

Svitlana Honcharova¹
 Andrii Honcharov²
 Olexander Zhadan³
 Nataliia Ahramakova⁴
 Oleksiy Dorovskoy⁵

Volume 30 (2), 2021

SOCIAL DESIGN AS TECHNOLOGY OF SOCIAL MANAGEMENT

Crisis socioeconomic developments our country has been facing lately gave rise a to brand new approach to managing social problems embodied in social design. Social design as a technology of social management has been taking ever more significant place in the development of the Ukrainian society. It has been a while since social design proved to have a significant impact in the developed countries, which extensively design and implement social projects. Social design as it is today should be considered as a social practice phenomenon of the globalized society. Research of social design as a functional, applied management methodology and technology is also important for the development of practical principles of social management and social security. This research is aimed to improve and further develop theoretical provisions and practical recommendations as to the use of social design as a technology of social management in the development of Ukrainian society. The object of this study is the process of use of social design as a technology of social management when addressing social problems of society. The subject of the study is theoretical and applied aspects of social design as a social management technology. The paper analyzes and generalizes the conceptual framework of social design; defines the role and function of social design as a technology of social management, offers a functional block diagram of social design (it details the object, the subject, the base principles, social design tools), substantiates the stages of social design.

JEL: B55; O22; H10

¹ Svitlana Honcharova (svitlana.honcharova@hneu.net), Associate Professor, Ph.D. (Economics), Candidate of Economic Science, Economics and Social Sciences Department, Faculty of Economy and Law, Simon Kuznets Kharkiv National University of Economics, Ukraine. (+380990149979).

² Andriy Honcharov (andrejgoncharov@ukr.net), Associate Professor, Ph.D. (Economics), Candidate of Economic Science, Public Authority and Entrepreneurship Department, National Aerospace university im. M.E. Zhukovsky "KhAI", Ukraine. (+380632881416).

³ Oleksandr Zhadan (d.p.alex007@gmail.com), Doctor of Science (Public Administration), Professor, Personnel Management and Labor Economy Department, Faculty of Socio-Economic Management, Kharkiv Regional Institute of Public Administration National Academy for Public Administration under the President of Ukraine, Ukraine. (+380677913497).

⁴ Nataliia Ahramakova (nataagramakova@gmail.com), Associate Professor, Ph.D. (Economics), Candidate of Economic Science, Economics and Social Sciences Department, Faculty of Economy and Law, Simon Kuznets Kharkiv National University of Economics, Ukraine. (+380508334062).

⁵ Oleksiy Dorovskoy (oleksiydorovskoy@ukr.net), Associate Professor, Ph.D. (Economics), Candidate of Economic Science, Deputy General Director, State Enterprise "Malyshev Plant", Ukroboronprom. (+380504031223).

1. Introduction

Crisis socioeconomic developments our country has been facing lately gave rise to a brand new approach to managing social problems embodied in social design. Social design as a technology of social management has been taking ever more significant place in the development of the Ukrainian society. It has been a while since social design proved to have a significant impact in the developed countries, which extensively design and implement social projects. Social design as it is today should be considered as a social practice phenomenon of the globalized society. Research of social design as a functional, applied management methodology and technology is also important for the development of practical principles of social management and social security.

One of the priority vectors of socioeconomic progress of Ukraine is its further development and reinforcement as a social state, which policy must be aimed at creation of the conditions that will promote decent living standards and human development. The concept of the social state is embodied in the constitutional provisions and existing laws of Ukraine. Thus, the Constitution of Ukraine states that Ukraine is a social state (Art. 1 of the Constitution of Ukraine) (Konstitutsiia Ukrainy, 2006). The list of obligations of the state before its citizens includes enforcement of rights set forth in Art. 25 of the Universal Declaration of Human Rights, as well as in the European Social Charter, the International Covenant on Economic, Social and Cultural Rights and other international documents.

Meeting the said objectives as well as identification of social processes call for the use of modern technologies of social management, with social design standing out among them. Problems of management of social projects in various spheres of functioning of the state and society have seen an increased interest lately.

The social design has become an indispensable part of social management in many countries of today's world, especially those that undergo reforms and transformations. This is why social design as a social management technology has a great relevance for the theory and practice of social economics. Interdisciplinary nature of social design as a system of theoretical provisions goes together with the variety of practical applications in the development and implementation of social projects.

Generally, project design is classified among innovative, creative activities since it involves the transformation of reality and is based upon a technology that can be unified, learned and improved. Today there is a great number of methods of project design in management since project activities have seen an active growth, finding use and application in all spheres of life.

2. Literature Review

The concept of "social design" is closely connected with the term "project", which in its derives from the Latin "Projectus" (i.e. jutting out); this is a process of creation of a prototype, a blueprint of the forecasted or possible object or state; it is a specific activity, which results

in defining options for projected and planned development of new processes and events backed by science, theory and practice (Antonyuk, 1978).

There are different opinions as to the timing when the concept came into being. Thus, philosophers believe that project design appeared as early as in the classical age, viewing the Republic by Plato as one of the first social projects.

