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Scientific Management of Society

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INTRODUCTION

The organisation of management of social development is a key problem of communist construction. That is precisely why the congresses of the Communist Party of the Soviet Union give it major attention.

The 26th CPSU Congress set the immediate tasks of Soviet domestic and foreign policy, the Party's strategy and tactics at the new stage of communist construction, and approved the country's development guidelines for the eleventh five-year plan period (1981-1985), and for the period ending in 1990. The Congress pointed out the need for improving all components of the economy and the organisational structure and methods of management. It summarised the Party's vast experience in guiding the nation under mature socialism and augmented the concept of socialist management.

The Report of the Central Committee of the CPSU to the 26th Congress and the *Guidelines*

for the Economic and Social Development of the USSR for 1981-1985 and for the Period Ending in 1990 outline a programme for further improvement of management; ground its political, methodological, socio-economic and historical principles; and formulate the principal research problems in the sphere of management.

Managerial issues concern not only Party, Soviet and economic authorities, but all working collectives, every Soviet citizen, and this was once again confirmed by the discussions that took place prior to and during the 26th CPSU Congress. *The Guidelines for the Economic and Social Development of the USSR* were published three months before the Congress so they could be subjected to all-round study and discussion by the Soviet people, and 121,000,000 people voiced their attitude to the document by sending out numerous suggestions, amendments and clearer definitions. On approving the *Guidelines* concerning organisation of management, the Congress adopted over one hundred amendments and additions.

Tackling managerial problems, the CPSU is invariably guided by the Marxist-Leninist principles creatively developing them in new historical conditions. This guarantees success of communist construction and realisation of a truly scientific organisation of socialist society and management of diverse social processes.

This book makes an attempt to summarise the diverse activities of the Soviet Communist

Party in organising socialist management, and to reveal its basically novel aspects, historical conditionality, theoretical and political foundations, principles, functions, methods, style and culture, and to show how the ways and forms of social self-management take shape in the course of communist construction.

The Marxist-Leninist concept of socialist management has always been close to life and real social processes. It essentially involves a creative approach to setting and solving tasks relating to management of society at various historical stages. Thus, the comprehensive programme for improving management of social processes put forward by the 26th CPSU Congress takes into account the objective requirements of the stage of developed socialism, a new stage in communist construction.

The motto—all in the name of man, all for man's benefit—served and serves as the starting point of the political approach towards the economy and management. Hence the CPSU course aimed at the improvement of the people's welfare. The Congress stressed: *“The central objective of the Eleventh Five-Year Plan is to ensure the further improvement of the Soviet people's well-being on the basis of the steady and constructive development of the national economy, accelerated scientific and technological progress, the transition of the economy to the road of intensive development, the more rational utilisation of the country's production potential, the maximum saving of all types of*

resources, and an improvement in the quality of work.”¹

Planning, scientific, technical and structural policies, management techniques and policies are subordinated to the solution of this problem. Also, under mature socialism, economic progress becomes ever more closely correlated with socio-political and intellectual progress, and to implement this correlation is a major task of socialist management.

The humanistic trend in the Soviet economic development is manifested in the changing relationship between the growth of producer goods and of consumer goods and services in favour of the latter; in ensuring stable retail prices for staple food and other products; in increase of average wages and payments and benefits from social consumption funds. Addressing the 26th CPSU Congress, L. I. Brezhnev said: “Concrete concern for the concrete person, for his needs and requirements is the alpha and omega of the Party’s economic policy.”²

Economic progress is chiefly realised through economic policy, through management of the economy. The latter is the core of all activity of the Party and the Government. Indeed, the foundation for solving social issues is laid pre-

¹ L. I. Brezhnev, *Report of the Central Committee of the CPSU to the 26th Congress of the Communist Party of the Soviet Union and the Immediate Tasks of the Party in Home and Foreign Policy*, Novosti Press Agency Publishing House, Moscow, 1981, pp. 50-51.

