

SECTION 7. MANAGEMENT

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7.1 Self-management: a new area of study in Ukrainian academia

In today's fast-paced information landscape, people face the dual challenge of striving for professional success while seeking personal fulfillment. To navigate this reality, it is essential to develop skills in self-management, closely related to self-discipline and the ability to prioritize tasks effectively. These skills are particularly valuable for those in management positions, as the success of their organizations and the growth of their team members depend on managerial decision-making effectiveness and the capacity to ensure those decisions are carried out.

Understanding and mastering self-management is crucial for achieving both personal and professional success. As a result, there is a growing interest in acquiring knowledge that enhances self-control, promoting personal and professional development. Self-management is a relatively new area—emerging around 20 years ago—that intersects with management sciences, psychology, and other disciplines focused on humans and human behavior. A significant body of recent research underscores the demand for planning and organizing skills extracted from textbooks on self-management as a new area of study.

This section explores the challenge of systematizing knowledge about self-management, which pertains to control oneself and one's activities. We will review the textbooks of Ukrainian scholars on self-management, covering various aspects such as their approaches to understanding the concept of self-management, some common grounds for consideration, and the topics addressed in leading textbooks.

The term "self-management" refers to management processes related to the individual from an internal perspective, rather than focusing on the organization where he or she works from an external viewpoint (it can also benefit individuals who are self-employed or unemployed). Management strategies often overlap, leading to discussions that draw analogies between influencing a person and influencing a

business. However, it is important to recognize that applying management approaches from economic phenomena to human behavior is not straightforward. This is because individuals may lack the desire to pursue planned objectives, and their bodies and minds do not function like machines.

Currently, the concept of self-management is relatively new in academic discourse, and there is no universally accepted definition of it. Nonetheless, there is a strong interest in self-management because of the valuable recommendations it contains on how to enhance personal effectiveness and improve self-discipline. As a result, we can identify several different interpretations of self-management as a phenomenon. Below is a table that highlights key words concerning this concept among Ukrainian scholars, along with general explanations and examples for better understanding.

Table 1.

Interpretations of self-management based on the definitions in Ukrainian academia

Key word	Explanation
"Art " (the art of managing one's activities)	Example: the art of controlling oneself, one's time, and one's life, actively shaping one's career through self-esteem, self-determination, and self-development [266, p. 7]. When we refer to "art", we mean the skills that have been well developed through extensive practice, often to the point of perfect mastery. These skills are typically applied in various activities, especially in professional settings. As a result, their relevance is often considered in the context of managerial positions, which involve organizing the work of others.
" Skills " (the ability to manage one's activities effectively)	Example: the ability to manage oneself, one's own potential, abilities, and knowledge in order to use time efficiently, achieve goals quickly, gain social recognition, enhance productivity in both work and personal life, and increase earnings [267, p. 3] This understanding is similar to the original one ("art"), but instead of focusing on perfect mastery, we are referring to a skill as an action that has been repeated innumerable times.
" Behavior " (a mode of life of a person who strives for self-discipline)	Example: the consistent and purposeful application of effective work methods in daily practice optimally utilizing one's resources to achieve both personal and professional goals [268, p. 8]. The focus of this understanding is on performance and meeting established benchmarks.

Continuation of table 1

" Techniques " (the ways of achieving desired goals)	Example: the system of methods that enables individuals to maximize their capabilities for professional activities, it involves effective, conscious, and rational management of both work and personal time [269]. The emphasis is on the existence of a methodology that helps individuals align their behavior with specific guidelines and goals, ultimately leading to the desired goals. The concept of techniques suggests that certain proven strategies have been developed, known only to a select few, that can help achieve success. These strategies are practically oriented.
" Science " (the system of knowledge about self-organization)	Example: science of concepts, methods, technologies of managing oneself, one's potential capabilities, abilities, knowledge in order to effectively use working time, achieve goals, gain public recognition, higher productivity in work, a higher level of personal life, learning to cope with stress, earning more money, which makes it possible to feel like a harmonious person in the world around [270, p. 5]. Undoubtedly, the question of whether self-management is a science that operates independently, supported by robust theoretical concepts, or not, is a topic of ongoing debate. Equally, the relationship with other sciences is a matter of contention. Is it a subset of management sciences, or does it span multiple disciplines, including psychology?
" Discipline " (not as a behavior order, but as a course taught to students)	Example: a scientific discipline that examines the theory and practice of managing one's own life and activities, primarily focusing on achieving success and personal development [271, p. 22]. Its structure provides insight into the content the lecturer includes. Specifically, it outlines for which students the course is being taught (in Ukraine, it is primarily offered to those studying "Management and Administration", though this is likely to evolve into "Business, Administration, and Law"). Additionally, the course structure can be divided into general and specialized sections that focus on different components of self-management. Lastly, it clarifies the reasons for its inclusion in the curriculum.

