

## Employee Behaviour Management in 2S-Systems: Modern Imperatives

*A.V. Molodchik and A.P. Andrunik*

Perm National Research Polytechnic University, Perm, Russia

**Submitted:** May 30, 2013; **Accepted:** Jun 27, 2013; **Published:** Jun 30, 2013

**Abstract:** Classical management principles, formulated by R.Waterman, T.Peterson, I.Ansoff, P.Drucker, M.Hilb, V.Heise and other American and European scientists, dictated administrative and economic tools, i.e. extrinsic motivation factors, to be considered as the major management influence methods. However they bring short-term and even opposite of expected results, as they do not account for the possibility of a person behaving 'irrationally', following his or her intrinsic incentives. This article examines the problem of the need to improve personnel management methods taking into account management development trends of the 21st century; it correlates key characteristics of the categories 'organization' and 'development' in terms of their significance to the building of self-development processes and mechanisms; this article puts forward the assumption that managing employee behaviour by means of person-centred techniques facilitates partner relationships between employers and employees, creates an environment conducive to self-development of personnel and provides additional competitive advantages to the business.

**Key words:** Self-organizing and self-developing system (2S-system) • Person-centred approach to behaviour management • Management methods • Employee behaviour management • Behavioural core • Impetus • Incentive • Behaviour vector

### INTRODUCTION

Scientific interest and research strategy of this work is predefined by delayed theoretical study of social structure and economic changes in the area of management, lack of research on a range of problems associated with development of new methods of work behaviour management of personnel, lack of significant scientific and application-oriented conclusions on interrelation determined between the level of work motivation and existing benefits and employee incentive programs, as well as statuses of employees and their social roles at a given enterprise.

#### **Definition of a Local Self-Developing Organization:**

The concept of self-development is directly connected to the source of development. It can be outside and inside the object of development. It is mostly in the latter case, as a rule, when we deal with the process of self-development, when change sources and mechanisms aimed at saving and maintaining the object are found within it. In organizational theory this process is determined by the law of self-preservation.

From the perspective of the management theory any enterprise, working in the competitive environment and following the classical life cycle law, can be considered a local self-developing organization, since the source of change and development lies within the enterprise as regards the external environment. And if the enterprise is unable to respond to market and competition changes adequately, in a while it will decline. This is the main principle of market economy development, which ensures self-preservation of the economy and natural selection of enterprises that satisfy customer needs most effectively and efficiently. It is supported by a number of research works demonstrating the similarity between the 'Evolutionary process of self-development of natural living systems' and self-development of economic systems. 'Practically all the main attributes of Darwinism, such as variation, heredity and natural selection, are indeed typical for a market economy' [1]. Unfortunately, the phenomenon of self-development of social systems is not researched as well as natural processes of self-development. George Soros, the well-known financial expert, speaks about an acute lack of an acceptable theory of self-organizing system growth. He believes such a

theory could be based on the potential of reflectivity, i.e. development of 'frames' - specific mental structures [2]. This theory is based on the concept of a frame as a set of knowledge about an object where mental structures interact with subjects reflectively. In a society based on market economy there are a lot of frames and specific structures, making them autonomous and self-organizing. In a society based on a single mental model, development can only stem from top-down, administrative-command management.

This way an enterprise under the conditions of market economy in the long run can be presented as a local self-developing organization (LSO) within a certain system of relationship with the external environment.

This case is illustrated in Figure 1, when the observer is outside the observed system.

All management theory and practices are aimed at researching and applying efficient mechanisms, methods and tools of enterprise management to better achieve desired goals. And the goal is common for all business enterprises - achieving top performance in the long run and short run. Due to restrictions of the industrial market and competition laws, in the long run it is the strongest companies with the most efficient management meeting challenges of our time and external environment that earn their place in the sun.

Thus understanding the need and importance of a new approach to the classical management hierarchy model is becoming urgent; this model is mostly (and traditionally) based on administrative and economic mechanisms and methods. In order to set it as the objective of our research we shall examine the enterprise itself as a system; it comprises a multi-loop control system and we study its mechanisms from the inside of the enterprise (Fig. 2).