The concept of the “project” first emerged in the Roman school of architecture of the XVI century and denoted sketches and plans. The project method originated in US agricultural schools in the late XIX century and was based on theoretical concepts of “pragmatist pedagogy” founded by John Dewey. According to his views, the only things that are true and valuable are those that are for the good of people, produce tangible results and are for the benefit of all society.

Other scholars think that project design could be actually distinguished only starting from the 20-30’s of the 20th century, when the philosophy and ideology of project design activity was shaped.

Under another approach, project design came into being in the second half of the 20th century, when social issues moved to the core of social advancement. It was also the time when scientific research formed a systemic approach that defined project design as a type of system model-building.

Some scientists believe that the notion of “project design” or “design” in its modern sense emerged in engineering and technology, where it characterized and defined scientific provisions on the most effective ways of transformation of objects with the help of machinery.

Today project design gains ever wider foothold across the social sector. The importance of social design as a social technology that affects most of the social phenomena is considered to be due to its synergetic effect that shows itself in accumulation of the best social practices, development and implementation of effective forms and models of social activities.

Importance of knowledge of the main principles of social design is due to, firstly, the fact that this management technology has a wide area of application. Secondly, knowledge of the logic and technology of social design allows specialists to be more efficient in the performance of their analytical, management and other functions in the field of youth policy, physical culture and sports. Thirdly, project design management technologies offer a competitive advantage for the specialist in the job market since the skill of designing and substantiating socially important project as well as completing applications for their funding offers a real opportunity for career growth.

Completed national Ukrainian social projects and those implemented throughout the world (in education, healthcare, affordable housing, etc.) prove the relevance and importance of social design as a technology of social management.

Segregation of social design into a relatively independent domain was primarily a result of the international community becoming aware of global problems of the present day and the ecological problem in the first place.

Social design as a scientific term came into use quite recently – in the 1970-1980s of the last century. The 1970s saw the advent and use of social planning and programming, other innovations. However, due to the emergence of new complex tasks in the field of economics, culture, city planning and other types of social engineering, it was social planning that became prevailing.

In this way, social design in the XX century evolved gradually, that is the evolution of the concept of social design went all the way from design as manufacturing practice (machinery, engineering, architecture) to traditional project design (design, city planning) and further to forecasted project structured activity (social forecasting, designing, planning), and the final stage project design, that they started to call social design.

Problems of social design have been addressed in works of both Ukrainian and foreign scholars.

The interest to social design in market economy countries has been growing rapidly, starting from the 50's of the XX century. It was prompted by the wide application of project planning in commerce, where this approach proved to be undoubtedly effective amid increasing competition among product makers and service providers. Western academic literature considers problems of project activities in the framework of various branches of knowledge. Social scientists emphasize the role of projects in the development of social reality, effecting social changes, realization of innovation activities.

Yet, the formation of the concept of “social design”, transformation of its meanings is still underway at the present stage of advancement of science.

Throughout the whole history of the development of social design, its theory and methodology underwent several stages: problem-oriented design, object-oriented design; problem and goal-oriented or forecasting design; subject-oriented design.

Being focused on the problem-oriented approach and speaking of the relevancy of the problem of social design in his works, Dridze (1994) reasons as follows: “there emerges a brand new and wide field for scientific research aimed at the incorporation of scientific knowledge into social practice, and in the practice of socially-oriented management in the first place”. From the perspective of this approach, the social project is aimed at the creation or reconstruction of an existing object that performs an important social and cultural function. This could be a school, a hospital, a sports centre, but social ties and relation could also act as the object of project design.

According to Toshchenko (1982) and under the object-oriented approach, “social project panning is a specific activity associated with the scientifically grounded determination of options for the development of new social processes and phenomena involving a purposeful fundamental change of specific social institutes”, with the priority of social design being the creation of social projects relying on the bulk of relevant information. A social project as a source of information represents certain purposefully developed scientifically valid characteristics, which give specific knowledge of the desired state of a social system or process. It should be noted that a social project is an execution model. The project reflects a future desired state of the system, which emerges as a result of certain actions by people,

availability of certain financial, labour, material, energy and fuel and other resources including intellectual, cognitive, heuristic, value ones.

Kurbatov and Kurbatova (2001) give an interesting and modern definition, who, being based on problem and task-oriented approach, understand social design as a practical activity aimed at creation of projects for the development of social systems, institutes, objects based on social forecasting, prediction and planning of their social project qualities and properties. This makes it possible to manage social processes and represents the novelty, which characterizes trends of social development. Therefore social design is associated with innovation activities and implementation of social innovations.

Drawing on the subject-oriented approach, Lukiv (2003) views social design as a specific research aimed at the achievement of a socially important goal with the allocated place, time and resources. Here, the aim is to create a new value, which is socially important for society, develop projects with a desired state of the social system, yet subject to availability of necessary resources. Social projects must be created on a scientific basis and have to meet generally accepted standards and reflect the current ideology of the society.