Over the past 20 years, a large number of works have been published in the Ukrainian-language scientific and educational literature that mention self-management in their titles. Some of them—published textbooks—are discussed in more detail below, as well as scientific articles from various angles of the issues raised. At the same time, self-management as a new area of study is quite expectedly eclectic, with topics raised by authors being quite different, as are their approaches. In our opinion, there are certain points of contact in the positions of Ukrainian scholars—common grounds for consideration, which are summarized below.

1. *The place of self-management among management sciences.* Although quite often the authors tend to develop separate provisions which affect (or are affected by) the field of psychology and other sciences (the doctrine of biorhythms, the basics of motivation, etc.). In particular, V. Kolpakov notes in his textbook that self-management is based on knowledge of philosophy, methodology, management theory, cybernetics, sociosynergetics, personality theory, biology, sociology, psychology, praxeology, acmeology, valeology, etc., thus offering an interdisciplinary approach [271, p. 5-6]. In contrast, the approach to self-management as a set of recommendations for managing oneself and, above all, one's time, which corresponds to "skill" interpretation, can also be found in published works, for example, by O. Sakhno and V. Denysova [272]. Such different positions show that self-management does have a doctrinal basis, including basic theories and its set of principles. We suggest it might be useful to distinguish between the theoretical and practical aspects, as presented in N. Yurik's course [273].

2. *Relying on classical theories that emerged in the second half of the 20th century.* Ukrainian-language works often discuss the origin and development of self-management as an area of study through the lens of key ideas proposed by foreign authors (often American and German). These include L. Zeiwert, who focused on time management and established a set of self-management rules; M. Woodcock and D. Francis, who authored "Unblocked Manager"; B. Schwalbe and H. Schwalbe, who explored relevant issues of business psychology in "Persönlichkeit, Karriere, Geschäftserfolg"; J. Morgenstern, known for her time management approach of "analyze, strategize, attack"; A. Mackenzie, who introduced the concept of "time traps".

3. *The values of self-management encompass categories such as self-discipline, self-organization, and self-control, closely linked to time management.* One of the key priorities in self-management is time management, which emphasizes the importance of controlling time as a valuable resource additionally to managing oneself and one's activities. Time management has become an essential area of study that has significantly contributed to the development of self-management. However, it is

important to note that, while the concept of self-management is often associated with enhancing efficiency, Ukrainian academia tends to overlook methods for assessing this efficiency and the effectiveness of the related skills.

4. *In many of the researched works, the material is presented by separating the components and examining the tools of self-management.* We believe this approach to the area is quite practical. By focusing on components such as time management, stress management, and resource management, specific activities and abilities development can be addressed, often referred to as "soft" skills (e.g. [274]). However, the vast majority of works predominantly emphasize methods for managing oneself and one's activities. These methods range from the Eisenhower Matrix to strategies for dealing with time-wasters. Ukrainian authors selected a wide range of components and tools, sometimes even including financial literacy and image management skills as part of their focus [270, c. 10].

5. Our estimates indicate that Ukrainian authors' conceptual visions of self-management *range from template-based approaches*, which rely on established traditions and rules, *to those focused on self-discovery and the development of individual management and leadership styles.* We can assume that self-management can emphasize either the ability to influence organizational processes for which the manager is responsible (*extroverted-oriented*) or the processes relevant to personal growth (*introverted-oriented*), which ultimately contribute to successful external management. Notably, the latter emphasis on personal growth is more prevalent in the works we reviewed.

The topics covered in self-management textbooks and the subject of published articles differ significantly in Ukrainian academia. Below is a brief overview of selected textbooks that include the term "self-management" in their titles (the author of this chapter considers them as influential).

V. Kolpakov's textbook is recognized as one of the most authoritative works published in Ukraine, celebrated for its philosophical depth and comprehensive presentation [271]. In his teachings, the theory of social management holds significant importance. He suggests enriching this theory with a subclass focused on human self-

management, alongside the management of individual and collective human activities. The author addresses what he calls the most pressing problem of our time: how to live authentically and achieve personal goals.

