

Exploring social management: an international bibliometric review of varied perspectives

Explorando a gestão social: uma revisão bibliométrica internacional das variadas perspectivas

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ABSTRACT

Within the field of administration the terminology social management has been used in different ways. In order to verify the different uses for the term and the international strength of the concept of social management developed by the Brazilian, a worldwide bibliometric analysis was done. As for methodology, it is worth mentioning that the database used was taken from the Web of Science website and the Software CiteSpace was utilized. In regards to results, it was possible to identify several Brazilian researchers in the list of authors with the most publications and some Brazilian papers in the list of most cited works. However the Chinese dominate the quantity by country and different views of the social management term could be found among the most cited articles.

Keywords: social management, bibliometrics, citespace, review.

RESUMO

No campo da administração, a terminologia gestão social tem sido usada de diferentes maneiras. Com o objetivo de verificar os diferentes usos do termo e a força internacional do conceito de gestão social desenvolvido pelos pesquisadores brasileiros foi realizada uma análise bibliométrica internacional do termo. Quanto à metodologia, vale ressaltar que as buscas foram realizadas no banco de dados do site Web of Science e foi utilizado o Software CiteSpace para análises. Em relação aos resultados, foi possível identificar vários pesquisadores brasileiros na lista de autores com mais publicações e alguns artigos brasileiros na lista de trabalhos mais citados. No entanto, os chineses dominam a quantidade por país e diferentes utilizações para o termo gestão social pode ser encontrada entre os artigos mais citados internacionalmente.

Palavras-chave: gestão social, bibliometria, citespace.

1 INTRODUCTION

The Portuguese expression *gestão social*, most commonly translated to social management, has risen to a concept that has been well established over the years. This idea is being widely used by Brazilian researchers, especially after Cançado's doctoral thesis (Cançado, 2011) confirming the assumption that Social Management constitutes a field of scientific knowledge with specific theoretical foundations. But the question that

remains is whether this concept has effectively reached other regions of the planet or is it being overlapped by other concepts that use the same terminology?

With that in mind, the author's intentions here are to develop and explain a bibliometric analysis using data from the Web of Science in order to try and advance within the social management studies. The goal is to take a short step forward in relation to the work of Menon, and Coelho (2019), which covers the theme exceptionally well and very deeply, but restricting to Brazilian publications only. This work is also based on Silva, Prado, Alcântara, Tonelli, and Pereira (2018) bibliometric studies on Public Opinion and Garcia, Cruz, Machado, and Silva (2019) on deliberative democracy.

As mentioned, this article is based on social management, a relatively new paradigm that focuses on the society deliberative process for public decisions. This paradigm is committed to the promotion of the common good. Cançado, Pereira & Tenório (2015) conceptualize it as a dialogical management action focused on the non-state public interest and its main categories are the Tocqueville (2003) enlightened self-interest, the Habermas (1981) public sphere and, Freire's (2018) social emancipation. The paradigm itself is similar to the concept of deliberative governance developed by Dryzek (2010) and his collaborators. Deliberative action incorporates policies and institutional measures to promote the common good. This is directly related to Habermas' (1991) conception of the deliberative policy process as the core of the democratic process.

Academic works in social management today involve a set of scientific articles, books, dissertations, thesis and other bibliographic materials that are being produced in different education and research institutions with different theoretical approaches and empirical studies. Thus, controversies arose in the field related to issues such as "is it a paradigm or is it a research field?", "is it paradigmatic or multiparadigmatic?", "disciplinary, multidisciplinary or interdisciplinary?", "emancipator or ideological?", "an ideal or is it real?" among others. Discussions and attempts to answer the questions above are present in several works, some examples are Tenório (2005), Maia (2005), Cançado (2011), Araújo (2012), Alcântara (2015), Cançado, Pereira & Tenório (2015), Gerra (2015), Menon (2016), Persson (2016) and Alcântara (2018).

As an example of this kind of dispute, Araújo (2012) defends the concept of social management as multiparadigmatic, polysemic and a field under construction (in

progress). He states that it is a field of knowledge under construction in a preliminary stage in which the multidisciplinary characteristics prevails, tending to interdisciplinarity. On the other hand, Cançado (2011) and Cançado, Pereira and Tenório (2015) argue that social management has already achieved much progress and has a consistent theoretical body approaching its first paradigm, or in other words, with specific theoretical foundations. In order to demonstrate that social management passes the criteria to be accepted as a science, the latter compares the maturity of social management with the criteria proposed by Popper, Kuhn, Lakatos, Feyerabend, Chalmers, Boaventura de Souza Santos and, Pedro Demo. This way, attempting to prove scientifically that social management is a field of knowledge that could be characterized as a science. The academic debate about the divergences is still in progress as can be observed in the works of Araújo (2012), Cançado (2013) and Tenório & Araújo (2020) for example. This work however, these disputes are not the focus but rather has other objectives as listed in the next section.

