

Assessment of Social Programming Efficiency in Dynamic Social Environment

Venelin Terziev, Sevdalina Dimitrova, Evgeniy Stoyanov¹

Vasil Levski National Military University - Veliko Tarnovo, Bulgaria

Abstract

The paper presents the basis of the scientific research in assessing the efficiency of social programming, seeking its justification and control on national, regional and local level. Different theoretical and practical options are reviewed analyzing their characterization and opportunities of application.

Key words: *social programming, social technology, social efficiency.*

INTRODUCTION

Starting basis of the scientific research in the direction of assessment of the efficiency of social programming are the objectives and tasks of the social work, the definition of which depends on the level of its realization. In other words, they can be defined at national and regional level, as well as at the level of settlements, at a group level or at the level of an individual. Accordingly, the criteria for assessment of the efficiency of the achieved goals of the social work and related social programming, are established.

Studies in this direction allow us to determine the qualitative characteristics of relevance of the system of criteria for assessment of the efficiency of social work. This relates to the following:

¹ Corresponding author: Prof. Dipl. Eng. Venelin Terziev, D.S. (Ec.), D.Sc. (National security), Ph.D.
6, Otetz Paisii Str., Ruse 7000, Bulgaria
E-mail: terziev@skmat.com

- to express the efficiency of all types, forms and methods of social services to the population;
- to show how efficient is the work of the public administration and in particular the work of social services in the contemporary Bulgarian conditions, related to conducting continuous and complex reforms;
- to reflect the level of efficiency of the leadership and management of the entire process of purposeful and systematic social work with the population and individual people, in need of professional social assistance.

In accordance with this, several approaches to determining the efficiency of the implemented specific social activity at national and local level, can be k

The first one is related to a maximum objective assessment of the relationship between the achieved results or effects, and associated with them costs. Key problems in this case become the measurement and description of both the results (effects), and the cost. As much as the cost, can be planned, so much the efficiency of social services can be anticipated, planned, actual, actually achieved.

According to another approach, the focus is on assessing the efficiency of social work from the standpoint of determining the degree of satisfaction of social needs and expectations of the clients served, in their capacity as users or beneficiaries of the project or the program. Critical here are the subjective assessment methods, i.e. opinions, judgments, statements (on someone, or something more or less specific), and the particular entity carrying out the assessment of the efficiency of social work. Therefore, in this case it is particularly important to determine and select the appropriate source of information for the assessment.

This in essence is the entity, which is the holder of significant for the assessment information, in the face of managers, specialists, representatives of bodies, users and others. At that, it should be taken into account that the assessment information derived from specific people, is always subjective. The more entities take part in the assessment process, the greater is the extent, to which, with other conditions being equal, this assessment seeks to ascertain the objective and reliable picture of the activities of social services and the realization of a specific social program (project).

The complex nature of the assessment suggests also a purposeful organization of the process of disclosure of opinions, reasoning and conclusions, stated by means of certain forms and methods. In this case we are dealing with procedural and organizational significance of the term "assessment of the efficiency of social services." In our quest to achieve a goal or to assess a process, or a person, it is necessary to organize the assessment process. For this purpose, sufficient in quantity

assessment information should be collected and processed, and specific assessment procedures, which include the appropriate tools and methods for complex verification of the assessment, shall be created and used.

The whole diversity of assessments derived from various entities, going through certain procedures and stages in the assessment process becomes a resultant (final) assessment. As a rule, the organizational process of assessment of the final information can serve as a basis of certain important practical conclusions for the implementation of relevant events and actions, and development of programs to increase efficiency.

ASSESSMENT OF THE EFFICIENCY OF SOCIAL ACTIVITIES

Before the start of the practical measurement of the efficiency of a social activity, before the researchers inevitably arise a number of questions that are related to the definition of the assessment object, the assessed object, the subject of assessment, the set of criteria and indicators for assessment, etc.

Since efficiency is a summarized integral indicator of the quality of the system it is determined both by the environment in which the system operates, and the internal properties of the system (the meanings of different indicators characterizing the potential and resources). For this reason, we believe that it is more correct to speak not about efficiency in general, but about the efficiency of the functioning of the system in performing specific tasks in specific environments. Moreover, an opportunity arises all private quality indicators to be functionally linked in a general integral indicator - efficiency. The study of quality in this manner allows for many difficulties arising in the analysis of complex systems to be circumvented.