Bushuiev and Gurin (1998) define a project as a unique set of related jobs that have the following distinctive features: 1) time limit; 2) clear objectives and a number of technical, economical and other requirements that must be met; 3) internal and external interrelation of actions, tasks and resources; 4) preset dates for the project start and end; 5) limited resources; 6) certain level of uniqueness of the project objectives and conditions of its implementation; 7) imminence of various conflicts.

3. Methodology of the Empirical Research

The theoretical and methodological base of this research is formed by provisions of the theory of management and social management, works of Ukrainian and foreign experts in social design and management of social projects, legislative acts, statistical materials.

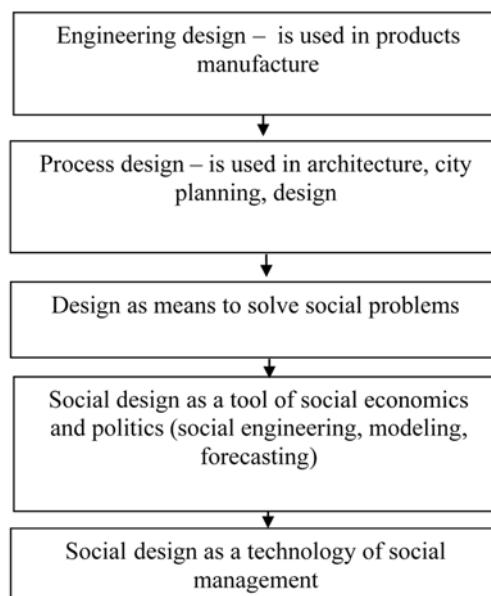
The following methods have been used in this paper: retrospective analysis (to investigate the evolution and development of social design); generalization method (to formulate conclusions and suggestions); scientific abstraction method (to define the notion of “social design”); analysis and synthesis (to reveal the content of the process of social design); graphical interpretation method (to present schematically main points of the study and trends of the social design application).

4. Findings

In summary, modern definitions of the social design reflect, first of all, its workability as a technology and social focus. The comparative analysis of evolutionary approach (Figure 1) and terms that describe the social design, resulted in the generalization of terms, which made it possible to conclude that social design encompasses both forecasting, model building, planning and designing aimed at solving social problems and evolves into the technology of social planning.

Figure 1

An evolutionary approach to the social design



Source: Authors.

In the current historical period, social design involves the design of social objects, social qualities, social processes and relations using respective technologies.

A distinctive feature of social design is its focus on the creation of a “social project”, which may include social relations and interactions; social conditions and processes; social values and standards; social institutes and structures.

Category structure of the social design is a collection of definitions aimed at scientific representation of key parameters and characteristics of social systems, process, phenomena, etc. The key elements of project design are: goal, subject and object, social technology, methods of social design, project planning conditions (project background), etc. Let us have a closer view on these.

The main goal of social design as a technology of social management is the development and management of social projects with the use of information arrays.

By subject of social design, one should mean those who carry managerial functions – both individuals and organizations, teams, social institutes, who set their goal of organized, purposeful transformation of social reality, with an important trait of project design subject being its social activity, immediate participation in the project design process. The quality of a project under development is to a great extent a function of competences of the subject of

project planning, his or her culture of thought, ability to analyze information and generate original ideas.

The object of social design are systems, processes of organization of social ties, interactions being a part of design activity that is subject to impact from the project design subjects and act as the cause of such impact. These could be objects of different nature, including:

- a human as a social person and the subject of the process of social relations with his or her needs, interests, value systems, attitudes, social status, prestige, roles in the relationship system;
- different elements and subsystems of the social structure of society (staff, regions, social groups, etc.);
- various social relations (political, managerial, esthetical, moral, family and home, interpersonal ones, etc.);
- lifestyle elements (life attitudes, life quality and style, etc.).

By project background, we mean a total of conditions external towards the project design object that have a significant effect on its functioning and development.

Based on the practice of use of social management, among the most important methods and tools of social design, one should distinguish the following ones:

- “brainstorming” associated with ideas generation under the conditions of fair competition. This method helps to overcome weaknesses of traditional ways of resolving problem situations;
- business games – a complex method that covers all stages of the process of decision preparation and making. It is used in cases of problem situations that call for participation of many interested organizations to resolve it;
- role-playing – it helps to gain a better understanding of what must be done in the project planning process. This is an attempt for a deeper understanding of how to implement a project;
- analogy (case study) – it shows effective organizations, companies, cities, which managed to effectively resolve certain social problems, which can provide a good example;
- associations – it often happens that preparation of a project calls for fresh solutions to address drawbacks of existing practices. This needs an answer to the question of how to improve the state of matters, find a smarter and a more effective way of management;
- synectics, under which several suggested ideas are considered separately from one another, with certain co-relations established among them afterwards.

It should be noted that the list of methods and tools of social design is much longer, it is summarized in Table 1.