Examining the enterprise from the inside brings up the question of development and self-development processes in terms of their sources to be rethought. If the process of change is initiated top-down, it is the classical model of administrative-command management: strategic management and development planning (Fig. 3).

Modern management theories suggest other mechanisms of interaction between the system and the object of management, assuming that the object of management is not only able to execute, but to take an active position towards the management system as well, provided the goals of the object and of the whole organization are achieved. In this case the initiative to make changes and their implementation are driven by the object of management and mechanisms and management

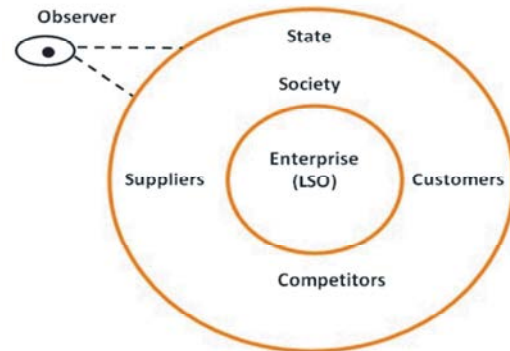


Fig. 1: Enterprise as a self-developing organization in the external environment

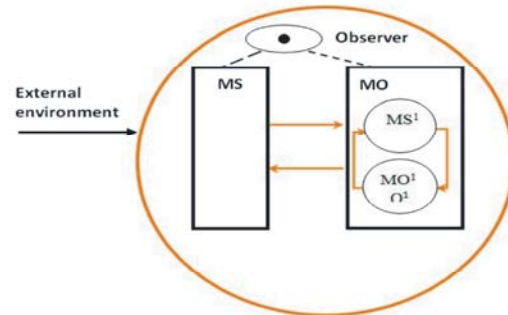


Fig. 2: Classical method of building a management system within a business enterprise MS, MO - subject and object of the first level management MS¹, MO¹ - subject and object of the second level management

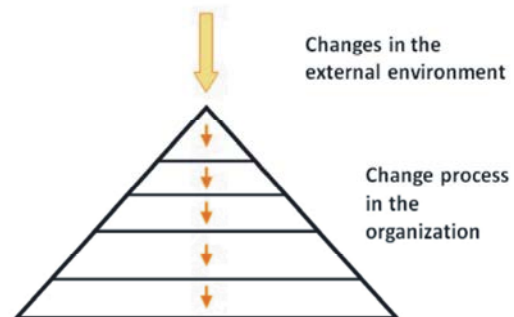


Fig. 3: Classical organization

methods alter within the enterprise accordingly. It is these processes that are attributed to the class of self-developing ones. Since the change initiative comes from people, such organizations can be called human-oriented.

In business there are no organizations what would be based purely on 100% bottom-up initiative of the object of management due to the initial goal of a business to

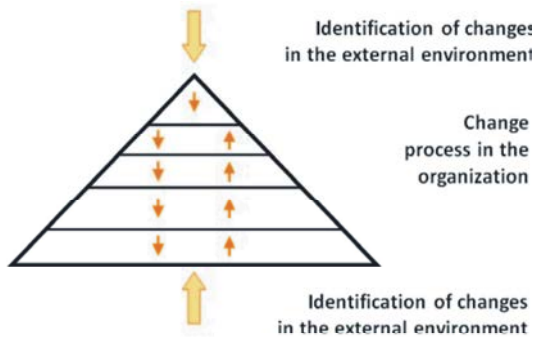


Fig. 4: Self-developing organization

achieve maximum profit and set employees apart from the property right. However building organizations that would combine bottom-up initiative with proper coordination and top-down management arouses both scientific and practical interest; successful implementation will allow creating stable long-term competitive advantages.

This is the type of human-oriented organizations with predominant mechanisms and methods based on behavioural motivation, multi-level leadership, internal entrepreneurship and processes empowering and supporting socially beneficial behaviour of personnel that we shall attribute to self-organizing organizations with intrinsic self-development mechanisms (2S-systems).

Figure 4 illustrates the conceptual diagram of a self-organizing organization.