Among the factors allowing to formulate the goals and objectives for assessment of the efficiency of the social services, we focus on the following:

- the analytical capabilities of the social service in identification and assessment of "inquiries";
- the social service resources for operative satisfaction of "requests";
- the potential of social services (including the level of interaction with government, state, municipal, non-governmental organizations and companies);
- the socio-economic conditions in the administrative territory in which the social service operates;
- the qualifications of the staff of the social service.

Special attention in assessing the efficiency must be paid to the special problem of quality assessment.

Indeed, many issues are dealt with in terms of quality, while as indicators (experts) play both subjects of management activities of the social service and the objects of its activity. The most typical operation in quality assessment is ranking. Objects (phenomena, processes) are ranked if any quantified dimension of them is in accordance with a certain quality that they have to different degrees. In the practice of the various social services ranking can be used in different situations. The most typical of these are the arrangement of the objects (processes, phenomena) from the point of view of their positioning in space and time, in accordance with the level of expression of a quality which cannot be measured by any objective scale, in accordance with certain measurable or susceptible to reporting qualities (as a rule, the degree of expression of the quality, according to which the ranking is done, can always be practically measured), in accordance with a quality that is generally measurable, but in the particular case cannot be measured for reasons of practical or theoretical nature.

As a characteristic example in the use of expert assessments in the management, can serve the worked out *matrix on the dependence "goal-means"*. The cells of this matrix have to be at the end filled with information derived from the results given by expert assessments.

Methodologies for assessing the efficiency of the social protection system are very diverse, which is determined primarily by the subject of assessment. Conditionally we call these methodologies "of first order". Each subject to assessment may be considered in more details and then respectively appear new methodologies of "of second order." To every new type of social services (welfare, socio-medical, socio-legal, socio-rehabilitational, socio-psychological, socio-advisory, material help), corresponds a separate methodology for efficiency assessment.

In analyzing the existing concepts of efficiency of social services, respectively of national social policy, of theory of organization and administration, efficient management is defined as "an attitude of pure positive results (exceeding of desirable over undesirable consequences) and admissible costs. The decision may be called efficient if the best results are achieved within the set temporary expenditure or if the result is achieved at the lowest cost for the choice made.

Modern Western societies are experiencing a crisis of efficiency of the traditional systems of state government. We can analyze three key factors having influence in shaping the crisis situation: socio-political, economic and socio-cultural. Overcoming the crisis of modern democracies and thus solving the problem with the efficiency of administrative and state government are directly related to building a management

paradigm, corresponding to the new cultural, social and political situation, adequate to the challenges of the postmodern era. To play the role of a management paradigm, appropriate is the synergistic methodology.

It is believed that the theory of coordination denying the extremes of deterministic and atomistic positions on the analysis of institutional systems, gives in researchers disposition two key for the conceptualization of the term "social efficiency" categories: „interpretative rationality” and „transactional costs”. It is these categories which contribute to solving the main research task: the search for a general principle, on the basis of which to interpret the concept of managerial decision in the context of different institutional subsystems, each of which has its own specific set of goals.

Besides the "economic" component of the concept of efficiency (the ratio of the volumes of the provided services to the value or volume of resources needed to provide the volume of services), we can also note the "technical" or organizational component, determined from point of view of goals achievement. Technical efficiency is the degree of conformity of the social services with the needs, desires and resources of their clients.

The concept of social efficiency is considered in the context of the new post classic paradigm of the state government. Researchers M. Dimok, Anisele Port and Lane in defining the concept of social efficiency, update the problem of resource allocation methodologically closer to political economics or organizations management^{2,3}. Social efficiency is determined as a function for minimization of transactional costs. The main condition for a socially efficient state government is the presence of an efficient mechanism for coordination of social interactions. The transaction costs, which are most characteristic of the system of state government can be the type of costs of opportunistic behavior, like „truancy”, „influence”, „agency costs”, „blackmail”, politicization costs, etc..

Modern times are indicative that in the conditions of a transitional period it can be spoken about a system-wide crisis, covering all spheres of society for a long period of time. The success of economic reforms depends on two sets of conditions: taking into consideration the interests of the subjects of reforms (mostly the political elite of the country) and taking into account the need of objects to reform (the management and staff of enterprises in all forms of property, the regional structures, the population) . At that, taking into account the interests should be made both on „accounting” level,

²Fundamentals of Modern Social Management M. 1999.

³Fundamentals of Modern Social Management: Theory and Metodology M. 2000.

and through the study of thinner motivations covering the multilayer structure of needs.