2 OBJECTIVES

According to Prado et al. (2016), the elaboration of this kind of research aims to organize the trends of scientific production and to understand how a certain area of knowledge has been developing. Work of this type also proposes an analysis of the dynamics associated with the formation, maintenance, expansion or decline of some scientific fields (Bourdieu, 1994). Thus, the main goal of this article is to systematize trends in the field of social management based on the bibliographic material found on the Web of Science website database. For this, a worldwide bibliometric analysis was done using the term social management. During the analysis It was also considered to look for answers to the following questions:

- Is there other uses of the term social management outside Brazil, if so, how frequent are they?
- How strong is the concept of social management structured by Brazilian researchers compared to other usages of the term?

3 THEORETICAL FRAMEWORK

Before starting talking about the findings of this work, it is important to do some theoretical background to what does social management means in the national Brazilian scenario, but that is no easy task. In addition to an epistemological construction of the social management paradigm, Cançado, Pereira & Tenório (2013; 2015) present the dimension of social management related to the assumptions about the nature of social science according to Burrell & Morgan (2006). This association is summarized in the table 1 and is essential to understand the concept of the term social management and what it is based on.

Table 1 - Dimensions of social management related to Burrell & Morgan (2006).

Dimension	Social Management Characteristic	Justification
Ontology	Nominalism	Collective decision making without coercion is based on intersubjectivity (dialogicity, transparency) and the construction of reality based on understanding.
Epistemology	Antipositivism	The social reality can and must be (re) constructed in the interest of its members and based on their perception, that is, the individual is in reality and acts on it, the researcher is also the subject of the research.
Human nature	Volunteering	If perception is due to the (re) construction of reality based on the interaction between people and their intersubjectivity without coercion, free will is a condition for this process.
Methodology	Ideographic	The ideographic method is based on the importance of allowing the subject to reveal his nature and characteristics during the research, an essential posture to analyze collective decision making without coercion based on understanding.

Source: Adapted from Cançado, Pereira & Tenório (2013)

Based on the characteristics shown in table 5, one can start talking about what social management means. When we talk about science and paradigm, we believe that different points of view, practices, theories and concepts related to social management represent an important plurality for the debates and consolidation of the field. In science, these variations come from different theoretical perspectives and the analytical instrument used. This plurality can be seen in table 2, which reveals the authors who theoretically

influenced the field of conceptualization on social management, what were their references and, indicate their main contribution.

Table 2 – Social management field theoretical influences.

Authors	Reference in Social Management	Central Contribution
Alberto Guerreiro Ramos	Tenório (2008a); França Filho (2003; 2008); Cançado (2011); Schmitz Junior et al. (2014)	Debate on rationalities, substantive rationality and overcoming the unilateral view of the market.
Aníbal Quijano, Edgardo Lander, Fernando Coronil, Walter Mignolo and Enrique Dussel	Martins e Carrion (2012); Justen, Moretto Neto & Garrido (2014).	Discussions on science, Eurocentrism, coloniality and Latin America.
Anthony Giddens	Peres Junior (2013); Peres Junior, Pereira & Oliveira (2013)	Overcoming the dichotomies between micro and macro level; agency and structure through structuring theory.
Axel Honneth	Calado (2012); Bauer & Carrion (2016)	Theory of social recognition and power relations.
Bernardo Kliksberg	Cançado (2011); Cançado, Tenório & Pereira (2011)	Discussions on development, public policies and social management.
Boaventura de Sousa Santos	Silva & Moretto Neto (2016); Pereira (2012); Justen, Moretto Neto & Garrido (2014)	Discussions on the third sector, knowledge and coloniality.
Hannah Arendt	Pimentel & Pimentel (2010); Cançado (2011); Araújo & Boullosa (2013); Oliveira & Cançado (2015)	Discussion on public and social spheres.
Hilary Putnam and Amartya Sen	Cabral (2007; 2008; 2011); Alcântara et al. (2015)	Debate on facts and values and overcoming the dichotomy. Discussion of capabilities and evaluation possibilities.
Jürgen Habermas	Tenório (2008d); Cançado (2011); Cançado, Pereira & Tenório (2013; 2015); Alcântara (2015); Garcia (2016); Teixeira Cruz (2017)	Debates about emancipation, deliberation, public sphere, dialogicity and rationalities.
Nancy Fraser	Persson & Moretto Neto (2015); Garcia (2016); Persson (2016)	Inequalities and power relations in the public spheres, conception of counterpublics and relations between strong and weak.
Paulo Freire	Oliveira, Cançado & Pereira (2010); Pinheiro & Cançado (2014); Tenório Kronemberger & Lavinas (2014)	Discussions on autonomy, emancipation, extension and dialogicity.

Source: Adapted from Teixeira Cruz (2017).

Undoubtedly, one of the most important influences for the conceptualization of social management is found in table 2 and goes by the name of Jürgen Habermas, this statement is corroborated by several studies such as Alcântara (2015), Garcia (2016) and Alcântara et al. (2019). Therefore, in order to facilitate the understanding of the concept of social management, this work will now address in more detail some of Habermas' works. More specifically 'The structural transformation of the public sphere' Habermas (1991) and 'The theory of communicative action', volumes I and II Habermas (1981), which according to Alcântara et al. (2019) are the top three Habermas' most cited works as references in social management articles. Despite not being cited too much another important work of Habermas that will also be included in the discussion is 'Habermas on law and democracy' Habermas (1998).