² *Ibid.*, p. 65.

cisely in the sphere of economy, where the necessary premises are created for successful movement of Soviet society towards communism. Being a controlled process under socialism, economic progress is a function of social progress, the principal essence of which in a socialist society is in raising the people's welfare. Social progress is realised via the Party's social policy, via the control of development of social relations.

In specifying the guidelines of social progress, the CPSU has developed and adopted at its 26th Congress a broad programme for raising the people's welfare, a programme that involves improvement of all aspects of Soviet life—consumption and housing, culture and recreation, working and living conditions.

The Party and the Government are active in creating conditions for fuller satisfaction of the requirements of the people in quality food products, in manufactured consumer goods, as well as in better housing and cultural and living conditions. They stipulate for systematic transformations in labour creating conditions for higher productivity and for further eliminating differences between work by hands and by brain, transforming farming into a variety of industrial work.

In addition to more rational use of the working time, the task is not only to make a more rational use of leisure time but also to improve the people's everyday life through developing

public services and cultural and recreational facilities (especially for the young people) and facilitating household chores.

The 26th CPSU Congress has set important tasks in demographic policy. They stipulate measures to consolidate the family as the cell of society, to create better conditions for combining motherhood with active participation of women in work and social activities; to keep children and disabled people in better conditions at the expense of society; to prolong life expectancy and people's working ability; and to improve people's health.

Better management of the economy and all spheres of social life will be needed to solve all those issues.

The 26th CPSU Congress made a Marxist-Leninist analysis of the socio-political and intellectual development of Soviet society and formulated the managerial tasks in that sphere. Special attention was given to three groups of questions. First, to developing the socio-class structure and national relations; to enhancing and strengthening the guiding role of the working class in the life of society; to analysing the profound changes taking place in the life of collective-farm peasantry; to increasing the number of Soviet intelligentsia; and to consolidating the friendship of Soviet peoples. Second, to strengthening the material and spiritual foundations of the socialist way of life and to edifying a new type of man. Third, to develop-

ing the Soviet political system, Soviet statehood and democracy, the principal essence and meaning of which is the people's participation in management of state and social affairs.

The working class of the USSR has become not just the most numerous class, but the majority of the people. Its ideological and political maturity, educational and professional standards have grown. Ten years ago, just a little over half of Soviet workers had secondary (complete and incomplete) and higher education; today, three-quarters of them do. In the sixties, only one-third of Soviet young men and women had specialised at secondary vocational schools; in 1976-1980, 12,500,000 people, i.e. two-thirds of all newly employed workers, had completed this form of training.

Industrialisation is causing profound changes in the life of collective-farm peasants. The nature of their work is gradually becoming closer to that of industrial workers, and agricultural machine operators and other workers using machinery are becoming ever more numerous in the countryside. Over the past decade, the number of collective farmers with complete and incomplete secondary education and with higher education has increased from 39 to 60 odd per cent.

During the tenth five-year period (1976-1980), the Soviet intelligentsia has rapidly grown. Today, every fourth employee in

the USSR is engaged chiefly in mental work. Soviet intellectuals play an increasingly important role in science, education, culture and all social and economic life.

On the other hand, manual and mental work is becoming more and more interrelated in the work of millions of workers and farmers. Many of them are rationalisers and inventors, statesmen and public figures, truly cultured and intelligent people.

The CC CPSU Report to the 26th Party Congress made the basically important conclusion that a classless society would in the main be established within the historical span of mature socialism.

Intensive economic and social advances in the Soviet national republics quicken the process that draws them closer together. This is apparent in the development and mutual enrichment of their national cultures and in the emergence of the culture of a single Soviet people representing a new social and international community. This process is based on equality, fraternal co-operation, and free will.

The CPSU has always come out against trends aimed both at artificially eradicating specific national features and artificially inflating them.