The experience of industrial and postindustrial development of all, without exception countries in the world, convincingly demonstrated the inadequacy of a purely technocratic approach to governance. New technologies, information, Taylorism, economic and mathematical methods are very important, but they allow for reaching real efficiency and competitiveness only together with social motivation of employees by creating a deliberate system for stimulation. From this point of view it is appropriate to derive criteria for assessing the social efficiency of the system of state government. In this respect two groups of such criteria are set up: general system ones, which include balance, stability, diversity, presence of feedback, etc. and social specific, the most important of which are providing social security and social protection of population.

The problem of social efficiency is closely intertwined with the issue of the safety of the social system. In statistical aspect, social system safety can be perceived as an area in space, the state of this system, the parameters of which are determined by the historically conditioned public interest. For the contemporary Bulgarian society in particular, going beyond the outlined area means bringing the society to some other variety.

Of great importance for this study are the scientific developments, in which the problem of the efficiency of different social events or technologies is revealed.

Social technology is a method of management of social processes, providing the system with consistent actions of the individual, the team, the management bodies of the region, district, municipality and settlement. The model for „technologicalization” of social space is expressed in arrangement of the represented in it social objects and processes, by a totality of symptoms, properties, characteristics, the nature of their formation, manifestation and reproduction. It is more appropriate to evaluate the technologies in terms of optimality of the approach for achieving the set goal and ensuring the achievement of defined results.

The efficiency of social technologies can be evaluated on the basis of the recently widespread assessment studies. Assessment studies can be conducted both by the developer and the client of a social technology. At that, it is important that it can be carried out both at the stage of development, and at the stage of implementation of the technology.

The practice of assessment research can be oriented not towards all the technology, but only towards a separate part of it. It should be noted that in an assessment study

of the process there is orientation to the internal characteristics of the technology, allowing to judge of its positive and negative qualities.

In this case the productive and implementation strategies of research orientation transfer into a search and assessment of its external effects, or of its productivity.

The assessment of the efficiency of the technology can be also conducted by means of application of various models - goal and non-goal oriented. The goal oriented model for an assessment study focuses on assessment of the goals themselves, on the compliance of social technology, its set goals and on determining the extent of their achievement. In this case, the quality of reporting and the list of potential goals, to which the specific social technology may be related, are assessed. In the basis of such an assessment, analytical and expert methods can be applied. Also assessed are the technological procedures themselves in terms of their relevance to the goals set. The efficiency of technology is as much higher as much greater is the extent to which it complies with the goals set in it.

The non-goal oriented assessment study is aimed at detecting overt or latent effects of social technology. Assessment of the efficiency of social technology relates to the complexity of the team and the expected effects themselves: on the one hand, there is polymodality of the real effects for the object, the subject and the social technology itself as a means, and on the other hand, there is no adequate valid document for their measurement.

Efficiency of social technologies can be also measured by comparing the possible levels of activity. The first level shows evidence that it can be achieved with existing resources and restrictions without technology deployment. The second level is related to the deployment of specific technologies within existing resources and constraints and potentially with development of the technological means used, and removal of restrictions of various kinds. At that, we can speak about the limits of growth of the efficiency of social technology in the presence of resource constraints for its implementation.

Efficiency of social technology is determined by both subjective and objective factors. To the number of first should relate the individual characteristics of the people involved in the implementation of particular technology, the level of their professional training and status. To the objective factors relate the factors of organization of the activity: the objective conditions of the environment, the organization of the workplace, the information flow, the control over the activity.

ASSESSMENT OF THE EFFICIENCY OF SOCIAL PROGRAMS

In theory and practice, attempts have been made to characterize the methodology for assessment of the efficiency of social programs (projects), representing the complex of social events, united by a common goal, on the basis of which stays the applicability of social programs in our country, directed primarily towards social protection of the population.

What is characteristic of programs for social protection of the population, realized by social services in Bulgaria, is that the existing today system of social protection of the population and its social services are primarily focused on the "process"⁴. The control bodies of social protection, the social services, typically plan and assess their work exclusively in terms of such concepts as quantity of aid beneficiaries, amount of services rendered and amount of resources spent from the budget or drawn from extra-budgetary sources, such as operational programs etc.. Beyond the frame of their attention turns to be the result from the rendered services (how did rendered services affect the behavior, capabilities and self-perception of the client group, etc.). Notwithstanding the transition to program-goal method of management, the question of measuring the results achieved by this or that social program and their relation to the resources spent, continue to remain out of sight of the managerial bodies of social protection or finance.