Also according to Alcântara et al. (2019), Habermas' work named Structural Change of the Public Sphere is the most cited by articles in the field of Social Management. However, there are some issues, like an allusion to a concept of deliberative citizenship, which does not exist in the same way in the original work. Nonetheless, other texts address the public sphere as relevant to the field of Social Management. For example, Costa (2011) contextualizes and presents the emergence of the so-called public sphere narrated by Habermas. Then, the author analyzes that the concept of public sphere adopted in the article differs substantially from the historical bourgeois construction, since its meaning is precisely that of recognizing as legitimate and harboring the plurality of positions and manifestations. Other works carry out this kind of description about the formation of the public sphere as made by Costa (2011). Some examples are Oliveira, Cançado & Pereira (2010) and Oliveira, Vilas Boas & Pereira (2013). The critical point of discussions like this is that they considered only the 1962 text by Habermas and there is a lack of elements about how that (bourgeois) sphere can be considered a foundation for the concept of social management.

In a constructive criticism, Alcântara et al. (2015) indicates that on social management papers, there is little mention of Habermas' (1998) book entitled Law and Democracy, a work in which the concept of the public sphere appears reformulated and better elaborated by Habermas himself. In addition to that, in many texts, the public sphere concept appears as given and it is not critically debated nor is discussed the rele-

vance of this category for each context, both historically and locally. On the other hand, Tenório (2005) presents the concept and moves towards expanding the conception of the public sphere in social management, precisely based on Habermas (1998) (Law and Democracy) where he says that the public sphere is the intersubjective and communicative space, in which people address their concerns through mutual understanding. According to him, the public sphere would be that social space in which the dialogical interaction between civil society and the State would take place by deciding on public policies. Additional view of the public sphere in social management including the perceptions found in Law and Democracy by Habermas (1998) can be found in the works of Persson (2016) and Garcia (2016).

The works Theory of Communicative Action - (Vol. I) and Theory of Communicative Action - (Vol. II) (HABERMAS, 1981) are also highly cited in texts about social management. To initiate the examples we have the texts of Tenório (1998, 2006). Villela & Pinto (2009) refer to deliberative citizenship and communicative rationality. Justen, Moretto Neto & Garrido (2014) highlight modernity as an unfinished project in a critical discussion on coloniality. Benson & Allebrandt (2014) argue that language is a source of integration while Garrido & Justen (2014) cite the concepts of communicative action and strategic relationship with the life-world and system. Justen & Moretto Neto (2012) in addition to conceptualizing communicative action and the consensus theory of truth also differentiate communicative and strategic action. It is also possible to find Habermas' theory of communicative action mentions in the texts of Magalhães et al. (2006), Villela & Maia (2009), Iizuka, Gonçalves-Dias & Aguerre (2012) and Kronemberger & Guedes (2014).

Notwithstanding the fact that many authors cite Habermas' Theory of Communicative Action, Alcantara et al. (2019) identify an important absence in such texts, a critical lack of conceptual conclusion, that is, the diagnosis of the colonization of the life-world by the system. Thus, they recollect that, according to Habermas (1981), the critical reason for the development of Habermasian theory is to propose the use of the concept of communicative action as a key to the formation of theories. Therefore, achieve the structures of the life-world endowed with intrinsic meanings, and above all the threat that this life-world suffers from bureaucratic and economic imperatives, the dangers that

arise from the fact that personal relationships, services and lifetimes are increasingly becoming the object of management like commodities.

To conclude their work by Alcantara et al. (2019) still warns that it is necessary to be careful when reading and making appropriations from Habermas's works, especially when it comes to its use in the applied social sciences. Habermasian concepts are fraught with controversies that have lasted for more than half a century. Thus, concepts such as communicative action, public sphere, emancipation, rationalization, discourse ethics, deliberative politics, are also carried by different criticisms and interpretations and cannot be taken uncritically, especially not without even considering that Habermas recently claimed to be a product of the German culture in a interview to the *El País* newspaper (HERMOSO, 2018). It is also important to point out that, even being aware of these risky situations, this work itself is not entirely free of such problems.

As recently stated by Tenório & Araújo (2020), social management arises, in opposition to strategic management, trying to achieve a fairer society. A society that is democratically articulated in the management of its interests, other than the interests of the market. In other words, it is, therefore, the opposition to strategic management as it, according to Tenório (1998), tries to replace technobureaucratic, monological management by a participatory and dialogical management, one that the decision-making process is exercised amongst different social subjects. Furthermore, the decision-making authority is shared among the participants in the action using a dialogical managerial process. This seminal concept by Tenório (1998) is one of the most cited in the literature on this subject and it assumes Jürgen Habermas' communicative action and the deliberative democracy concept as its analytical premises. Since Habermas' work was already described in the previous paragraphs, it is left only to explain some of the concepts behind deliberative democracy and governance.