Table 1

Description of primary methods of social design and construction

Method name	Method description
Systematization	When developing a social project, treating it or a social framework as a kind of system with its own structure and functions
Inversion (“do the opposite”)	Creating new developments by discarding the traditional approach and considering the problem at hand from the polar opposite viewpoint. When doing so, the elements and characteristics would normally swap their places (external – internal, harmful – useful, symmetric – asymmetric, primary – secondary, central – peripheral, etc.)
Analogy (case study)	Use of advancements from other branches of science and practice. Similar solutions used to solve social engineering tasks may be adopted both from wild life and various spheres of society. The method uses analogy to social structures developed earlier.
Empathy	Association of the project designer/engineer with the object of development, that is the element/process by way of “living a role”. This helps to have a fresh look on the task at hand
Combination	The use of certain components, processes and elements in different sequence and combinations in the project. This can help to find a new quality of the object leading to additional positive effect. There are three patterns that are used to combine elements: "new + old", "new + new", "old + old". Combination of elements could vary: straightforward combination with the help of intermediary elements, duplication, creation of multilevel constructions.
Compensation	Balancing unwanted or damage factors by means of opposite action
Dynamization	Conversion of stationary and unchangeable elements of one or another social structure into movable and changeable forms
Aggregation	Setting up a multitude of objects or sets of objects, which can perform different functions or exist in different conditions. This is achieved by changing the content of the object or the structure of its components
Compounding	Parallel connection of objects for better effectiveness (both independently and into a single social unit).
Block and module design	Formation of social structures of blocks and modules. A module is an element of the structure consisting mainly of unified units of different functional use
Redundancy (duplication)	Increasing the number of objects for better reliability of the social structure as a whole
Multiplication	Increase of effectiveness of the functioning of the object with the help of use of several working bodies that perform the same functions
Breakdown	Imaginary division of traditional social objects for the sake of simplification of their functions and operation into similar parts – sections, cells, blocks, chains
Association	Ability to find some matching features in different social objects, which make it possible to produce unconventional solutions
Transfer of attributes (of “focal” objects)	Putting the social object being designed into the “focus” of attention and assigning it qualities or functions of several randomly selected social objects
Search of unexpected angle	Viewing the social object being designed from unusual and unexpected perspectives, which often leads to a new and original design solution
Simplification	Simplification of a complex social phenomena in order to better understand its structure and make a full picture of the body of its elements

Honcharova, S., Honcharov, A., Zhadan, O., Ahramakova, N., Dorovskoy, O. (2021). Social Design as Technology of Social Management.

Method name	Method description
Elimination of the redundant	Identification of such elements, structure or functions in the social structure, which can be omitted without harm to the structure, while their elimination leads to its normalization and clearer arrangement
Extremalization	Imagining of social structure in extreme conditions and making them worse until the structure can stand it. This is a kind of extreme experiment
Metaphorization	Finding a metaphor, which characterizes the social structure, its detailed application. A metaphorical image of the structure often not only serves as a reach source for new design solutions, but also acts as a driver of creative intellectual efforts for the designers
Troubleshooting	Analysis of all aspects of social structure aimed at finding its faults
Trial and error method	A spontaneous method of creation of a social structure, where unsuccessful attempts for solution are discarded, while successful ones are selected. The method is arranged as follows: first we create something and make mistakes, then check it and correct the structure

Let us consider the basic principles (guiding principles) of social design, since they are the key to the efficiency of social design process.

The self-development principle. The source of social design of civil society could only be the need of society itself in self-development. A strategic plan is only a condition for the development of the community that gives rise to its public activity, but in no way presents a blueprint of the specific political or economic system adopted from the outside. What social design offers is merely a set of techniques, algorithms and forms of organization of strategic planning, but the content of a social project is each time formed by the community to the extent of its ideas about its desired future.

The social accountability principle. Social design is a process of development of new collective standards and rules not provided for in existing legislation. The ability of subjects of social design adhere to these standards and rules on their own testifies to compliance culture of an individual, society as a whole and government structures.

The social competence principle. Social design is based on the formation of such qualities of social competence as critical thinking, openness, tolerance and pluralism. At the same time, social design involves the ability of members of a community to offer positive social initiatives and take responsibility for their implementation. The functioning of various associations, funds, public organizations is indicative of social competence.

The principle of continuing education of general public. Design of the future is a situation, in which a person feels a great urge for new knowledge and competencies.

The principle of goal alignment and balance of interests of subjects of social design involves readiness of subjects of social design to align their goals on the level of values and technology and to form a balance of interests, which acts as the foundation and guarantor of civic society.

The openness principle suggests the ability of subjects of social design for consolidation around promising strategic goals for the community development and ability to propose such goals.

The community autonomy principle sets out a specific community as a project structure. The community can be of different scale of organization: locality, town, city, region.

Social design as a technology of social management is used for the development of social programs, social projects, development of the method, technique and technology of specific forms of social activity.

In general terms, a project is a set of coordinated actions with certain starting and ending points aimed at the achievement of certain goals within set deadlines, costs and performance metrics. In its turn, a social project is a constructed social novelty aimed at creation, modernization or support of material or spiritual value, which has space, time and resource limitations and which influence on people is considered positive in view of its social significance (Plyshevskiy, 2001).

Social projects can be aimed at:

- creation of conditions for the development of the sociality of the subject (individuals, groups);
- self-realization of the individual in the main areas of his or her life;
- ensuring favourable conditions for the socialization of the individual in various areas of social environment;
- elimination or minimization of unfavourable conditions for the socialization of the individual

The above approaches to the classification of projects allow to determine basic attributes of social projects.