It is no secret that amongst the number of most acute problems in the social sphere, the most often mentioned problem is the one of insufficient funding, both of the existing programs and the ones under development. At that, there is a tendency to forget that despite the relevance of this problem, funding is only a resource necessary to achieve the final result, namely - reduce the social tension in society, enhance welfare, etc.

Insufficient transparency of budgets and exceptional attention to resources may be deemed one of the most important factors influencing the efficiency of political decisions and the ability of the state to improve the quality of social services. Even if the actual results of service provisioning or provision of social assistance are known to certain social service offices, or a social worker or employee in the particular office, the managerial bodies as a rule do not require them to report and therefore pay not for result, but in the best case for the process or in the worst case for simulation of a

⁴Vladimirova, K. Labor Economics. S.: CIELA. 2009.

Vladimirova, K. Labor Economics. S.: NBU-CCE. 2002.

Vladimirova, K. Labor, Employment and Unemployment. S.: 2000.

process. At the same time there is a lack of efficient mechanisms to motivate the service or assistance provider to achieve results, and also ensure his responsibility for their achievement.

One of the available instruments for changing the status quo and transferring the attention to the efficiency of budget expenditure, is the assessment of social programs. Assessment not only attracts the attention of state controls to the diagnosis of the achieved results and the resulting effect (by means of both *quantitative* and *qualitative* methods), but also improves the analytical base and increases the culture of the social services. It allows for asking the right and timely questions, developing analytical approaches to solutions for spending the budget and attracted funds, and also for the development or adjustment of social policy. In particular, it comes to the following questions: Does the program reaches the set goals? Is the social aid given exactly to those for whom it is intended? Is employment ensured for the appropriate beneficiaries? Is there a leak of budget funds to those who do not need help or inclusion in the program? Are there administrative barriers impeding access to the program? How do the achieved results relate to the funds spent?

All these and other questions formulated during the assessment of the social program, outline the measurable tasks within the frame of a medium- or long-term development of the system for social protection of the population.

Budget constraints are only one of the external factors determining the need to assess the efficiency of spending of budget funds. Public pressure from the population, being potential voters, is another key factor in stimulating the deployment of assessment. Each of the developed social programs reflects specific interests of society, for example, to see less homeless on the streets, fewer young people suffering from drug addiction, more old people, preserving their social activity in the local community, fewer unemployed people from critical and risk groups, etc. Political pressure from voters on the one hand, and budgetary constraints on the other, determine the need for analysis of concrete results from social program, funded by the national budget, as well as from attracted funds. The assessment gives to the representatives of national and local governing authorities complete, reasonable, objective information about the program results and efficiency of the course of its implementation. Thus, assessment becomes a way to provide feedback between the representatives of the authorities, beneficiaries and the program. The information obtained during the assessment, allows also to promote particular program in the local community.

Interim assessment, setting as one of its goals the analysis of budget expenditures and attracted funds in the implementation of the program, allows to reveal the reasons for the discrepancy between the estimated and actual data. Sometimes the error can be hidden inside the very estimates, not accounting for a number of external factors affecting the cost of the program. Assessment allows for timely detection of such impact factors, allowing to adjust the forecasted cost of the program on the basis of accurate actual data.

The assessment also serves as the basis for the adoption of weighted economic and politically rational decisions, concerning the implementation of the program, and also its timely correction. Especially important seems to us the possibility to compare social programs with other forms of social assistance in a situation of budget cuts and the need to adopt decisions on continuing the funding.

Very often, in the course of realization of the social program, new mechanisms are used for services provisioning - systems for search and selection of clients, payment collection schemes, structures and schedules for provision of this or that service, etc. A professionally conducted assessment can detect errors in the "design" of the program or difficulties arising in the course of its implementation, which allows to improve the mechanism of provision of services, achieving their greater efficiency at lower cost. Furthermore, the assessment allows the managers and specialists of the program to more clearly envisage the complete picture of the realization of the program, including the means of achieving the goals and final results. The opportunities for assessment with regard to removing the barriers between businesses and local authorities are determined by the results of the assessment, to the extent to which they allow to dispel the preconceived notion of state government and control efficiency. Not only the population, but also the business structures sometimes have too vague idea of what local authorities do to improve the welfare of the residents of the city or municipality. The assessment makes different groups of economic agents, the business in particular, to start thinking about the efficiency of social programs, possible ways to improve them from the point of view of the local population, opportunities for bringing their own contribution to solving local problems.