The conceptualization and discussion of social management presented by Cançado, Pereira & Tenório (2015) is related to the deliberative action that involves policies and institutional arrangements whose purpose is the common good. This perception has the same sense as deliberative governance proposed by Dryzek (2010). Similar to social management, Dryzek's (2010) concept of deliberative governance addresses elements of actions coordination and legitimacy via deliberation in the relations between market, state

and the civil society, taking into account the communicative and democratic process. Therefore, it is arguable that Dryzek's concept of deliberative governance is considerably close to the concept of social management with the Habermasian approach and, therefore, the two concepts complement each other. It is notable that several deliberationist authors, from different generations, influenced the understanding of deliberative governance taking into consideration the differences in discursive aspects, in the legitimacy of collective decisions and in the different interests placed by the public sphere.

Hendriks (2006), for example, conceptualizes the deliberative system as a discursive space composed of different spheres arising from public conversations based on micro, macro or mixed forms of deliberation. In this sense, Hendriks (2009) argues that deliberative governance is based on, or was inspired by, deliberative democracy and, therefore, decisions and actions are legitimized from a public process of rational debates or other forms of expression. For deliberationists, the term deliberation is related to the search for solutions when there are diverging interests and when it is necessary to seek legitimization for possible agreements. For this reason, some deliberative theories, such as Habermas', are related to the formation of the public sphere, which is part of an unstructured form of communication and involves public speeches by social movements, civil society associations, among others. Following this line of thought, Hendriks (2009) state that, for deliberative democrats, collective decisions cannot be based exclusively on the votes coopting, but must come from a process of rational and public communication in which there is legitimacy via the deliberative participation of different actors with different perspectives. Still on this point, Habermas (2006) argues that legitimacy depends on transparency, equal opportunities, inclusion, exchange of arguments and publicity involving subjects capable of deliberating and participating in the processes of forming opinion and of the public will.

Dryzek (2000) explains that deliberation is part of a communicative process on a political issue in which social actors are informed into the matter and involved in it. In this context and according to Ferreira Silva, Alcântara & Pereira (2016), Dryzek's (2010) concept of deliberative governance is related to the discursive representation of the public sphere and broadens the Habermasian perspective. To recap, according to Hendriks (2009), deliberative governance was inspired by deliberative democracy and refers to a

process in which the public legitimizes decisions and actions. Thus, the concept is very close to that of deliberative citizenship referred by Tenório (1998; 2005), as well as being close to the concept of deliberative public administration discussed in Carvalho et al. (2015).

The theoretical influences presented in table 2, especially the studies by Jürgen Habermas and due to the advances in the field of deliberative democracy, culminated in a diversity of concepts for social management. This diversity can be confirmed in the work of Garcia (2016) in which different concepts developed on social management are presented. Table 3 adapted from Garcia's (2016) work presents this multiplicity of ideas chronologically.

Table 3 – Multiple social management concepts.

Source	Concept
Tenório (1998, p. 16)	"[...] a more participative, dialogical management, in which the decision-making process is exercised through different social subjects".
França Filho (2003, p. 04)	"[...] a management method proper to organizations operating in a zone that is not of the market or the State, [...]".
Tenório (2005, p. 102)	"[...] social management as the dialogical managerial process in which decision-making authority is shared among the participants in the action (action that can occur in any type of social system - public, private or non-governmental organizations). The adjective social qualifying the noun management will be understood as the privileged space for social relations in which everyone has the right to speak, without any kind of coercion".
Gondim, Fischer & Melo (2006, p. 07)	"[...] a relational act capable of directing and regulating processes through the broad mobilization of actors in decision-making, which results in intra and interorganizational partnerships, valuing decentralized and participatory structures, with the balance between rationality being the norm instrumental and substantive rationality, to at last achieve a collectively planned, viable and sustainable asset in the medium and long term".
Cabral (2008, p. 25)	"[...] management that produces public goods and reproduces social values that allow the flourishing of this space articulated by the third sector"
Cançado (2011, p. 205)	"[...] a dialectical process of social organization proper to the public sphere, founded on enlightened self-interest, and which aims at emancipation".
Fischer (2012, p. 118)	"It can be concluded that the management of social development is a mediation process that articulates multiple levels of individual and social power".
Cançado, Pereira & Tenório (2013).	"[...] dialogical managerial action specific to society and to non-state public interest aimed at the common good". "[...] collective decision-making, without coercion, based on the intelligibility of language, on dialogicity, on the understanding clarified as a process, on transparency as an assumption and on emancipation as the ultimate end".
Araújo (2014, p. 88).	"Social management is a field of knowledge and practices related to the ways of managing interorganizations, territories and social relations, being guided by a

social ideology and public interest, orchestrating different scales and types of power. The humanitarian logic of public and social interests prevails over the private, individual and monetary interests”.

Freitas, Freitas & Ferreira (2016, p. 290)

“Social management, [...], refers to a process in which individuals themselves become social subjects, expressing, in language acts, their demands and desires, and bringing the State closer to the true meaning of the “ social ”that is moving together with public management ”.

Source: Adapted from Garcia (2016, p. 62) and Teixeira Cruz (2017, p. 22).

Moreover, with the objective of mapping the main researchers and the main conceptual references on social management, Menon (2016) conducted a study in which he gather and systematize the main authors and their concep-tual perspectives of social management. Table 4 adapted from the cited work presents these authors and their perspectives also chronologically organized.