Research 1302 carried out by Allen Hamilton with 30,000 representatives of different organizations [3] indirectly proves the fact of there being a special class of enterprises where bottom-up initiatives of the staff are used to maximize internal efficiency and development of the company. Authors of the research identified 7 types of organizations with only 17% of them being attributed to the type of 'healthy' organizations. The main feature of a healthy organization is its 'support of people's good efforts, such as their "desire" to learn and make progress'. It is this feature that is key to defining a self-developing organization.

The following conclusions can be made from this empirical study:

- Organizations admitting encouragement of personnel initiative (self-development elements) are healthy, i.e. more effective in the long-term perspective.
- Number of organizations tapping into self-development elements is not yet significant, which is likely to be caused by a range of objective factors.

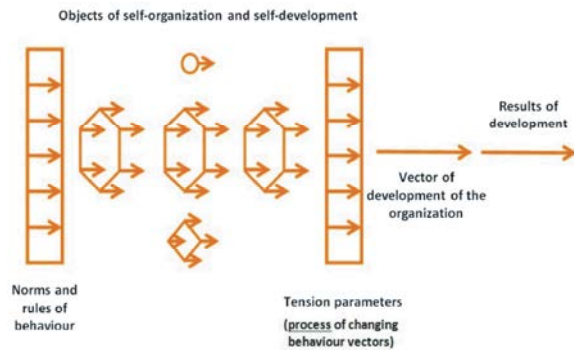


Fig. 5. Theoretical model of a 2S-organization

- So far there is no universally recognized methodology of a self-developing organization based on new approaches to management [4].

In this case the point of goal setting in theory concerning people behaviour management in a 2S-system comes down to the following actions:

- Creating a tension field in the direction of achieving the organization development goals;
- Creating an employee incentive system with intrinsic motivation prioritized, which would direct vectors of personal and group behaviour in the line of goals of the organization;
- Changing the corporate culture and values of the organization in order to secure processes of self-organization and self-development.

The diagram in Figure 5 illustrates the theoretical model of a 2S-organization.

In other words, a 2S-system is an elaborate social and economic formation with utmost self-sustainability in an unstable equilibrium state, obeying the objective laws of self-organization and self-development causing employees to co-organize completely conscious joint efforts in the line of increasing competitive advantages of the enterprise [5].

**Employee Behaviour Management is the Main Management Method in 2s-Systems:** Classical management is still the leading management system applied practically in companies in Russia and other countries, in spite of development of new concepts and theories. Thereby the problem of building an innovative enterprise breaks into a number of important aspects. First of all, solving this problem one has to determine the external environment of the business. Secondly, in the

light of new ideas about management of the 21st century, setting and researching the problem of building innovative enterprises can only be implemented correctly methodology-wise according to the tentative development trends in management theory and practice [6].

Today the predominant trend in management theory and practice is analysis of current changes and development of a new concept called modern management. As a result, scientific, academic and practical resources cite a large number of terms, concepts and characteristics ascribed to management. This situation brings out the need to determine semantics of the 'modern management' concept and specify characteristics and features of traditional and modern management.

Universal principles of classical management formulated by the leading researchers in the field management, such as R.Waterman, T.Peterson, I.Ansoff, P.Drucker, M.Hilb, V.Heise and other American and European scientists, when financial means and production capabilities of a company were the main factors of success, gained rather a good reputation in a resource-based economy [7]. However it was administrative and economic tools, i.e. extrinsic motivation factors, that were used as the major management influence methods. It is well known that their use brings short-term and even opposite of expected results, as they do not account for the possibility of a person behaving 'irrationally'. That is why we believe that methods of managing employees and their behaviour should consider both internal and external motivation of individuals [8].

Upon closer inspection irrational behaviour of people towards the organization can be both positive and negative. For example, experiments carried out with groups of people whose behaviour in the organization was hardly controlled, showed increased probability of them behaving unethically (e.g. misrepresentation). And vice versa, when intrinsic motivation processes were organized correctly the group showed positive results: self-control of proper behaviour of the group members, development of competencies required for interoperability, initiatives taken regularly to increase quality and efficiency of work. Positive examples of group work organization at assembly lines in Toyota and BMW are rather well-known. In this case the vector of intrinsic motivation of an employee is directed under the influence of corporate norms and management processes to achieve positive results for the company. It means that the constructive process of self-organization is actually