What are the requirements brought to the assessment? Assessment of the efficiency of the program should be based on precise criteria – a kind of references, determining the efficiency of the social program with specific indicators. These references may be formally adopted standards for social services, but may also be parameters developed specifically for this program, such as e.g. minimum standards for the quality of social

services. In England, these standards are developed by the Ministry of Health and inspections on the compliance of the provided services with these standards are constantly carried out by government agencies, such as Social Services Inspectorate (SSI) and the Audit Committee (AC) (SSI, 2001-2002)⁵.

In order the assessment to be efficient, it must not depend only on the opinions of managers and program managers. In other words, the decision to conduct or contract an assessment must be derived from the competence of the people standing above the management of the particular program. Important means for preserving objectivity is the attraction of independent experts, who have no personal or professional interest in the results of the assessment. To ensure assessment's practical orientation and useful results, it must take into account the opinion of experts-practitioners (e.g. social workers in the relevant service offices), as well as of customers (users) of the program. The experts and users provide significant information on various aspects of program implementation, arising difficulties and ways to overcome them.

For the assessment to be reliable, it must be carried out by specialists and to use consistent contemporary methodology standards. At that, the information about the assessment results should be available to key stakeholders and should be reviewed by as wide range of specialists as possible, involved in one way or another in the implementation, financing or development of the social program. Thus the main method used to determine the efficiency of government programs for social assistance of population, are the assessment studies of various efficiency indicators at all stages during the implementation of the program. In particular, it comes to the following:

- development stage: the program project is assessed by qualitative indicators of the fixed inside it basic value references (degree of compliance of the goals of the creators of the program with the goals of the socio-economic development of the country, declared legislative norms and principles, as well as expectations of the subjects of the program);
- implementation stage: the efficiency of the program, expressed by the qualitative indicators of the organizational, legal and managerial components in the implementation of the program (a precondition for socially efficient state government is the presence of an efficient mechanism for coordination of social impacts in the state through its social services - executor of the program);

⁵Social Management as a system. Problems of Theory and Practice of Management. 1997, No. 2.
Social Philosophy of History - Theory of Social Development K. 1996.

▪ completion (assessment) stage: the program is assessed by quantitative indicators of economic efficiency composite components (referencing the volume of services and their value in the environment of limited human and material resources), and by the quality parameters, established by the creators of the program (the degree of compliance of the goals of the leaders and organizers of the program with the needs of the subjects of the program).

Given the multi-aspect nature of the assessment the efficiency of social programming and its product – the social program, in the context of management by results, observing the principle "what-if", according to social activity priorities, stemming from the dynamic changes in the social environment, we deem it appropriate to offer a *model for efficiency assessment, based on the approach of "organizational efficiency"*⁶. In the basis of such a model lies the combination of certain elements⁷, such as the system of acquisition of resources, choice of goals, assessment of the impact of the environment and the choice of strategy. In the context of the nature of social programming, we believe that the presence of these elements to the maximum extent can satisfy the efficiency requirements of a social program. And it, the social program, as a set of social activities (specific actions with specific deadlines) carried out by the authorities and structures for social work, aimed at specific goal, in order to be assessed as efficient, should be secured resource-wise, should have a clearly defined goal, as a final result, consistent with the dynamic social environment, the achievement of which is based on the choice of an appropriate strategy, contributing to the achievement of the desired end result. And all this depends on the way of transformation of the resources into necessary social skills in the interest of social policies. Here we should point out that the social capability should be interpreted as the capability to perform certain actions for the achievement of certain goals or desired end result, under certain conditions and in accordance with certain standards and social policies. This is the reason for our choice of the approach of "organizational efficiency" for the purpose of the offered by us model, which is proven as a good management practice in the implementation of the dependency „resources-capabilities-benefits (results)“⁸.

In the setting of the model we focus our attention to the input of the organization (the Ministry of Labor and Social Policy (MLSP), the social services at different levels of

⁶ Kamenov, K. Management. V. T. 1999, p. 682-695.

⁷ Griffin, P. Management. Boston. 1990, p. 116.

⁸ Dimitrova, S. Management of resources in dynamically changing security environment. 2014, p. 13.

management). In essence this is *the system of acquisition of resources* necessary for the realization of the social program, in order to implement a particular social policy as a desired result. This means that the system of acquisition of resources is directly dependent on the goals and the potential of the social agency and social services. And as for each individual resource users are different in time, arises the need for an ongoing control over them.

Hence the appearance of the system of acquisition of resources as the first element of the proposed by us model, is visualized in fig.1, which shows the presence of the following two groups of links: *resources- organization-goals* and *specific resources-potential-strategy*.