These attributes include (Bezpalko, 2010):

- goal – reflects ideas of the developers of the project as to the ideal result of their activity;
- social orientation – the presence of a situation in social life, which calls for a solution by means of the introduction of innovations and specific changes;
- time – each social project has the start and the end, which in its turn can be the start for continuation of the next project or its finish;
- territory – clearly defined regions and communities subject to project measures;
- social and institutional – institutions, organizations, bodies where project actions are implemented;
- innovation – presence of new ideas, approaches, technologies for the solution of a social problem at a certain level;
- resources – approved specification and schedule of resource use (finances, human resources, equipment, etc.);
- organizational – availability of a certain organizational structure depending on the project scale;

- social and informative – each social project should have a public relations element to inform about project measures and their effect on the change of the situation.

It should be emphasized that social projects take a special place in the system of social planning. The scale and the nature of social projects show the level of development of social responsibility of business and society. The participation in social projects can be initiated by: individual employees (personal initiative); specialized departments, which functions include generation of ideas; company managers and owners; business partners; bodies of government authorities that promote the participation of the company in the social life of society.

Summarizing the approaches (Bezpalko, 2010; Bondarenko, 2006; Suimenko, 2011; Surmin, Tulenkov, 2004), the structure of a social project will look as follows:

- 1) title page (mentioning the name and the author);
- 2) contents of the project;
- 3) introduction (relevancy of the development and implementation of the project, its objective and goal);
- 4) main body (project model):
 - reference information, statistics;
 - main stages of implementation;
 - beneficiaries, resources (funding method, budgetary and extra-budgetary funds, sources of funding);
 - measures implementation arrangement (key actors, institutional support, project methods and technologies; calendar plan);
 - state of completion, budget, expected results;
- 5) conclusions;
- 6) list of literature sources used.

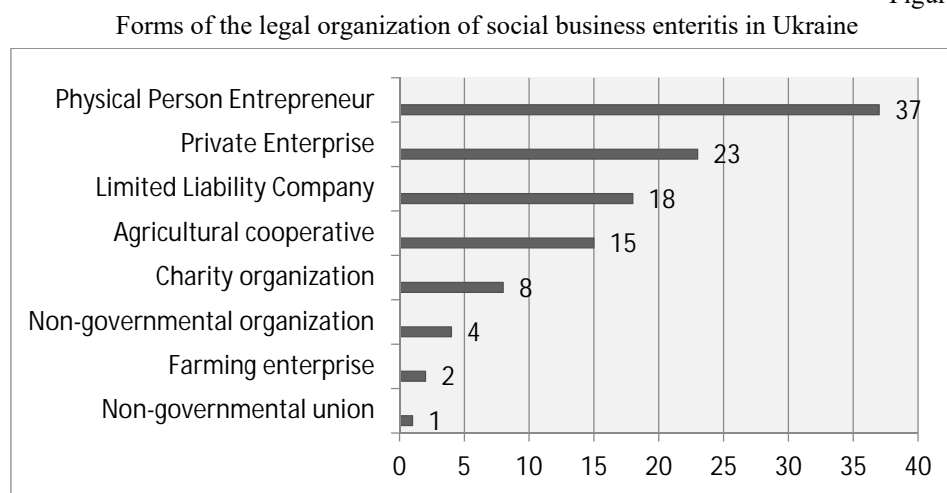
The project charter consists of the following elements: full name of the project; authors, team of authors; project manager, project consultant; name, address, phone and fax numbers of the organization implementing the project; project type (classification), project objectives; expected result; time frame, project implementation stages; place of project implementation; total number of project stakeholders; short project report (project history); actions upon completion.

For a better understanding of the current stage of development of social design in Ukraine, it is practical to study existing practices of social design use at different levels. Respective analysis can be made by investigating activities of institutions, which implement socially significant social projects in Ukraine.

In this context, interesting and useful are details of the final report based on the results of the study “Social Companies of Ukraine”, provided by the non-governmental organization Youth Center for the Problems of Transformation of Social Sphere SOTSIUM – XXI (Katalog

socialnyh pidpriemstv Ukrainy 2016-2017 rr., 2017). Among 150 of registered social business entities, most of them were organized as private entrepreneurs (37 entities), private enterprises (23 entities) and non-governmental organizations (Figure 2).

Figure 2



Source: *Directory of social enterprises of Ukraine 2016-2017 rr. (2017)*

In addition, social companies were formed as farming enterprises, limited liability companies, agricultural cooperative, etc.

During the period of 2013-2015 the platform Best Social Projects of Ukraine hosted 3 international forums. The event was organized by the non-governmental organization Social Leadership Center under the sponsorship of the Ministry of Social Policy. During these forums presented were 198 social projects in the following areas: “Training, Raising, Education and Development of Children and Youth”, “Support and Development of Civic Activity”, “Health and Wellbeing”, “Support of Science and Culture”, “Social Entrepreneurship”, “Protection of Environment and Continuing Development”, “Charity” (Naikrashchi socialni proekty Ukrainy, 2015).