Table 4 – Main authors and their conceptual perspectives on Social Management.

Source	Concept
Fischer (2002)	a transformative mediation process that: articulates multiple scales of individual and societal power; works on the identity of processes, reflecting and creating cultural guidelines; coordinates effective interorganizations; promotes collective action and learning; communicates and disseminates results; is accountable to society; reassesses and recreates strategies with the development process as its target and motivation, considering tangible and intangible, objective and subjective dimensions, which make up complex organizations and institutions.
Tenório (2005)	The dialogical managerial process in which decision-making authority is shared among the participants in the action (action that can occur in any type of social system - public, private or non-governmental organizations). The adjective social qualifying the noun management will be understood as the privileged space of social relations in which everyone has the right to speak, without any type of coercion.
Boullosa e Schommer (2008)	The process of building social management as an alternative for governance is based on the purpose of promoting advances in management practices for democratization in social relations, through participatory practices and engagement in decisions and practices, in bottom-up decision-making models, privileging the dialogical and relational dimension of management (TENÓRIO, 2002; 2004). By opposing management modes based on hierarchy, control and rationalization, social management would manifest one of its innovation potentials.
França Filho (2008)	Social management is configured as a space for the performance of civil society, being, therefore, a non-state public sphere. Social management is the mode of management practiced by organizations that are neither in the market nor in the State, but they often maintain partnership relationships with these spheres for the implementation and execution of certain projects. These organizations do not have economic objectives, and this is configured only as a means to achieve the main goal, which can be linked to culture, politics or ecology, according to the nature of the performance of each organization.

Pereira e Rigatto (2011)	[...] dialogical managerial process in which the conception, elaboration, implementation and evaluation of policies is shared among the participants of the action in the public sphere, where everyone has the right to speak without any type of coercion and make democratic and deliberative decisions.
Cançado (2011)	Collective decision-making, without coercion, based on the intelligibility of language, dialogicity and clarified understanding as a process, transparency as an assumption and emancipation as the ultimate end.
Mendonça, Gonçalves-Dias e Junqueira (2012)	Its object of study is the management of social and environmental problems that need an intersectoral and interorganizational vision, considering its space of articulation in a context of constant democratic strengthening, where multiple actors share interests, visions and actions within a territory.
Araújo (2014)	A field of knowledge and practices related to the ways of managing interorganizations, territories and social relations, being guided by a social ideology and the public interest, orchestrating different scales and types of power. Humanitarian logic, public and social interests prevail over the private, individual and monetary interests. The knowledge produced in the field of Social Management is born from inductive processes of participatory, horizontal, dialogical and democratic management practices that can be developed in different types of organization. The frontier for its applications is defined by the expanding nature of the public sphere and the co-production of the public good.

Source: Adapted from Menon (2016, p. 45-47) and Teixeira Cruz (2017, p. 25).

To conclude this section on social management concepts a statement by Tenorio e Araujo (2020) is assertive. The authors stated that despite the concept of social management is already on the agenda of the Brazilian academy for quite some time, its understanding is not unanimous and the concept is still not fully known in the Brazilian academy itself, let alone in the international context. Notwithstanding, the authors insist that social management, since the early 1990s, has been an opposition and alternative to strategic management. Thus, it is a schism, a heterodox perspective against the mainstream, a concept of resistance not taken as an end in itself or as a goal of politics, but as a beginning and as a possibility, as the relationship between oppression and resistance, with no appeal to the sense of maximum agency of the modern subject.

Therefore, social management does not have a completely closed concept, the truth is that there are several academic conflicts that are important for its growth. However, it can be said that there is a common and convergent point in every work, social management is based on participation. In addition, it still have a flexible delimitation and it is based on the ideal Weberian type as described in Weber (2017). This meaning that it has a path to be followed as a guide, but the end possibly will not be fully achieved, where this path is conducted by some characteristics in a collective decision-making with the

characteristics being no coercion, maximum transparency, intelligibility, dialogicity and, aiming at emancipation.

4 METHODOLOGY

Among the different formats for a review, the present study is characterized as a bibliometric analysis of scientific articles, or simply bibliometry. Bibliometrics primarily uses quantitative techniques to analyze academic production through citations, co-citations, authorship, co-authorship, keywords, journals, evolution and distribution of the bibliography (Pinto, Serra, & Ferreira, 2014).

To organize the data collection, selection, and analysis this work uses an approximation of the bibliometric analysis framework developed by Prado et al. (2016), presented in the table 5. The prerogative of this model is to clearly present to the reader each step and criteria adopted, and, to avoid errors resulting from inappropriate procedures in data collection.

Table 5 – Organization framework of bibliometric analysis.