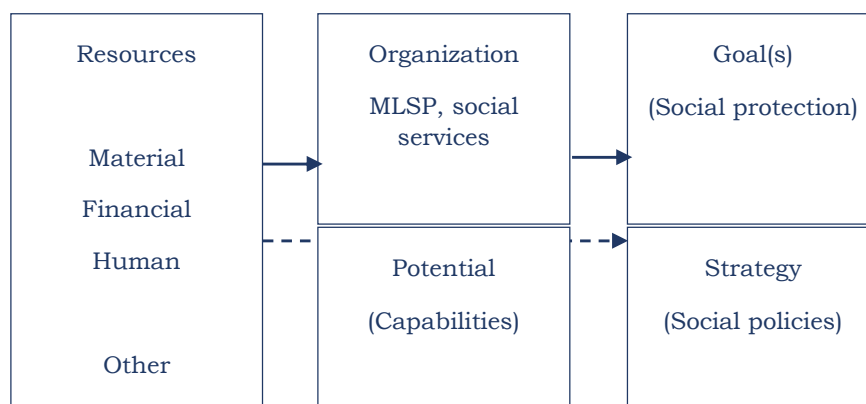


Fig .1. *System of resources acquirement*

The first link, *resources-organization-goals* expresses the type of necessary resources, in order to achieve the goals set in the social sphere by means of particular social program for social protection.

The second connection, *specific resources-potential-strategy* is more specific and shows, by the specific input resources and the available potential (capability) of the state, represented by the Ministry of Labor and Social Policy, respectively the social services at different levels of management, what strategy/strategies should be implemented to achieve the goals set with the implementation of the social policy.

The second element of the model is related to the *choice of goal* and is directed towards the output, determining the extent of achieving the pre-set goal. And this means how to transform the input resources to achieve the goal, which is evident from fig.2.

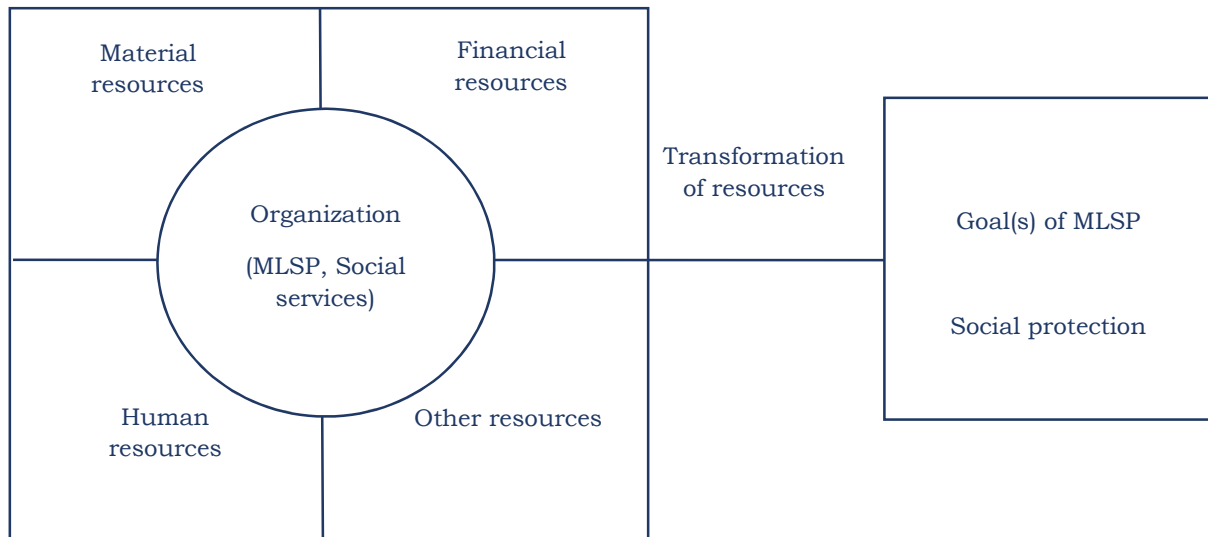


Fig. 2. *Choice of goal*

The third element of the model is *assessment of the external impact*. Main point here is minimizing the impact of the external environment and maximizing the benefits from achieving the goals. This means that it is necessary to correctly assess the impact of external factors, which is largely directly related to the fourth element - *selection of strategy*. To make such a choice, the priorities of social policy should be defined by their degree of importance, according to the potential (capability), the interaction with the organizational environment, the direction and strength of the external pressure, the priority areas of social policy in future.

