enterprises of the RSI.

The degree of reliability of the results of the research. The theoretical provisions and conclusions formulated in the dissertation work are reliable and scientifically substantiated, since they are based on the fundamental scientific works of domestic and foreign scientists and specialists in the field of social management, social planning and forecasting of social processes in the enterprise, as well as are based on federal regulations, statistical data and information and analytical materials.