Stage - Procedures		Description
1 – Research Operationalization	1.1	Choice of scientific bases or journals
	1.2	Demarcation of the terms that represent the field
2 – Operationalization of the search (Search and Filtering)	2.1	Title (definition of terms)
	2.2	Use of double quotes
	2.3	Filter 1: All types of documents
	2.4	Filter 2: All Languages
	2.5	Filter 3: Every year available
	2.6	Filter 4: Delimitation by research area
3 – Procedures for selection and organization	3.1	Download of references in electronic spreadsheet format
	3.2	Download of references for CiteSpace software input
	3.3	Organization of analysis matrix in electronic spreadsheet
	3.4	CiteSpace data import for analysis
4 – Scientific production analysis	4.1	Analysis of the volume of publications and time trends
	4.2	Production analysis by country
	4.3	Analysis of article authorship (authors who publish most)
	4.4	Analysis of most cited articles

Source: Adapted from Prado et al. (2016).

According to the bibliometric analysis framework presented, the first step to operationalize the research was to choose the database, which in this case came from Thomson Reuters' Web of Science website. Two databases from the site were used:

1) Web of Science Core Collection (1945-present)

A world's leading database to search for scholarly journals, books, and proceedings in the sciences, social sciences, and arts and humanities (Clarivate, 2019).

2) SciELO Citation Index (2002-present)

A database that provides scholarly literature in sciences, social sciences, and arts and humanities published in leading open access journals from Latin American, Portugal, Spain, and South Africa (Clarivate, 2019).

It is important to emphasize that the delimitation for the use of the website Web of Science is justified by the fact that a standardization of the publications is necessary. Other than that the reliability of the database was also an important factor (Pinto et al., 2014). The limits of using this type of tool were considered, but the database was chosen mainly due to the objectives of this work, which relates to the internationalization of the term social management.

Then the English term social management was defined as the search term. The term was surrounded by double quotation marks so that only results with the words in the desired sequence would appear. Then it was defined that the searches would find only productions that contained the term in the title of the publication. This was necessary so that only articles that really used social management as a focus were found. The search was done right before the beginning of the year 2020.

The following filters were used:

- All Types of Documents (article, conference, books)
- All languages - Many works on other languages were found because they had titles and abstracts in more than one language.
- All years - to detect older works and the growth of publications related to the term.
- Filter by Research Area - The only filter that was necessary to use was the research area filter. This is important because there was a lot of work not even

related to Social Sciences in any matter and needed to be automatically excluded from the results. Thus, four research areas were selected; Public Administration, Business Economics, Social Science and Sociology and all the others were not included unless they had a combination with one of the selected areas.

The following results were generated:

- From Web of Science Core Collection

Results: 155

(from Web of Science Core Collection)

You searched for: ti = "social management"

Refined by: RESEARCH AREAS: (PUBLIC ADMINISTRATION OR BUSINESS ECONOMICS OR SOCIAL SCIENCES OTHER TOPICS OR SOCIOLOGY)

Timespan: All years. **Indexes:** SCI-EXPANDED, SSCI, A&HCI, CPCI-S, CPCI-SSH, ESCI.

Search used = "social management"

Results: 251

After filtering by research area:

Final Results: 155

Where:

62 for Public Administration;
50 for Business Economics;
33 for Social Sciences Other Topics;
24 for Sociology;

The categories sum (169) is greater than the total (155) because an article can be in more than one area.

- From SciELO Citation Index

Results: 37

(from SciELO Citation Index)

You searched for: ti = "social management"

Refined by: RESEARCH AREAS: (BUSINESS ECONOMICS OR SOCIOLOGY OR PUBLIC ADMINISTRATION)

Timespan: All years.

Indexes: SCIELO.

Search used: ti = "social management"

Results: 49

After filtering by research area:

Final Results: 37

Search used: ti = "social management"

Results: 49

After filtering by research area:

Final Results: 37

Where:

06 for Public Administration;
32 for Business Economics;
00 for Social Sciences Other Topics;
07 for Sociology;

Similarly, the categories sum (45) is greater than the total (37) because an article can be in more than one area.

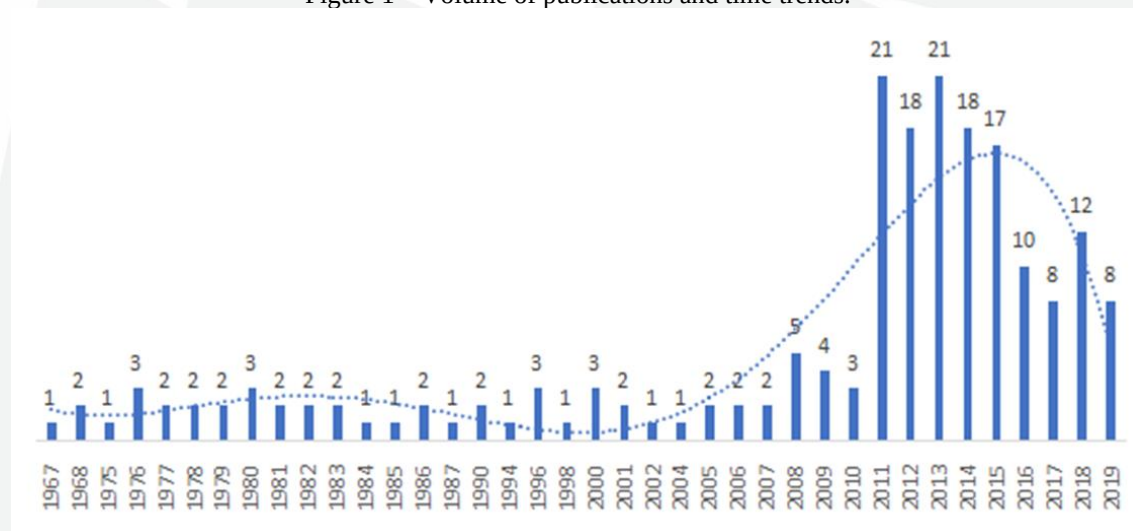
Finally, all the information was downloaded to be exported to Excel and CiteSpace.

