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- 8 **From the Chief Editor.** Information and Management Solution: History Lessons for Today
- 10 **VLADIMIR A. SHAMAKHOV, NIKOLAY M. MEZHEVICH**  
**Modern Information Technologies: Obstacles and Assistants in Management Decision-Making. Article One. Obstacles**

*ABSTRACT*

The dependence of management decisions on information support is not a debatable issue for a long time. However, the changing quality of information creates both new challenges and new opportunities in the information and analytical field. The decision-making process, which would seem to be facilitated by digitalization, is actually becoming more complicated. As one of the main effects of digitalization, we note the apparent availability of information. In fact, simple facts that create an information network no longer become, moreover, they become smaller, or rather, their availability decreases. The necessary information sinks in the ocean of information noise. Echo chambers and filter bubbles exacerbate this problem.

*Keywords:* information, management decision, fact, digitalization, echo chamber, information bubble, filter

- 7 **YULIA K. BARKOVA, ELENA V. SELEZNEVA, YURI V. SINYAGIN**  
**Relationship between Management Potential and Cognitive Characteristics of Managers of Different Government Levels**

*ABSTRACT*

The article deals with leading role of managers in improving the efficiency and effectiveness of management in all spheres of social life. At the same time, the relevance is dictated by the need, in this regard, to study more deeply the factors of the formation and development of managerial potential, and, consequently, increase the efficiency of managerial activity and the success of a managerial career. The material for the analysis was the data obtained at the Faculty of Evaluation and Development of Managerial Human Resources of the Graduate School of Public Administration of Russian Presidential Academy of National Economy and Public Administration in the course of personal and professional diagnostics of managers of different government levels working in the state and non-state spheres. The questionnaire "Assessment of management potential", developed at the Faculty, as well as the method for assessing the cognitive characteristics of management personnel were used by us as diagnostic tools. Cognitive characteristics have been identified that provide the greatest opportunities for the formation of cognitive characteristics (expert competence, persistence and dedication and strategic leadership). The dynamics of the relationship between cognitive characteristics and managerial leaders, depending on their position in the structure of the hierarchy, is shown in this article. It was found that cognitive characteristics make the greatest contribution to the formation of managerial potential among managers at the initial level of management, having a decisive influence on meta-competence, ensuring the performance of leadership functions and continuous self-improvement of the manager. At the same time, it was shown that the managers of the highest group have the influence of cognitive characteristics on managerial analytical potential, an increase in the ability for self-development and expert competence, an increase in the ability to compare, the ability to quality, and the total indicator for the identified cognitive characteristics. Increased creativity and flexibility of thinking leads to a decrease in the level of strategic leadership, willingness to work together, as well as competencies and self-management.

*Keywords:* manager, government levels, managerial potential, intelligence, cognitive characteristics, meta-competence

**32 ALEXANDER I. KUGAY**  
**Human Rights: From Theory to Politics**

*ABSTRACT*

The article addresses human rights from the perspectives of defining their conceptual foundations, considering them as an element of geopolitics and a context-oriented approach to ensuring them. The recognition of the dignity of the human person — the main thing, on what is based the concept of human rights. The idea of human dignity manifests itself in the equal status of each person and is expressed in the fact that at birth each person becomes a member of the corporate body of humanity. From this point of view, any attempt to deprive a person of his “innate” corporate identity as a member of humanity is precisely what constitutes a violation of human rights. At the same time, practice should be separated from rhetoric. At the level of political practice, the history of human rights, as in the time of Locke, retains all the signs of social inequality, remains the history of drawing the boundaries of the rights of some social groups, strata and peoples at the expense of limiting others. Identifying the essence of human rights with Western culture denies the possibility for other cultures to have the same rights. Affirming that those who are not part of Western culture are excluded from the human rights radar. Accordingly, the most productive approach in the theory and practice of ensuring human rights is the context-oriented approach, which involves representatives of different cultures in the dialogue, who do not necessarily share the same understanding of human rights ethics, acting as a context-dependent universality.

*Keywords:* human rights, human dignity, freedom, violence, “humanitarian intervention”, freedom of speech, double standards, context-based approach

**45 ALEXANDER A. MATVEEV**  
**Past, Present and Future of the Neoinstitutional Approach in Political Science**

*ABSTRACT*

The article describes the stages of formation and evolution of the neo-institutional approach. A brief description is given of the main directions that arose within the framework of the non-institutional theoretical direction. Based on the comparative characteristics of neo-institutional approaches, trends in modern neo-institutionalism are deduced. The author concludes that the formation of neo-institutionalism has not been completed, and describes promising directions for its further development.

