

УДК 332.14:005.51(477)

**OPERATIVE AND STRATEGIC PLANNING AND PROGNOSTICATION OF DEVELOPMENT OF SOCIOCULTURAL SPHERE IN UKRAINE AT LOCAL LEVEL**

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*An operative and strategic management of sociocultural planning is closely connected with management, administrative-political and inter-branch spheres, as well as local economy. Cooperation of industries of local economy is so close, that each of them can not develop separately, although the specificity of industries is obvious and can't be ignored. Specificity of the marked sphere is formed by certain issues of providing and defence of constitutionally assured rights and freedoms of citizens in cultural, social and other related spheres. It is a sphere of public life of ordinary citizens, closely connected with their education, intellectual and cultural development, health protection, public welfare and satisfaction of other sociocultural needs.*

*The aim of this paper is to find out theoretical reasons for development and design practical recommendations to improve mechanisms of adjusting development of sociocultural sphere at state and local levels. The research object is to elaborate ways of development of sociocultural sphere at local level.*

*The article studies the mechanisms to improve development of sociocultural sphere in Ukraine at local level.*

**Keywords:** *socialcultural sphere, socialcultural policy, state control, control at local level, mechanism of state control, local management.*

An operative and strategic management of sociocultural planning is closely connected with management, administrative-political and inter-branch spheres, as well as local economy. Cooperation of industries of local economy is so close, that each of them can not develop separately, although the speci-

ficity of industries is obvious and can't be ignored. Specificity of the marked sphere is formed by certain issues of providing and defence of constitutionally assured rights and freedoms of citizens in cultural, social and other related spheres. It is a sphere of public life of ordinary citizens, closely connected with their education, intellectual and cultural development, health protection, public welfare and satisfaction of other sociocultural needs.

The study of this range of problems in terms of science of state administration will allow to expose the specificity of nature of sociocultural sphere for raising of the forecast aims of it adjusting at state and local levels, to investigate conceptual and technological aspects of optimization of adjusting of sociocultural sphere, issues of combination of strategic analysis and operative management for the decision of the given problems which causes the actuality of this research.

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Target setting. Some scientists sanctified in the works to the increase of efficiency of subjects of managing sociocultural sphere. Strategic planning is an inalienable constituent of management, but at the same time, the universally recognized interpretation of this administrative process does not

exist. Other researchers understand under the strategic planning not only a storage but also realization of complex or set of measures oriented mainly not on evaluation, but on the results. At the same time, practices specify that the strategic planning must be carried out by means of selection of management subject at forming of planned actions in the strategic prospect of development of establishment, in the process of realization of optimal distribution and use of financial, labour, material resources provided with the least costs. Necessity of estimation of both costs on realization of administrative influences and their effectiveness for long-term prospects allows to describe the strategic planning as a system mechanism of management organization at strategic level that shows the process of choosing aims of establishment and ways of their achievement in condition of the rational use of subject of managing financial, labour, seasonal materials and technical resources.

Research results. Sociocultural sphere as a management object at local and state levels is a difficult multicomponent system, organizational basis of that is made by industries and subindustries, establishments and organizations, their structural subdivisions etc. Activity of establishments of sociocultural sphere is many-sided. Therefore in planning their works we should take into account both horizontal and vertical connections and relations.

The strategic plan of development of establishments of sociocultural sphere is designed on the basis of vision of their activity, their mission, aims, basic rules and strategic priorities of development. The strategic planning is a special type of planned work on creation of strategic normative documents that envisage achievement of medium-term (to five years) and long-term (over five years) aims and the choice of methods of their achievement that provide effective functioning of establishments in the future, their adaptation to the changeable terms of market environment. The strategic planning shows a process that includes all elements

of planning.

Generally known is that if a manager has enough resources for the decision of the set goal, he makes decision of development with no special strategy. Other issue at insufficiency of resources before beginning working is the need to analyse the different variants of actions, estimate balances of charges, risks and achievements, take into account present resources, distinguish critical points of possible work derangement, form different scenarios of actions etc. The exact choice of priorities and directions of activity can be really provided with present acquires in such terms of the special value resources.

Thus, special attention of a leader is concentrated on subjective constituents by management, technologies used, as well as on organizing principles and others. The strategy is an art of realizing administrative activity. It is the basis for operational and strategic forecasts.

Administrative strategy is the display of the real character of life and development of object, and management strategy is an index of that how the work of control system on all levels is organized. Strategic planning must be used for creation and permanent functioning of mechanism of scientifically-professional basis, raising a wide public discussion on the strategy of development of local community, region on the whole. Basic principles of this approach are as follows: creation of mechanism of transformation of strategy is shown in certain programs and current plans of measures; constancy and regularity of carrying on are important for creation and rethinking of strategy of development; combination of deep professionalism is the basis for strategy with a wide public discussion; the use of carrying on process is a strategy for activation of public initiatives [2].