5 ANALYSIS AND RESULTS

5.1. ANALYSIS OF THE VOLUME OF PUBLICATIONS AND TIME TRENDS

The first analysis was done by showcasing a graph with the volume of publications found, Figure 1 shows the scientific production on social management over time. It is clear that the topic is on the rise, as the average growth rate was approximately 34.5%, compared to the average growth rate of science in general, which ranges from 8 to 9% according to Bornmann and Mutz (2015).

Figure 1 – Volume of publications and time trends.



Source: Elaborated by the authors, 2019.

The first work found was published in 1967 in a Czech Journal named Czech Sociological Review. The paper was written in Czech and was originally entitled *podstata společenského řízení*, or in English, the essence of social management, published by Josef L. Porket (1967), Bratislava Institute of Economics and Construction Organization. According to the article the essence of Social Management is the essence of the management of social organizations, and it stems from the nature of these organizations. Each social organization is essentially characterized by a specific purpose, aware of that purpose and consciously adjusted to reciprocal relations between its members. Therefore, it can be defined as the coordination of human efforts to achieve a defined collective objective. This coordination is never completed, but it is a constant process of adaptation to change, and for this reason it is also a dynamic phenomenon, not a static one.

Since then, the term appears several times in titles of international papers indexed by either Web of Sciences Core Collection or SciELO Citation Index, more precisely 192 times until the beginning of the year 2020. Despite the fact that term appeared much earlier in the social sciences field, according to Cançado, Tenório, & Pereira (2011) and Tenório (2012), the main clue on how the term emerged came up from the text of Giorgio Rovida (1985) which deals with self-managed experiences in the Spanish civil war. Nonetheless, on Rovida's (1985) text, social management appears with the meaning of proletarian democracy for locals. However, the term is also used to describe the management of collective farms in the communist Soviet Union, also known as Sovkhoz.

Regarding the quantity of publications, we can highlight the period from 2011 to 2015, with 95 international publications on social management. The years 2011 and 2013 were the most outstanding, with 21 articles each. Followed by 2012 and 2014 with 18 papers each, and 2015, with 17 published articles alone. After that period, the publication has gone down with an average of about 10 articles per year between 2015 and 2019. Figure 1 shows the complete history of publications on the topic. Despite having a decline in recent years, it is clear that the topic is on the rise with an average growth rate of approximately 34.5%, especially compared with the average growth rate of science in general, which ranges from 8 to 9% according to Bornmann & Mutz (2015).

5.2 PRODUCTION ANALYSIS BY COUNTRY

Both table 6 and figure 2 presents information on the countries that stood out regarding the number of publications on social management. It is possible to notice that China and Brazil are the nations with the largest volume of publications on that subject. China represented with a total of eighty-three articles published, while Brazil has forty-two articles. While this is true and fact according to the data gathered, these countries usually have different approaches to the use of the term. Often the term is not used to refer to the concept of social management as studied by Brazilian Researchers. This different approach to the same term was kept on purpose to check divergent uses of the term and how strong the Brazilian concept is outside the country.

It is important to notice a line connecting Brazil and Spain and no connection between other countries. This link represents the expansion of the term beyond Brazil

itself, such expansion can and should be strengthened with partnerships and collaborative work. Even though other countries do not have this connection among themselves, it is possible to find a British work such as Irwin, Georg, and Vergragt (1994) where the term social management is considering a perspective on sustainable development which emphasizes citizen-led initiatives which somehow closely relates to the Brazilian concept. But as we progress with this analysis it will be possible to verify how Chinese approach diverge from what Brazilians understand of social management.

Table 6 – Publications by Country

Country	Volume of publications
China	83
Brazil	42
Spain	7
Russia	6
England	4
Venezuela	4

Source: Elaborated by the authors, 2020.

Figure 2 – Country network visualization.



Source: Elaborated by the authors, 2020.

5.3. ANALYSIS OF ARTICLE AUTHORSHIP AND MOST PROLIFIC AUTHORS.

In order to identify the most prolific authors in the field Table 7 was constructed and is presented below. All the authors that had published at least three papers on the subject were shown. Overall, 371 authors were identified and linked to a total of 192 articles analyzed (155 WoS Core and 37 WoS Scielo). It is notable the strong presence of several Brazilian researchers including the ranking leader José Roberto Pereira.