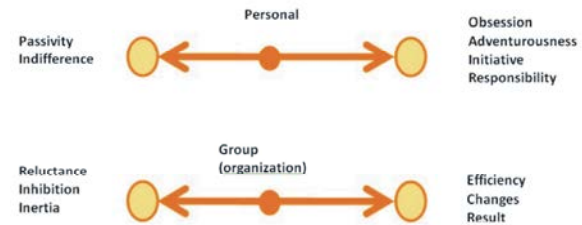


Fig. 6: Vector of personal and group behaviour

working. There is a positive behavioural feedback that can be represented as a 180° rotation of vectors of personal and group behaviour from negative to positive direction (Fig. 6).

Analysis of 25 moon shots, or ambitious goals [9], outlined by a group of prominent scientists and CEOs within a new management paradigm ('Management 2.0') that could be called 'humanized business' management, lets us make a conclusion that the problem of developing new methods, models and theories, built into a sound management system and able to bring management to a dramatically new level, is still there.

Today cybernetics and management sciences research rational behaviour approaches based on the idea that in terms of achieving a desired result a management goal can be defined as a complex of desired states of the object of management. And rational behaviour here means fulfilment of these desired states. Realization of behaviour is about developing decision-making rules and mechanisms needed to re-establish the relationship between current and desired states taking into account a number of behaviour conditions. They are seen as process algorithms and structures, as methods of management decision making [10].

**Person-Centred Approach to Management in 2S-Systems:** The system concept of employee behaviour management in 2S-systems is based on three approaches: individual, group and organisational. It implies that along the development of individual and group discipline, the relative weight of organizational regulation (the most imperative type) decreases. Such reasonableness of the managed individual can be nearly compared to harmony. There are some other ideas close to this approach, such as the idea of natural and social congruity by Plato, Democritus, J.A.Comenius, V.M. Bekhterev, M.F.Sekach and I.S.Yakimanskaya [11]. In modern organizational management this system includes the so-called 'mild' behaviour management methods united by the concept of person-centred interactions.

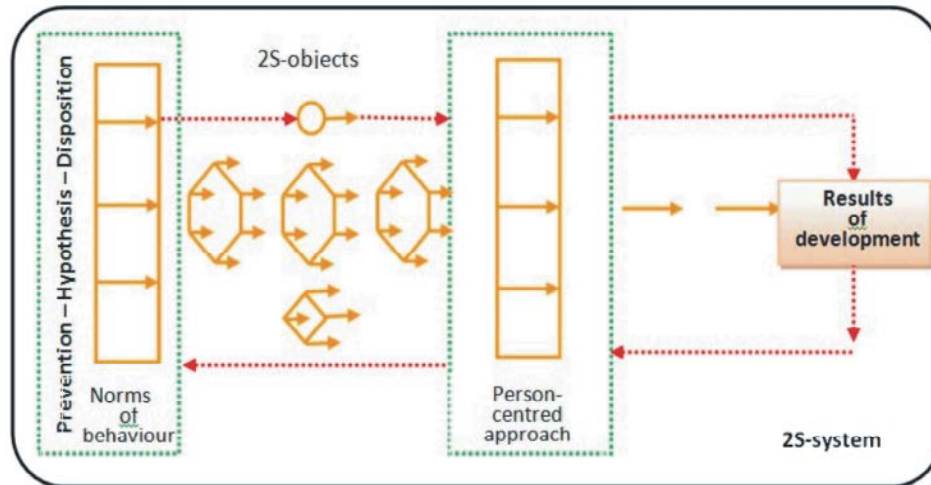


Fig. 7: Model of person-centred behaviour management in 2S-systems

The practical purpose of management is to create a scientific environment enabling the problems of choosing leaders, facilitating their work and personal growth to be solved by means of proper methods [12]. Development of person-centred approaches reproduces the dynamics of management psychology. In practice they are not supplemented by technologies of management problem solving, but mostly by methods of personal development and correction, increasing psychological competency and stress resistance, improving relationships in the 'manager-subordinate' system. That said, the person-centred management approach is often called clinical, largely due to the fact that representatives of this approach regularly have to deal with managers' personality disorders caused by the dictate of technologic and technocratic trends.