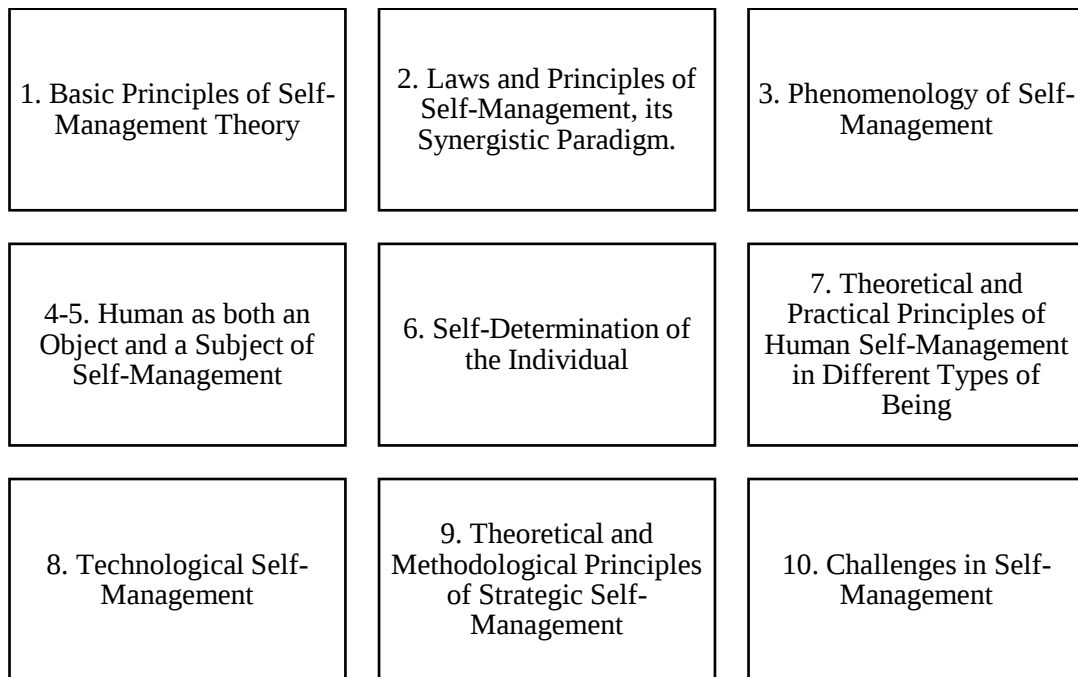


Figure 1. Structure of V. Kolpakov's textbook

This structure provides a clearer understanding of the comprehensive approach to self-management proposed by the author.

According to **V. Netepchuk**, self-management involves studying the processes of creation and the patterns of functioning of social self-organizing systems, as well as the broader processes of self-governance itself [276, p. 8]. His textbook, which integrates consulting and management experience, employs a problem-based approach to selecting topics. In addition to covering general theoretical foundations related to basic theories of self-management, its components, philosophy and strategy, the author also addresses skills in managing activities and critical thinking, communication, conflict resolution, and complex issues surrounding ethics and social responsibility. Notably, a separate section is dedicated to leadership and its various types, highlighting the connection of self-management to the topic of leadership within Ukrainian academia.

Z. Yurynets and O. Makara identified the primary goal of self-management as fostering a healthy organizational culture and social harmony, involving not only the leader and management but also the active participation of every employee within the organization [268, p. 10]. They emphasize that the effectiveness of self-management is closely linked to how well a manager understands and applies the principles of self-management in their work. [268, p. 19]. Their textbook covers various topics, including goal setting, time management, team building, change management, and stress management skills. There is a dedicated section on the roles and management styles that contribute to establishing a positive organizational climate (it has a beneficial effect on enhancing the management culture in Ukraine as a whole).

The textbook by **Z. Shylnikova** examines management as a general activity and describes possible approaches to management that consider personality types, the nuances of business career planning, and daily routines. It places a strong emphasis on developing the qualities of an effective manager and enhancing management potential. The author discusses key concepts such as self-motivation, self-control, self-education, and offers recommendations for time management. The textbook begins with a section focused on the theory and practice of self-management [277].

H. Leskiv at al. presents an expanded understanding of self-management, focusing on the essential processes involved in managing oneself, personal activities, staff, and teams. The structure of their textbook comprises several key topics: Methodological Approaches to Self-Management, Planning Personal Work and Business Career of a Manager, Time Management, The Essence and Importance of Organizational Behavior, The Role of Individuals in the System of Organizational Behavior, Organization of a Manager's Activities, Self-Motivation and Self-Control for Managers, Development of Effective Managerial Qualities and Potential. This textbook includes numerous diagrams, tables, and other visual aids, making it valuable for both theoretical study and practical application [278].

In preparing her textbook, **H. Chaika** emphasized that a manager's level and professional skills are influenced by self-improvement and self-actualization. Creativity is one of managerial strengths. The textbook addresses several functions of

a manager, including decision-making, self-planning of working time, personal work management, self-organization, self-motivation, and self-control [279]. The textbook by **V. Luhova and S. Holubiev** combines the topics of self-management and leadership, which is also reflected in its content: the first part is devoted to the use of time, activity and solvency resources for effective self-management, while the second part is devoted to thorough knowledge and leadership [280].

Over the past two decades, self-management has become a prominent field of research in Ukraine. Initially emerging from management sciences, it now increasingly falls within the realms of psychology and human behavioral sciences, as illustrated by the analysis of published textbooks. Various interpretations of self-management allow us to regard it as a theoretically grounded applied area of study that offers recommendations on managing oneself and one's activities. Our study reveals that these textbooks contain a wide array of skills that individuals can develop as they grow both personally and professionally. The diversity of approaches in Ukrainian academia reflects a strong interest in self-management, even though there is no unified definition of this concept. The lack of consensus lays the foundation for further exploration of self-management issues within a flexible framework.