In accordance with the above, the summarized model for assessment of the efficiency of social programming, based on the approach of organizational efficiency is presented in fig. 3.

It is noteworthy that the presented model is a cyclical process, related to goal management. Put another way, the goal is examined as a desirable state and the results - as achieved goals. On this basis, the dependencies are:

- *resources - assessment of the impact of the external environment (fig. 4);*
- *achieved goal (achieved result) - a managerial decision (in line with the change in the social environment) - new goal (fig. 5).*

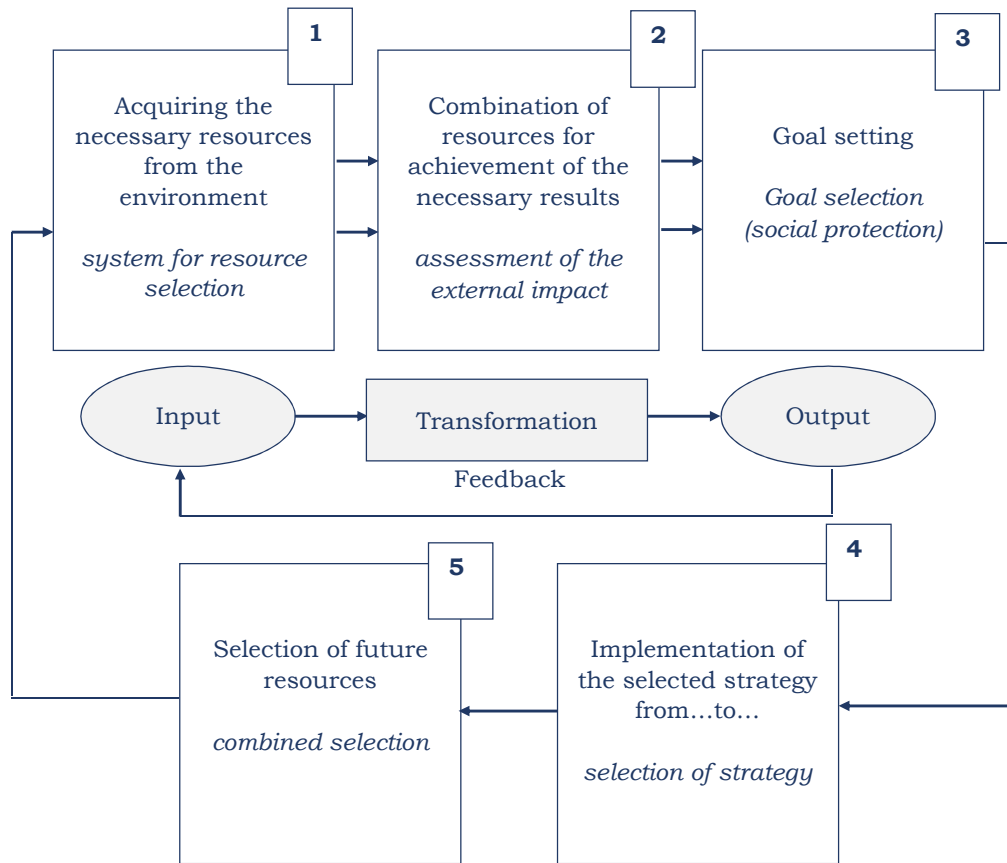


Fig. 3. Model of efficiency assessment of social programming, based on the approach of organizational efficiency