At the same time person-centred management approach well deserves to be called 'humanistic'. Some of the achievements of person-centred management concepts are: 'Human relations theory', 'Managerial grid' concepts, management styles, theories of management thinking and organisational skills and others. Meanwhile, one of the significant results of contemporary research studies on management is organizational psychological counselling and the progress of personality work depends on the outcome of the issue on employee management methods in modern companies [13].

Therefore the main point and key feature of the person-centred approach to employee behaviour management in 2S-systems is assistance in solving urgent, personally significant problems and goals of the staff, particularly helping an employee and an employer find harmony with their self-images.

However, if we take the idea of following the laws of nature as a basis for rational management, it becomes clear that development of new methods for employee behaviour management in 2S-systems should discover patterns, principles and conditions of harmonized states of objects of management and choice of strategies for their transformation (Fig. 2).

The dominant in such modelling is believed to be the search of balance between ambitious goals of 'Management 2.0', patterns and principles of person-centred management and potential practical application of this balance in management (Table 1) [14].

Thus the theoretical model of a 2S-organization shown in Figure 5 can be further specified to demonstrate methodological prerequisites of the person-centred approach used (Fig. 7).

Behavioural norms presented in the model in Figure 6 are the universally binding rules established in an organization that can be permanent or temporary. In legal science the structure of a norm is a triunity: Hypothesis - Disposition - Sanction. However if we think outside the combination 'management goal - desired behaviour' it becomes clear that it should be preceded by another kind of rationale.

Reorganization of methods for employee behaviour management in 2S-systems should be defined by the following concept. The 'punitive' trend observed earlier and based on measures of total control and punishment has to be replaced by a protective system based on complex measures of proper social, legal, psychological and counselling support and assistance to the employee. Therefore the category 'behavioural norm' introduced in the concept of 2S-systems is defined as a socially

Table 1: Correspondence between some goals of 'Management 2.0' and patterns and principles of person-centred management

Goals	Patterns of person-centred management	Principles	Potential practical application
Let personnel be creative Management processes should be organized so that initiative and innovation are encouraged	The more freedom the staff are given to choose values, the higher the level of their personal growth is.	The principle of subjective freedom to choose content, methods and forms of work in every single area of the company. (Y. L. Fedotova, N.McMahon, E.Crosby).	Person-centred assistance to employees to help them fulfil their needs; creating conditions for development of skills and abilities of a specific type of personality; helping to develop abilities for self-determination.
Grant more freedom to the staff Reorganize management systems to encourage initiative and experiments of average employees.	The more attention in employee management is paid to developing natural activism of personnel, the fewer forms of protest behaviour	Principle of natural and social congruity (Plato, Democritus, J.A. Comenius, J.H.Pestalozzi, V.S.Shybinsky). they demonstrate.	Understanding the nature of an employee for more careful and subtle influence on him/her; recognizing an employee as a rightful subject interacting actively with social environment on macro-, meso- and micro- levels.
Change control principles The discipline will not get laxer although people will have more freedom, if we focus on self-control of each individual instead of	Regularly repeated positive effects can contribute to the ability of the personnel to resist negative changes of their personalities.	Principle of enriching the management system with humanistic content rules and restrictions. (A. P. Andrunik, A.M.Pechenyuk, R.A.Rogozhnikova).	Providing assistance in training, communication with colleagues and managers; moral support in crisis situations; solving psychological problems; cooperation of managers and workers.
Overcome fear and enhance trust Fear and lack of trust destroy the spirit of innovation and interest in work, therefore management of	The more often situations, encouraging the person to work on purposeful self-realization, happen, the less stable the previously formed negative	Principle of overcoming anxiety, fear and a feeling of inferiority in subordinates (Y. M. Kudryavtsev, V.B. Titov, I.S.Yakimanskaya). the future should put an end to them. behaviour stereotype becomes.	Inclusion of all management process participants into creative interaction; creating comfortable conditions for personnel to release their inner potential; cooperation.
Reject the traditional hierarchy Substitute the traditional organizational pyramid with a 'natural' hierarchy where a person's status and degree of influence do not depend on his/her position, but on personal development and contribution	The higher the level of personal qualities of the manager, the more efficient interaction between the management and staff.	Principle of cultural congruity of interactions (V.I.Vdovych, M.F.Sekach, L.G.Laptev).	Prevention of initially prejudiced attitude of managers towards personnel, continuous development of managers' and workers' need for intellectual enrichment; culture of delegating responsibility.
Reconsider managers' work Managers are to become architects of corporate communities and to encourage initiative.	The more actively a manager looks for talented employees, the more efforts the organization takes to reach a common goal	Principle of professional orientation, consciousness and activity (V.G.Mikhailovsky, V.A.Pestov).	Attracting new talents to the organization; realizing and mastering main methods of interaction with employees; encouraging innovation, creativity and initiative of the staff.
Forming societies of like-minded people In order to empower employees to work most efficiently, dedicated and enthusiastic people should be helped to find each other and make teams.	The brighter the state of self-actualization of a manager and employees is, the closer their individual creative systems come together.	Principle of interconnection of managers and subordinates to common goals and objectives (I.A.Sakhno, V.A.Mashurov)	Connection of subordinates to the manager's goals and objectives; voluntary performance of the manager's suggestions as a part of nonviolent interaction.