Social business and social projects in Ukraine are yet to get widespread in Ukraine. The rate of their growth is somewhat mediocre. Nevertheless, the areas and types of activities of social companies are expanding (Figure 3).

Thus, in 2017 most of the social projects were implemented in three areas: sale of goods of own manufacture; employment of socially disadvantaged groups of population; support of sports events, projects, programs.

Scaling-up and replication of social initiatives are in the interests of the state (budget receipts, creation of jobs and employment), project sponsors (development and use of innovative ways of addressing social problems, a better quality of services, profits), society (finding solutions to social problems), and citizens (self-fulfilment, profit-making).

Figure 3



Source: The best social projects of Ukraine (2015)

However, today there are a great number of problems that hinder the growth of social entrepreneurship: insufficient quality and scientific backing of social projects; lack of legislation social entrepreneurship; insufficient functionality of social expertise; absence of systematic research in the field of social entrepreneurship and lack of information and publicity; insufficient practical importance of traditional social design methods, tools and technologies used, etc.

Let us consider and define in detail the stages of social design:

Stage 1 – preparation for work on the project. The purpose of this stage is to test the team's knowledge and skills needed to produce socially significant results, shaping the vision of the current state and prospects of a village, district, city, region. Discussion is held to update information on the structure of the bodies of state and local authorities, analyze the current situation in the given territory, consider the influence of the public, mass media on the policy of the administration. The work in this stage should result in clearly defined ideas of the members of the design group as to the functioning of different branches of power, scope of their responsibility, specifics of their work and powers of the legislative bodies, building up business communication skills, analysis of different types of materials (statistics, mass media, regulations, etc.).

Stage 2 – choice and substantiation of the social problem (social diagnostics). At this stage, members of the project group should get insight into a wide range of problems, which are

topical and need a solution in this territory. In order to align their vision of the topical problems of the specific territory, social layer or age group, the group can run a social survey among respondents. Why did these specific problems become of particular importance? What impact does it make on the surrounding social space? Why this problem, which is considered to be especially poignant, remains unresolved? The results of the work at this stage must include a clear understanding of the selected problem to be addressed by the project group. They form a general concept of work on the project, its stages, and the teams get respectively divided into micro-groups and arrange for some organizational matters.

Stage 3 – information collection and processing (social monitoring). The scope of this activity includes collection and analysis of a quite heterogeneous range of data on the selected problem:

- study of the legal framework;
- conducting social surveys among different categories of the population to learn their views on the given problem;
- collection and analysis of mass media reports;
- cooperation with competent experts to obtain objective analytical information on the state of things regarding this specific issue.

This work must result in comprehensive, easily accessible information on the problem, which will form the base of the next stage of work on the project.

Stage 4 – development of options to solve the problem. The main task of this stage is processing and systematization of collected materials and attributing them to respective sections of the project. This is a time-consuming stage of work because it not only needs formalization of the process of development of the project, but also the invention of ways of how to start moving ahead with the solution of the problem.

Stage 5 – shaping the action plan (planning). At this stage members of the project group try to implement their version of the solution in practice. For this purpose, they can take various actions (written requests to executive and legislative bodies, presenting their suggestions to the mass media, non-governmental organizations, engagement of resources of business and various funds in this work, etc.).