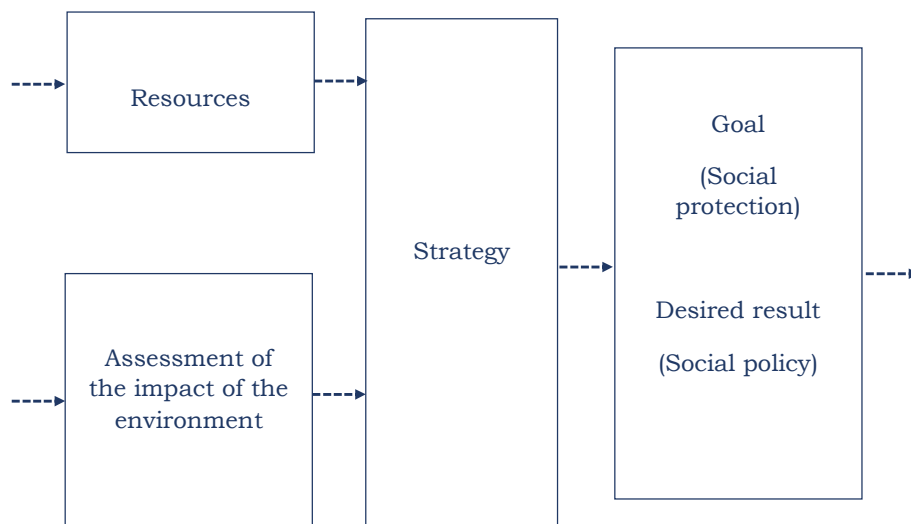


Fig. 4. Dependency „resources-environment-achieved result (goal, benefits)“

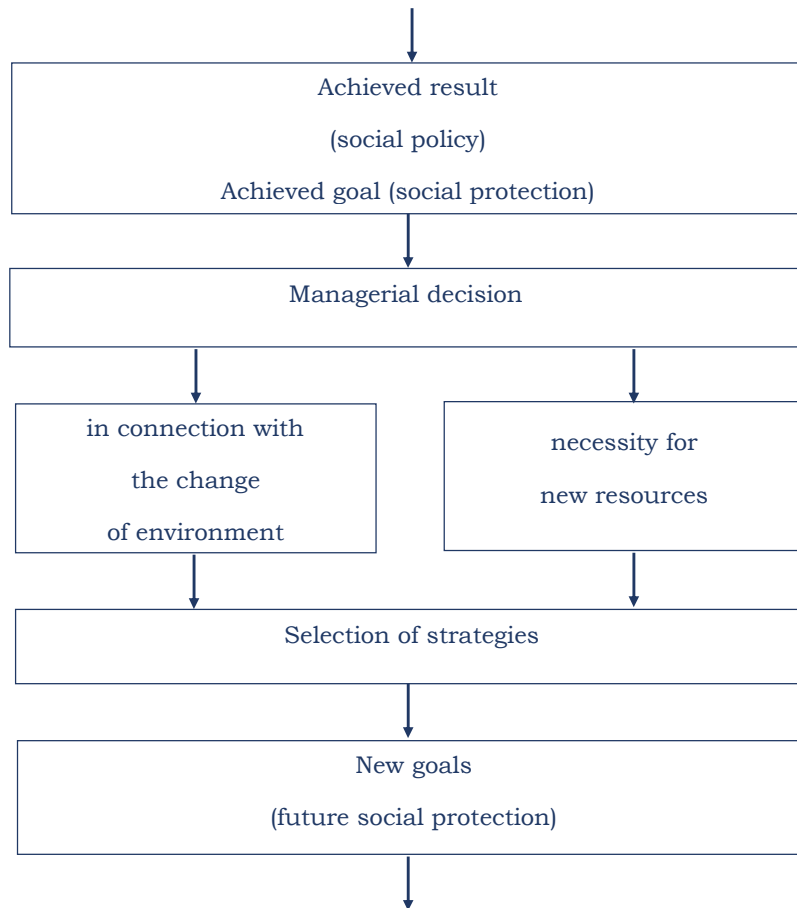


Fig. 5. *Dependency „achieved result-solution-new goal“*

Both indicated dependencies relate to the benefits (effects), which means that the practical implementation of the proposed model lies in the assessment of the degree of achievement of the goals (results), set by the social program, whose expression is the efficiency assessment of social programming, taking into account the multiple aspects in a dynamic social environment.

CONCLUSION

The problem of studying the efficiency is one of the key areas of various activities of society, especially in production and management. Traditionally, the focus is on economic efficiency, reduced to simple enough and calculated "cost-result" ratio. This is a fundamental principle, characterizing the concept of "economic efficiency". Social efficiency does not have so direct character. It is rather a more complex category and is difficult to express in one dimension. Certain contradictions and discrepancies may arise between different approaches and the task for reaching the aggregate social efficiency shall be formulated primarily as a task for optimization of the social managerial activity.

REFERENCES

- Dimitrova, S. Management of resources in dynamically changing security environment. 2014.
- Fundamentals of Modern Social Management M. 1999.
- Fundamentals of Modern Social Management: Theory and Metodology M. 2000.
- Griffin, P. Management. Boston. 1990.
- Kamenov, K. Management. V. T. 1999.
- Social Management as a system. Problems of Theory and Practice of Management. 1997, No. 2.
- Social Philosophy of History - Theory of Social Development K. 1996.
- Vladimirova, K. Labor Economics. S.: CIELA. 2009.
- Vladimirova, K. Labor Economics. S.: NBU-CCE. 2002.
- Vladimirova, K. Labor, Employment and Unemployment. S.: 2000.