determined form of relationships governing individual and group behaviour of employees in self-organizing and self-developing organizations.

There is a particular structural feature of the behavioural norm here, as the above mentioned triunity of Hypothesis - Disposition - Sanction for the sake of 2S-system goals should be transformed into Prevention - Hypothesis - Disposition. It means that special attention in methods of person-centred behaviour management is paid to preventative measures ensuring employee self-development that is only possible under the conditions of freedom and natural activity of the person. That said, 2S-system mechanism should be proactive, it should foresee unfavourable situations, i.e. changing factors of external environment have to be identified at an early stage, when their consequences are

not yet revealed. In some cases it can be a probability forecast for development of factors or change trends. No less important is the decision-making mechanism concerning internal reaction of the organization to the identified external factors and the ability to change personnel behaviour within a short period at minimal cost. In other words, it is important to organize management and cooperation with employees so that in the end it could be possible to appeal to their system of values, guiding towards common goals of the organization.

At present scientific publications discover three groups of management methods, also used in practical work: administrative (organizational management); economic and social psychological methods. These groups of management methods in practice generally supplement each other [15, 16].



However, as a subject of this research work the standard classification of management methods does not completely convey their meaning.

Thus any regulation as an attribute of the administrative management method, with the exception of rules of administrative law, solves social and economic issues as well, while realization of the regulation by the process of assigning a task to the relevant executor requires the use of knowledge in the field of psychology of management.

Under the conditions of person-centred management an employee is given certain freedom and exercises some activism, at the same time taking in characteristics of the subject of management and completing personal development tasks. It means there should be another property, different from the traditional approach, used as the basis for classification of modern management methods. This property is the degree of freedom an individual (object of management) has got while being influenced by the subject (subject-subject influence). That said, the object of management can have the following degrees of freedom:

- Limited freedom (the subject of management forces the dependant individual to complete tasks);
- Motivational freedom (the subject of management has to find reasonable motives stimulating the individual to complete tasks);
- High degree of freedom (holistic approach with one of the top priorities of the organization being satisfaction of the employee's needs, analysis of his/her psychological portrait and development trends).

According to the above degrees of freedom, traditional management methods can be differentiated between three groups, adapted to the goals of modern management: methods of *encouragement*, methods of *persuasion* and methods of *coercion*.

*Encouragement methods* aim at increasing competitive advantage of goods and services produced by the staff of a specific company in the end. Encouragement methods imply optimization of managerial decisions and increase of personnel motivation to their conflict-free execution. Quality of this work determines efficiency of the management system on the whole. Therefore, the role of encouragement methods in employee behaviour management should be estimated as approximately 40% of total efficiency factors.

*Persuasion methods* are based on the research of the psychological portrait of an employee, satisfaction of his/her requirements that make physiological, intellectual, social and material needs. The structure and amount of needs are specified by the character, education, social status and value system of the personality. But there are many more factors and conditions influencing quality and productivity of managerial decisions than characteristics of the psychological portrait that need to be taken into consideration when deciding on and executing managerial influences. That is why the 'weight' of persuasion methods is believed to be twice as little as the 'weight' of encouragement methods, so the role of persuasion methods in employee behaviour management should be estimated as approximately 20% of total efficiency factors.