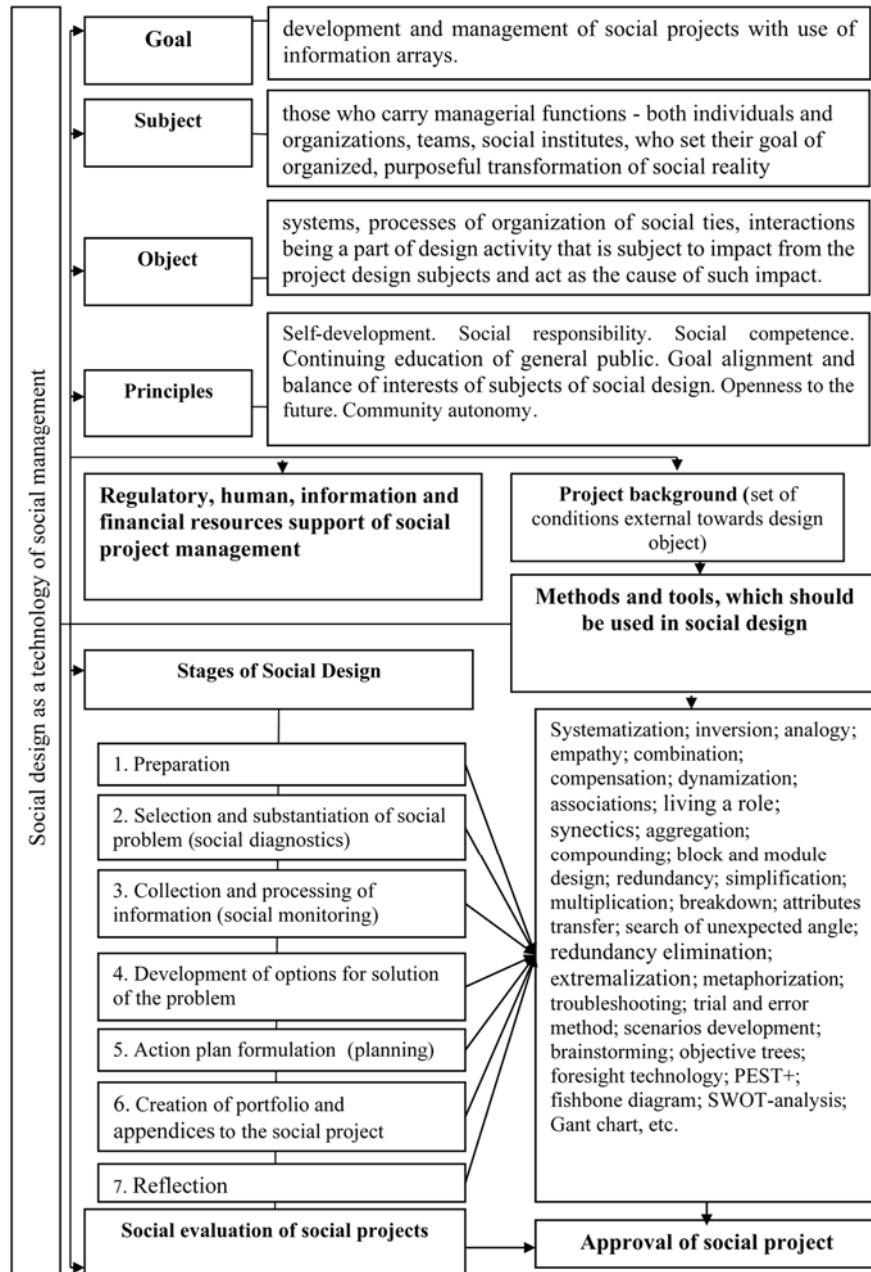
Stage 6 – creation of the social project portfolio and appendices, which consist of two parts: files with documents and presentations on electronic media. The file with documents includes legal documents, statistical data, charts, diagrams, photos, pictures, mass media reports, results of sociological surveys, other materials and reflects main stages of the work of the team on the problem arranged logically and chronologically.

These materials in a file and in the multimedia format are divided into 4 sections of the project:

1. Relevancy and importance of this problem for the town, city, district, region.
2. Collection and analysis of information on the problem.
3. Action plan proposed by the team.
4. Implementation of the team's action plan.

Figure 4

Functional bloc diagram of social design as a technology of social management



Source: authors research result.

When preparing a speech, the speaker uses materials from the portfolio and, when needed, photo and video materials. Then the presenter selects materials for the speech, does rehearsals or public speaking training, makes a script of the speech, prepares for the questions and answers session.

Stage 7 – reflection. The main goal of this stage is the analysis of the preparation stages of the project and its presentation by the project group members. Members review work performed, evaluate the contribution of micro-groups and individual members, identify project weaknesses, discuss ways of their elimination. Based on these results, members can complete a questionnaire aimed to find their opinion as to the organization and presentation of the project.

Figure 4 presents a generalized functional block diagram of social design as a technology of social management. Generally, management technology is understood to be a set of methods, tool and techniques used to perform management functions. In our opinion, the specifics of social design as a technology of social management, first of all, is that it is an action plan (deliberate impact on the social object) and can be replicated as well as used to solve similar social tasks and problems.

5. Discussion

An investigation into the existing approaches to the essence of social design (problem-oriented design, object-oriented design; problem and goal-oriented or forecasting design; subject-oriented design) and its modern role allows us to assert that social design is a technology of social management, which is based on the use of various methods and tools for managerial decision making. Proceeding from this assumption, its use must cover all stages of decision making in social management.

In this way, social design is a technology of social management that is connected with scientifically grounded determination of options for the development of new and upgraded social objects, processes and phenomena with a purposeful fundamental change of its social characteristics with the aim of promotion of social self-development of society with the use of respective social tools.

In turn, other types of project design, for example, architectural and construction design as well as engineering design, too, bring about social changes – new social relations, situations, but these changes are not designed, but are rather an effect or result of other projects.

It can be said that today social design is used:

- 1) when creating new objects, processes, phenomena, social networks;
- 2) when introducing band-new relations, procedures or components within existing structures, which badly need change (partial modernization);
- 3) when doing reconstruction, essential reorganization of existing social ties, which entails changes of the whole management and control structure that ensures achievement of the set goals (complete modernization).

6. Conclusion

Among the problems of social design activity in a society amid crisis, one can distinguish the following ones: lack of defined values, imitation of project activity, lack of successful experience, absence of legislative background, a great number of risks, lack technology, human and other recourses, absence of public support, resistance to project implementation, underdeveloped project culture of managers of all levels. Yet, the concept, where businesses must spend a part of their profits for the benefit of society, for example, for social projects, is getting more and more popular in the modern society. A company aiming to expand its business will sooner or later face an articulated call of the public for the realization of one or another kind of social projects. Hence, it is in the best interests of the company to foresee such a call. For this purpose, it should have information on the needs of social groups. And the company can shape a need of society which is in line with the company's purposes and which it can satisfy.