The CPSU and the Soviet Government see one of their principal tasks in completing the restructuring of the material and spiritual spheres, of the whole tenor of Soviet life on

a collective foundation. Soviet society is a society of working people. Work itself and its quantity and quality are the principal yardsticks of the individual's social status and his living standards. Much is being done in the USSR to make work not only more productive, but more attractive. Hence, to eliminate manual, unskilled and heavy manual work is not only an economic, but a serious social problem.

Over the recent decades, profound changes have taken place to result not only in improvement but greater similarity of the living standards of all social groups. Wages and salaries are the principal sources of income for Soviet people. Today, these include about 75 per cent of the total increase of the people's real incomes. The better and more efficiently a person works, the higher his living standards.

The Soviet Communist Party sees as a major task of its social policy the need to actively and purposefully forming people's requirements, including requirements to take part in managing public affairs. The higher the level of organisation in all tiers of management of the Soviet political system will be, the more successfully will this problem be resolved.

The essence of Soviet democracy is in people being interested in the country's social and economic development. Local Soviets are contributing greatly in this respect. They take an increasingly active part in co-ordinating and

controlling the work of the enterprises and institutions located in their electorate.

Public organisations play a major role in developing Soviet democracy and involving the people in management. Today, almost all Soviet citizens are trade union members, and the 26th CPSU Congress underlined the need for enhancing the role of trade unions in resolving all issues relating to work and life, and in broadening the people's participation in decision-making, in selecting and appointing personnel, and in effectively using the funds of enterprises and institutions.

Local Communist Party organisations play a major role in solving the big and diverse problems of management of economic and social development. Their major tasks are to further raise the level of organisational work and improve management in economic and cultural construction.

The common goal of Party, Soviet and economic organisations is to consistently improve economic management with consideration for the growing scopes of production, increasingly complex economic relations, and requirements of the scientific and technological revolution so as to use to the full the opportunities and advantages provided by the economy under mature socialism.

Chapter I

MARXISM-LENINISM, THE GENERAL THEORETICAL AND METHODOLO- GICAL FOUNDATION FOR MANAGEMENT OF SOCIALIST SOCIETY

“Progress Through Management” is the motto of many scientific symposia and business congresses. Top officials in different countries, as well as theorists and specialists in social, natural and applied sciences, associate their hopes with and base their forecasts on improvement of management.

The problem of scientific management of society is a major issue of Marxist-Leninist theory and practice, for the chief aim of Marxism-Leninism is to determine the ways for purposefully influencing social processes and to organise a fundamentally new social system.

The theory of scientific management originated together with Marxism, since Marxism not only explains how the world is organised and in accordance with what laws it develops, but helps people change it. It is precisely for that reason that Marx and Engels called their teaching a guide for action. As early as in his *Theses on Feurbach* Marx wrote: “The chief defect of all previous materialism ... is that

things [Gegenstand], reality, sensuousness are conceived only in the form of the *object*, or of *contemplation*, but not as *sensuous human activity*, *practice*, not subjectively.”¹ Even today, however, there are people who assert that scientific management of society has become an issue only recently, and that the establishment of management as a science is connected with the current scientific and technological revolution and the appearance of cybernetics. Yet, these assertions are essentially somewhat oversimplified.

Lenin ascribed the problem of organisation and management of society to the key issues of socialist and communist construction. Immediately after the victory of the Great October Socialist Revolution in Russia, he brought to the attention of state bodies the task of mastering the art of management. This thought runs through all Lenin's principal works after the Revolution, the most outstanding of which, *The Immediate Tasks of the Soviet Government*,² he wrote in April 1918.

In grounding his plan for construction of

¹ Karl Marx, “Theses on Feuerbach”, in: Karl Marx and Frederick Engels, *Collected Works*, Vol. 5, Progress Publishers, Moscow, 1976, p. 3.

² See: V. I. Lenin, “The Immediate Tasks of the Soviet Government”, *Collected Works*, Vol. 27, 1974, pp. 235-77 (here and elsewhere Progress Publishers, Moscow).