*Coercion methods*: poor quality of the content of this method group - laws and regulations - leads to poor quality of the consequent components in the whole management system. If the company ideology and political and legal management aspects are not supported with an overall rationale, then neither economics, nor psychology or another science will be able to make a difference in the field of function and development of any system. Thus the role of coercion methods in employee behaviour management should be estimated as 40% of total efficiency factors.

We suppose a reasonable ratio of encouragement, persuasion and coercion methods is 4:2:4. See their comparative analysis in Table 2.

Application of person-centred techniques 'from the inside' of a 2S-system allows activating and implementing system links to determine their places and roles in the process of personnel behaviour management more distinctly.

Thus visions of decision structures concerning personnel behaviour are being developed. In addition to the main control loop there is an adapting decision loop for required employee behaviour embedded. Due to the variety of uncertainties that may occur during the work of a 2S-system, a number of management levels are developed that determine structural and content diversity of systems eliminating these uncertainties (Fig. 8).

In other words, the specified system models act *synergistically* to increase the management effect: 2S-system moves to a new level with the help of supplementary positive consequences of person-centred techniques used to manage behaviour of employees, which in their turn obtain sustainable qualities as important elements of this system.

Table 2 : Comparative analysis of adapted management methods

Attributes of the management methods	Adapted management method groups		
	<i>Methods of encouragement</i>	<i>Methods of persuasion</i>	<i>Methods of coercion</i>
1. Commonly used name of the group of methods	Economic	Social psychological	Administrative
2. Method substance	Optimization of motives	Psychology, sociology, organizational behaviour	Directive, discipline, subordination, obligatoriness
3. Management goal	Achieving competitive	Achieving mutual understanding, advantage of the product analysis of the employee, participation in the company management	Following laws and regulations, directives, plans and objectives
4. Management structure	Adaptive to situations, adhocratic, coordinating	Adaptive to personality	Strict
5. Subject of influence	Employee	Employee	Personnel, employee
6. Methods of influence	Facilitating (motivation)	Inhibiting (management of social psychological processes)	Regulatory and procedural guidelines
7. Main requirement to the subject when implementing the methods	Qualification	Psychological resistance to behaviour deviations	Diligence, orderliness, self-discipline
8. Direction of management influence	Vertical (top-down and bottom-up)	Vertical and horizontal	Top-down
9. Level of primary use of the methods	Top, middle and low level	Low level	Top and middle level
10. Management style specific to the group of methods	Mixed	Democratic	Autocratic
11. Type of management decisions made	Decisions based on modelling and overall rationale	Decisions based on intuition and expertise of the subject of management	Decisions based on strict compliance with regulations and directives
12. Specific management practices	1. Remunerative incentives; 2. Analysis of costs, quality and other system parameters (time study, factor analysis, engineering economic analysis, etc.); 3. Mathematical economics modelling; 4. Pricing	1. Monitoring and modelling of social psychological processes; 2. Psycho-technologies; 3. Moral incentives; 4. Career planning	1. State regulation of economy; 2. Industry-wide standards and regulations; 3. Standardization and certification; 4. Control, monitoring; 5. Procedural control and regulation of the management system; 6. Planning, accounting
13. Recommended ratio of the methods used	4	2	4