Scientific novelty of the study:

- it gives a more exact definition of the concept of social design as a technology of social management connected with scientifically based identification of options for the development of new and modernized social objects, processes and phenomena resulting in purposeful fundamental changes of their social characteristics with the purpose of activation of social self-development of society using special sets of social tools. The specifics of social design is primarily distinguished by the fact that it represents an algorithm of actions (focused impact on the social object) and can be replicated as well as used to solve similar social tasks and problems;
- it substantiates the evolution approach to social design. The comparative analysis of evolution approaches that describe social design resulted in the generalization of notions and terms, which led to the conclusion that social design covers both forecasting and modeling, planning and design. It proved that at the current historical stage social design is a design of social objects, social qualities, social processes with the help of the use of applicable technologies;
- it features improved functional block diagram of social design due to refinement of the goal, the object, the subject, the principles of social design as well as ranking and elaboration of the content of the stages of social design considering the project background, methods and tools to be used. The distinction of this model consists in generalization and logical combination of the elements of social design as a technology of social management.

The most important areas for improvement of social design are: development of social project consulting, expert community, project analytics, legislative and regulatory background for social project design activities; flexible financing of social projects; better quality of social projects (competence, social orientation, groups of interests, minimization of risks); introduction of social design and project management tools; development of scientific support of social projects.

References

- Antonyuk, G. I. (1978). *Social'noe proektirovanie* [Social design]. Minsk: Nauka i tekhnika – Science and technology, 127 (in Russian).
- Bezpalko, O. V. (2010). *Socialne proektuvannia : navchalnyi posibnyk* [Social design: tutorial]. Kyiv: Znannia – Knowledge, 127 (in Ukrainian).
- Bondarenko, Iu. V. (2006). *Otsinka socialnykh proektiv ta program iak instrument efektyvnogo upravlinnia nederzhavnoi nekomerciinoi organizaciiu* [Evaluation of social projects and programs as a tool for effective management of a non-governmental non-profit organization]. Kyiv: Znannia – Knowledge, 127 (in Ukrainian).
- Bushuev, S. D., Gurin, Ie. A. (1998). *Investitsionnye instrumenty proektnogo menedzhmenta* [Project Management Investment Tools]. Kyiv: UkrINTJeI – UkrINTEI, 184 (in Russian).
- Dridze, T. M. (1994). *Prognoznoe socialnoe proektirovanie: teoretiko-metodicheskie i metodologicheskie problemy* [Predictive social design: theoretical and methodological and methodological problems]. Moscow: Nauka – Science, 304 (in Russian).
- Katalog socialnykh pidpriemstv Ukrainy 2016-2017 rr. (2017) [Directory of social enterprises of Ukraine 2016-2017]. Kyiv: vydavn. dim Kyievo-Mogylianska Akademiia – publishing house Kyiv Mohyla Academy House. Retrieved from <https://drive.google.com/file/d/151INaCLownZVph-lAgcZpk3Esp79sicw/view>
- Konstitutsiia Ukrainy (2006). [Constitution of Ukraine] – Kharkiv : Faktor. – 132 (in Ukrainian).
- Kurbatov, V. I., Kurbatova, O. V. (2001). *Socialnoe proektirovanie: uchebnoe posobie* [Social design: tutorial]. Rostov n/d: Feniks – Phoenix, 416 (in Russian).
- Lukov, V. A. (2003). *Socialnoe proektirovanie: uchebnoe posobie. – 3-e izd., pererab. i dop.* [Social design: tutorial. – 3rd ed., revised. and add.]. Moscow: Izd-vo Mosk. gumanit.-socialn. akademii: Flinta – Publishing House Mosk. humanit.-social. Academy: Flint, 240 (in Russian).
- Naikrashchi socialni proekty Ukrainy. Oficiinyi sait. [The best social projects of Ukraine. Official site.] Retrieved from <http://www.forum.o2.ua/ua/news/29>
- Plyshevskiy, V. G. (2001). *Prognozirovanie, proektirovanie i modelirovanie v socialnoy rabote* [Forecasting, designing and modeling in social work]. Moscow: Socialno-tehnologicheskii institut MGUS – Social and Technological Institute of Moscow State University, 95 (in Russian).
- Suimenko, Ie. I. (2011). *Sotsialna inzheneriia. Eksperymentalnyi kurs lekcii : navch. posib.* [Social Engineering. Experimental lecture course: tutorial]. Kiev: In-t sociologii NAN Ukrainy – Institute of Sociology of the National Academy of Sciences of Ukraine, 224 (in Ukrainian).
- Surmin, Ju. P., Tulenkov, N. V. (2004). *Teoriya socialnykh tekhologiy: ucheb. posobie* [Theory of Social Technology: tutorial]. Kiev: MAUP – IAPM, 608, 17 (in Russian).
- Toshhenko, Zh. T., Aitov, N. A., Lapin, N. I. (1982). *Socialnoe proektirovanie* [Social design]. Moscow: Mysl – Thought, 254 (in Russian).