Detailed analysis of scientific works [3; 5; 6; 7] allows to speak about substantial likeness of the definitions of strategic planning. At the same time, a considerable lack of these definitions is the transference of ac-

cents on instrumental part of the problem. In every given definition is told about the system of procedures, but their essence is indehiscent to a full degree. In this connection it is necessary to define the strategic planning as a system of analytical, calculation and prognosis procedures. The permanent use of this system will allow to accept timely reasonable strategic decisions and form on their basis strategic plans, programs, projects, and other forms of realization of the strategic planning of development of sociocultural sphere.

It is necessary to pay special attention to a few moments of this definition: the strategic planning is a system that constantly accumulates processes and systematizes information, that allows to accept strategic decisions; strategic planning is a system of procedures of analysis, estimation of prognosis data for making strategic decisions. Depending on a level and quality of the system it can include the strategic alternatives of future administrative decisions.

With the acceptance of these key administrative decisions the system of strategic planning performs the duty that converts these decisions into certain normative documents of adequate organizational structure. These are the features of control system in sociocultural sphere. Exactly on this stage the documentarily expected eventual results of future activity are consolidated: investment, costs and others.

The process of the strategic planning of development of functioning of sociocultural sphere must be introduced in accordance with the methodology of strategic planning worked out by home and foreign scientists.

The process of strategic planning must be introduced in a certain sequence (at certain planning stages), its specificity depends on the specificity of sociocultural establishment. The stages of strategic planning are anticipated in sociocultural sphere: the analysis of the plan brought in action with the aim of bringing of necessary adjustment; the choice of most optimal strategic alternatives; estimation of competitiveness,

its potential, strengths and weaknesses; realization of strategy on the basis of present resources, methods and procedures of planning.

Market transformations that come true in economic life of our country considerably strengthened interest of organizations of sociocultural sphere in the study of factors that have influence on activity of establishments of culture. Modern realities show that the use of old methods are practically spent. If before in the programs of activity of establishments of sociocultural sphere special attention was paid to the forms and methods of work, then now a basic accent is done on maximal satisfaction of necessities and demand of local population and tourists. Successful activity of sociocultural establishments in a great deal depends on factors which often do not yield to the quantitative estimation, including relations between organizations of sociocultural sphere and private enterprises. Without strategic prognostication of future administrative actions the develop of establishments of sociocultural sphere in today's economic realities are practically impossible.

At the same time, work strategy of structures of sociocultural sphere must be directed in accordance with interests of consumers, with the rational (effective) use of resources: material, informative, labour and financial ones.

To develop effective strategy of sociocultural establishment means to answer the question about sense and setting of her activity in circumstances that was folded, and to form eventual reference-points necessary for realization of certain administrative actions.

Strategic management gets all more wide determination as one of the most effective method of decision of problems in sociocultural sphere. Strategic management provides for:

- designing the situation. A complex presentation of situation, understanding of necessity of cooperation of establishments in sociocultural sphere, demand on services

and commodities, activity of competitors (including their services and commodities), possibilities to satisfy the necessities of locals and tourists;

- exposure of necessary changes (in services and commodities, charges on their production, as well as relations of establishment to the situation in the market etc.);

- development of strategy of changes that envisages collection and systematization of information, construction of alternative variants of strategy and optimal choice from them;

- conversion of strategy. All intellectual efforts, both creative and logical ones, can be realized only on condition of development of corresponding mechanism of realization.

At determination of the strategy guidance of sociocultural establishment three important problems must be worked out predefined by the real situation in the market of services: what services must be abolished; what new services should be worked out and offered to the market; what services should be given technological changes and be offered to the consumers.

In the process of government control in sociocultural sphere at different levels of management there can be contradictions at formulation of aims of development. For removing possible contradictions it is necessary to carry out forming the procedure of strategic planning, that will allow to determine and bring in well-timed adjustments in strategic plans of development of sociocultural sphere.

The strategic planning is foremost planning of achievement of aims, purposeful search, development and choice of ways of the pre-arranged development of social sphere status.

Application of the strategic planning in government control has a row of advantages of development in sociocultural sphere:

- it represents the system of values of organs of state and local administration, as well as of local people, in the future that will help to orient personnel of management

organs in the pre-arranged direction;

- it gives an opportunity to carry out preparation to the use of future favourable terms. The application of strategic planning allows to have a clear idea about general progress of environment trends, consequences and their influence on functioning and development of sociocultural sphere;

- it allows to forecast the origin of different sorts of rejections, minimize losses in case of possible problems;

- it strengthens control in control system in sociocultural sphere at regional and local levels;

- it assists helps allocation of resources. In the process of strategic planning the analysis of position of sociocultural sphere of a region introduces the most perspective spheres of activity, basic directions of development. It allows to distribute present resources more effectively, directing them in those areas, where they can be used.