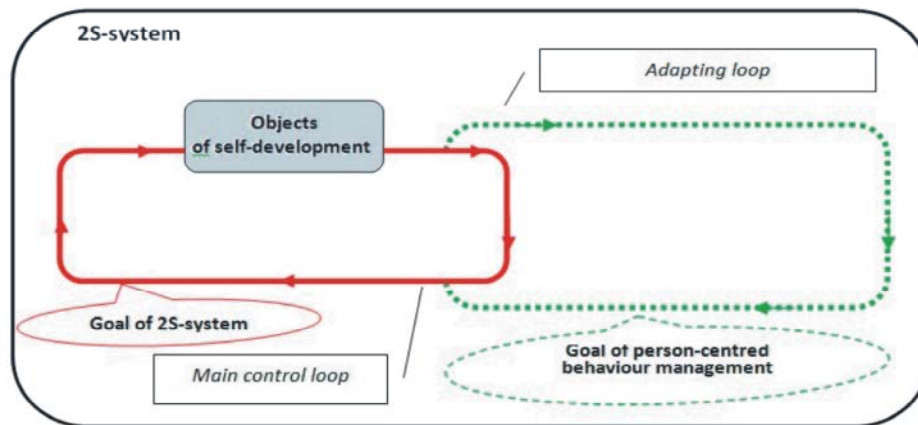


Fig. 8. Model of person-centred behaviour management in 2S-systems

## CONCLUSION

In summary, currently used management methods - administrative, economic and social psychological - in practical employee behaviour management in 2S-systems should be replaced with methods of encouragement, persuasion and coercion, based on the degree of personal freedom of an employee, in the ratio 4:2:4. However, the listed imperatives adapted

to modern management methods are scaled up; they only reflect the prevalence of a certain attribute in each group of methods. That said, analysis of correspondence between characteristics of 2S-system and specific personnel management systems will make it possible to find 'bottlenecks' in their implementation, i.e. discover problems in due time, determine reasons for 'social maladies' and develop practical measures to prevent them in the future.



## REFERENCES

1. Balakshin, O.B., 2008. Harmony self in Nature and Society: The similarity and analogy. - Moscow: Publishing LKI,
2. Soros D., 2001. Open Society Foundation. Reforming Global Capitalism. Moscow,
3. Nilsson, G., B. Pasternak and K. Nace 2000. "passively hostile organization" J. HBR - Russia,
4. Marshall, Alfred, 1879. The Pure Theory of Foreign Trade and the Pure Theory of Domestic Values, L.
5. Ford, My Life and Work, 22-24; Nevins and Hill, Ford TMC, pp: 58.
6. Taylor. *Principles of Scientific Management*. Cited by Montgomery 1989:229, italics with Taylor.
7. Fayol, H., 1925. «Note de M. Fayol sur le Rapport présenté par M. André Citroën au nom de la commission chargée d'étudier les questions concernant l'organisation et le fonctionnement du monopole des tabacs et des allumettes», Annexe C du rapport de André Citroën, pp: 163-174.
8. Andrunik, A.P., 2011. Proactive HR Policy and Effective Personnel Management, Monograph. Perm: Aborigines, pp: 338.
9. Hamel, G. October, 2009. Management 2.0: New Version for the New Century. HBr, Russia.
10. Korkina, T.A. and V.A. Makarova, 2012. Typing of opportunistic behavior of the subjects of the mining enterprise. Bulletin of the Chelyabinsk State University, (3): 257. Management, 7: 79-82.
11. Swedberg, R., 1990. Economics and Sociology: On Redefining their Boundaries. New Jersey: Princeton University Press, pp: 263.
12. Svetlakov, A.G., A.P. Andrunik and Y.B. Sysuyev, 2010. The Concept of Economic Security: Methods to Prevent Risk and Threat by HR Service, Manual. Perm FSEI HPE Russian Interior Ministry, pp: 576.
13. Boettke, P.J., 1998. James M. Buchanan and the Rebirth of Political Economy. In Against the Grain: Dissent in Economics, Eds. S. Pressman and R. Holt, Aldershot, UK: Edward Elgar Publishing, pp: 21-39.
14. Molodchik, A.V., 2001. The Theory and Practice of Forming Self-Sustaining Organization. Yekaterinburg: Ural Branch of RAS, pp:247.
15. Williamson Oliver, E., 1996. Revisiting Legal Realism: The Law, Economics and Organization Perspective. Industrial and Corporate Change, 5(2): 383-420.
16. Teslinov, A.G., 2005. Development of organizations as control systems. The monograph is in two parts. Part I. Technology for Systemic Understanding of Organizations. Zhukovsky: MIM LINK, pp: 211.
17. Belkin, V.N. and Yu. V. Bezobrazova, 2011. Socio-Economic Basis of Opportunism of the Employees of Russian Companies. Yekaterinburg: Institute of Economics, Ural Branch of RAS, pp: 160.