Following Pereira, the table also reveals other two Brazilian authors tied for second place, Airton Cardoso Cançado and Luís Moretto Netto with four publications each. Valderí de Castro Alcântara, Carlos Eduardo Justen and Fernando Guilherme Tenório also represent the country with three publications each. Among these authors only one Chinese researcher is found, Zhang with four publications. Table 8 was adapted from Menon and Coelho's (2019) work who did a study on social management as a field of knowledge exclusively in Brazil and also show Pereira leading the charts followed by Cançado.

Table 7 – Most prolific social management authors on the international scene.

#	Authors	Amount of publications	Frequency (authorships)	Frequency (articles)
1 st	Pereira , José Roberto	9	2,43%	4,69%
2 nd	Cançado , Airton Cardoso	4	1,08%	2,08%
2 nd	Moretto Netto , Luís	4	1,08%	2,08%
2 nd	Zhang , Z	4	1,08%	2,08%
3 rd	Alcântara , Valderí de Castro	3	0,81%	1,56%
3 rd	Justen , Carlos Eduardo	3	0,81%	1,56%
3 rd	Tenório , Fernando Guilherme	3	0,81%	1,56%
Total Authors Identified		371		
Total Articles		192		

Source: Elaborated by the authors, 2020.

Table 8 – Most prolific social management authors on the Brazilian scene.

#	Authors	Amount of publications	Current Educational Institution
1 st	Pereira , José Roberto	49	UFLA
2 nd	Cançado , Airton Cardoso	32	UFT
2 nd	Ferreira , Marco Aurélio Marques	32	UFV
3 rd	Junqueira , Luciano Antonio Prates	28	PUC-SP

Source: Adapted from Menon & Coelho (2019).

5.4 ANALYSIS OF MOST CITED ARTICLES

Table 9 points out the top ten most cited works among all the 192 published articles. In this sense, we highlight Huq, Chowdhury and Klassen's (2016) work, which in only three years since first published, has been cited 39 times. Right after there is Paes de Paula's (2005) paper, which had 35 citations, followed by Irwin, Georg and Vergragt's

(1994) work, with 18 citations. Many other Brazilian titles were among the top ten, and all of them, despite having multi-language titles and abstracts, were only fully published in Portuguese. Huq et al. (2016) work, however, is a full English paper that does not focus on social management as Brazilians commonly use it. This is an indicative that even with the high amount of publication from Brazilian authors, and years of progress in the social management concept, the most cited article in the management area of Web of Science that contains social management in its title, is not an article that could be fully considered for a research in the social management field of studies done by Brazilian.

Table 3 – List of most cited international works on social management.

Title	Authors (Year)	Journal	Citations
Social management capabilities of multinational buying firms and their emerging market suppliers: An exploratory study of the clothing industry	Huq, Chowdhury, Klassen (2016)	Journal of Operations Management	39
Administração pública brasileira entre o gerencialismo e a gestão social	Paes de Paula (2005)	Revista de administração de empresas	35
The social management of environmental change	Irwin, Georg, Vergragt (1994)	Futures	18
The anatomy of modern technology: prolegomenon to an improved public policy for the social management of technology	Hannay, McGinn (1980)	Daedalus	15
The social management of ambition	McClelland (1990)	Sociological Quarterly	13
Administração pública e gestão social: a produção científica brasileira entre 2000 e 2005	Hocayen-da-Silva, Rossoni, Ferreira Júnior (2008)	Revista de Administração Pública	11
Gestão social: reflexões teóricas e conceituais	Cançado, Tenório, Pereira (2011)	Cadernos EBAPE.BR	10
The bounded welfare pluralism: public-private partnerships under social management in China	Shi (2017)	Public Management Review	10
Aspectos estruturais da cooperação entre pesquisadores no campo de administração pública e gestão social: análise das redes entre instituições no Brasil	Rossoni, Hocayen-da-Silva, Ferreira Júnior (2008)	Revista de Administração Pública	8
Gestão social e esfera pública: aproximações teórico-conceituais	Oliveira, Cançado, Pereira (2010)	Cadernos EBAPE.BR	7

Source: Elaborated by the authors, 2020.

6 FINAL THOUGHTS AND FUTURE WORK

In order to conclude this article, it is important to understand how this work can not only help researchers starting in the field of social management to orient themselves as well as demonstrate the importance of expanding, collaborating and sharing knowledge with other regions of the world. It is crystal clear how the Brazilian works presented here had, and still have, great importance for the development of the whole concept of social management that serves as the foundation for the national meeting of researchers in social management (ENAPEGS). Not to mention the value for the entire network of researchers on the subject. However, we believe that the theory is already mature enough to be published in other languages, especially English, and also to appear more consistently in international journals and conferences. Analysis such as the production by country and the table showing the most cited work suggest that much need to be done for the Social Management field be seen internationally with the same strength as it is seen in the Brazilian scenario. On the other hand, the connection between Spain and Brazil already show some progress towards the internationalization of the area.

As mentioned in the methodology, this work is not intended to be qualitative, and for that reason it does not focus on finding out what exactly is the term social management being used for. But rather to check if it is being used according to the theories developed mainly by Brazilian researchers on the subject. However, this can be considered a limitation of this work that could be better analysed in future work. Another approach suggested as future work is the use of different data bases to investigate even further the publications on the subject or even the use of the same methodology using different filters and fields of study.

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