One of the terms of increasing efficiency of functioning of managing subjects of sociocultural sphere at regional and local levels is development of strategic plan of management establishments of this sphere on the basis of market instruments, that will allow to rationalize the process of current activity and perspective development of organizationally-administrative structures.

Formation of strategic plan must be oriented to the achievement of certain indexes of volume of sociocultural services to local people and tourists, to increasing the level of competitiveness of establishments. As a result, the subjects of management and basic component infrastructures can overcome the presently formed negative tendencies in the process of the activity on the basis of upgrading of maintenance of local people providing stable increase of volumes of realization of sociocultural services in strategic prospects.

In the process of forming strategic plan in the conditions of market relations with involved establishments of sociocultural sphere including processes of the corporate strategic, medium-term and current plan-

ning it is necessary to coordinate them to have a special purpose orientation of activity of subject of management in long-term prospects.

However, the presently used organizational structures of sociocultural sphere do not give an opportunity to realize present potential valuably and attract new resources, first of all investments. Modern operating conditions require the change of structures of management, the use of new market methods of management to increase the efficiency of development of establishments in sociocultural sphere.

Leading scientists consider that the strategic plan of development of sociocultural sphere should be based on the following principles:

- rational combination of operative, tactical and strategic planning of activity of sociocultural sphere is needed, that will envisage differentiation and scaling, terms of realization, and certain performers for realization pre-arranged measures;

- to improve the process of strategic planning by inalienable character we must connect it with prognostication of socio-economic processes in the given branch at sociocultural on macro- and microeconomic levels. It will give an opportunity to form the adequate long-term aims of establishment on the whole and rationally orientate activity of her subdivisions on the basis of dynamics of prices on services and goods; it will provide integration of other branch complexes of sociocultural sphere; estimations of demographic changes are at the target market;

- timely monitoring of the strategic plan is needed by means of the use of indexes of social and economic efficiency;

- in the conditions of market transformations there is a necessity of the active use of complex of marketing facilities in the process of planning and realization of strategy of development of establishments in sociocultural sphere.

Thus, coordination of marketing and planning in the process of management will

adjust sociocultural services to local people. This process requires the acceptance of corresponding administrative decisions with taking into account not only the needs of having a special purpose consumers (tourists) but also long-term interests of society.

Within the strategic development of structural constituents of sociocultural sphere it is necessary to use those types of the procedures that form the basis of the most credible complex development of branch constituent of sociocultural sphere in the perspective period of time. That contributes to rational distribution and effective use of informative, material and technical, labour and financial resources in strategic orientation on the achievement of optimal economic indicators of development of branch constituents in sociocultural sphere, corresponding to future economic terms, factors of micro- and macroenvironments.

The choice of social, economic, and financial identifiers – descriptions of perspective development of institutional constituents of sociocultural sphere – is also important for organization and realization of the given process which in a summarizing form that represents the basic effective development and certain dynamics at local and state levels.

Strategic development of sociocultural sphere at local level can be in a sufficient degree provided with maintaining the efficiency of process of granting services, rates of the economy growth, production of goods within each of scenarios of national economy in the region, local communities, as well as of the development of branch constituents.

Development and acceptance of special purpose programs on the basis of application of technology of project activity is an effective method of setting and realization of aims and tasks to develop the infrastructure in sociocultural sphere and its subsystems. Front-rank experience of adjusting and financing in sociocultural sphere on the basis of the programs and projects is typical for many economically developed states.

This approach becomes a tool of government control of sociocultural sphere and

is characterized by the following: it decides the external economic aspects of planning; it solves the issue of the lack of connection between departments; it is related to the decision of most important issues.

There is the necessity of the use of special purpose programs when a requirement appears in determining priorities of development of socio-economic systems and their segments, in forming aims along with resources which are necessary for their achievement. Nowadays this requirement becomes very actual for sociocultural sphere in Ukraine. That extends the number of special purpose programs and their effective application in terms of organizational possibilities at all levels of management, contributes to optimization of branch and local interests in management of sociocultural sphere. Ukrainian scientists consider [1, p. 65] that efficiency of special purpose program development in sociocultural field depends on general analysis of the real situation in this sphere, the selection of priorities in the directions of its development. That requires scientific validity in planning and managing sociocultural processes. As a result, special purpose programs become a perspective method of optimization of sociocultural politics at state and local levels.

Thus, special purpose programs of development in sociocultural sphere are normatively-legal documents that present a complex of organizationally-economic, socio-economic measures and tasks aimed to solve a certain problem. The characteristic features of program data are its reality and testability of the set aims. Reality of aims means their practical achievement to the certain term, and testability means after-realization control.

As a result, special purpose management and management projects in sociocultural sphere have the same form and realization of project times. However, there are considerable differences in relative meaningfulness of the separate stages and correlation with temporal and material recourses.

The interpretation of sociocultural plan-

ning in scientific literature is a special variety of the research and practice activities aimed to the reconstruction of already present objects or creation of new ones (library, club, museum, recreational, entertaining, sporting, theatrical objects etc.) fulfilling a basic sociocultural function.

Using modern technologies of sociocultural projects, we can get a tool for creating new projects: firstly, different technical equipments used in planning and verification of project, methods and tools are developed by means of a sociocultural project; secondly, different methods of information perception, technical equipment are used as corresponding tools for processing, storing and transferring information.

A sociocultural project is temporal activity with certain initial budget intended for the achievement of the put tasks with certain goals. In sociocultural sphere it can be exhibitions, guest performances, conferences, concerts, games, festivals etc.

Sociocultural project management rationally combines three qualities: prognosticity, integrating, flexibility.

End-point innovative management is making new products or services, as well as replacing the old ones. By it differs from traditional management carried out by establishments or organizations.

The process of forming sociocultural policy at local level must be based on the principles of individualization of development on local territories and democratic mechanism of forming cultural priorities with supporting those socially active subjects that operate on this territory. Every local territory must independently formulate priorities of cultural development according to the analysis of local terms and problems.

One of the basic tasks of organs of local government in sociocultural field is creating conditions for realization and combination of interests of operating subjects in sociocultural sphere – citizens, local people, forming creative collectives and their associating into self-organized establishments and public organisations of culture industry.

The result of undertaken studies can confirm that basic principles of mechanism of government control in sociocultural sphere at local level are as follows: democratization, decentralization and demonopolization of control system and financing in sociocultural sphere; differentiation of models of management; providing of co-operation at local level of different subjects of sociocultural polity by solving issues that satisfy their general needs; realization of influences on the basis of contractual attitudes and bringing in of different subjects toward participating in development and realization of special purpose programs and projects on the basis of partnership; improving sourcing in sociocultural sphere; variety of possible organizationally-economic forms of mass cultural activity taking into account the features of a specific region.

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**Шикеринець В.В., Дричак С.В.**  
**ОПЕРАТИВНЕ ТА СТРАТЕГІЧНЕ ПЛАНУВАННЯ І ПРОГНОЗУВАННЯ РОЗВИТКУ СОЦІОКУЛЬТУРНОЇ СФЕРИ УКРАЇНИ НА МІСЦЕВОМУ РІВНІ.** *Стаття присвячена науково-теоретичному обґрунтуванню та розробці практичних рекомендацій щодо вдосконалення механізмів регулювання розвитку соціокультурної сфери України на місцевому рівні.*

*Оперативне та стратегічне управління соціокультурним будівництвом тісно пов'язане з управлінням місце-*

вою економікою, адміністративно-політичною та міжгалузевою сферами. Взаємозв'язок галузей місцевої економіки настільки тісний, що кожна окрема з них не може розвиватися планомірно, хоча специфіка галузей очевидна і її не можна ігнорувати. Специфічність зазначеної сфери полягає в тому, що в ній розглядаються конкретні питання забезпечення та захисту гарантованих Конституцією України прав і свобод громадян у культурній, соціальній та пов'язаних з ними сферах.

Здійснено узагальнення науково-теоретичних підходів щодо регулювання розвитку соціокультурної сфери. Уточнено сутність, складові та зміст механізмів державного та місцевого регулювання розвитку соціокультурної сфери.

Розглянуто зарубіжний досвід регулювання розвитку соціокультурної сфери та визначено можливість його застосування в Україні. Визначені особливості економічного та організаційного забезпечення регулювання розвитку соціокультурної сфери в Україні, проаналізовано суперечності у цій сфері та опрацьовано пропозиції щодо їх вдосконалення. Запропоновано шляхи удосконалення організаційного, правового, інформаційного та економічного механізмів регулювання розвитку соціокультурної сфери. Запропоновано зміни до існуючої моделі узгодження інтересів суб'єктів державного регулювання соціокультурної сфери.

**Ключові слова:** соціокультурна сфера, соціокультурна політика, державне регулювання, регулювання на місцевому рівні, механізми державного регулювання, місцеве управління.