*Keywords:* neo-institutionalism, sociological institutionalism, institutionalism of rational choice, historical institutionalism, dependence on previous development, constructivist institutionalism, discursive institutionalism

**63 ALEXEY P. TYAPUKHIN**  
**Theoretical Aspects of the Concept of Value Chain Management**

*ABSTRACT*

The purpose of the study is to clarify and complement the theoretical aspects of the formation of the concept of value chain management, which provides, along with the concepts of demand chain management and supply chain management, the creation of an integral concept of chain management.

Methods of research are methods of analysis and synthesis, induction and deduction, as well as classification, and tools are binary matrices providing for the joint use of two classification features.

As a result of the study, flow management sequences were developed in creating the value of the end user of products and/or services and the stages of transformation of flows of various types; proposed a classification of management situations related to the creation of value; identified the main options for obtaining and assessing the value of the end user of products and/or services; disclosed are processes for optimizing the value of the end user; harmonizing the parameters of value and flows of products and/or services; disseminating and transforming the values of end-users of products and/or services.

These results, when further refined, will reveal the areas of interaction between suppliers and consumers in the framework of joint management of values, requirements and supplies; Create prerequisites for improving supply chain management and logistics terminology; Organize better flow management within different chain management concepts, eliminating or reducing cross-functional and other barriers to the creation and delivery of value to end-users of products and/or services.

Further areas of improvement include the establishment of harmonized definitions of value chain management, value chain management and supply chain management to provide a basic definition of chain management; clarification of essence, content, causes of occurrence and methods of reduction of barriers on trajectory of movement of flows of control objects and reduction of time for their processing, movement and transformation.

*Keywords:* demand, supply, flow, barrier, end user

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**ANATOLIY A. LIKHTIN**

### **Problems of Contemporary Public Administration: Content Analysis of Scientific Publications**

#### *ABSTRACT*

The purpose of this article is to characterize the current trends in public administration research in European countries. Methodologically, the article is based on the content analysis of the leading journals in the field of research of the theory and practice of public administration in European countries. The journals, which form the basis for the analysis of the subject area of the European science of public administration, are a theoretical and methodological platform in the field of public administration, which serves as a unifying framework for scientists and practitioners interested in the public sector and public sector management. Analysis of current trends and research provides a factual basis for decision-making, presents an accessible format, and encourages discussion. Journals on public administration in European countries are an institutional whole, not the least role in the stable significance of which is played by the «hypothesis — method» bundle, which does not allow writing and further publishing articles of a proveless nature. A total of 410 articles from six top journals (1–39 place (Q1) Scimago Journal & Country Rank) for 2017–2020 were analyzed. The analysis of articles shows that most of the journals are aimed at publishing articles of an analytical, methodological, and theoretical nature on five main topics: theoretical and methodological approaches to the study of public policy and public administration; national public political events and processes; the European Union as an actor in regional and international affairs; institutions, politics, and political processes in the European Union and other countries of the world; state policy of interaction between the European Union and other states, as well as comparative studies related to multidimensional issues of public administration. The practical result of the article is the formation of a pool of hypotheses for the study of public administration in conjunction with specific methods that allow these hypotheses to be tested. The reviewed articles reflect a steady interest among scientists and practitioners in understanding projects, the effectiveness of public policy instruments, and the organizational level factors that make it possible to implement them. They reveal how public policy embodies broader trends in society in terms of new regulatory approaches, initiatives, and mechanisms.

*Keywords:* contemporary public administration, journals on public administration, research hypothesis, research methods

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**MARIANNA V. MIROSLAVSKAYA, ALEKSANDR A. KOZYREV**

### **Strategic Directions of Innovative and Economic Development of the Pskov Region**

#### *ABSTRACT*

The modern development of the economy of the Russian Federation is characterized by an imbalance in the socio-economic development of the regions, which is due to the increased interregional competition, uneven resource provision, investment history, etc. Regions are components of the unified socio-economic and political system of Russia,

but each of them has its specifics. Among the factors that determine the specifics of the region stand out: historical, climatic, national, social, and economic. Taking into account all these factors, the choice of means and methods of effective management of the socio-economic system of the region should be made to ensure its sustainable long-term development and functioning. In recent years, under the influence of a qualitatively different level of development of the productive forces, the introduction of innovations in all spheres of life, IT and telecommunication systems, as well as the development of network forms of organizing production, the problem has taken on new forms.

*Keywords:* strategy, socio-economic development, innovation potential, infrastructure, competitiveness, regional economy

**98 VITALY V. ZOTOV, LYUDMILA A. VASILENKO**  
**The Digitalization Influence on the Transformation**  
**of Public Administration Methodology**

*ABSTRACT*

The article shows that the ongoing processes of networkization, digitalization and hybridization lead to the creation of such a sociotechnical phenomenon as information and analytical platforms, which actualize a new type of social network relations between authorities and citizens in the public space of communications. In these conditions, a new methodology of public administration is required, which would take into account the digital realities of the modern world. According to the authors, the new concept of public administration should be built taking into account the development of a methodology for the following mutually conditioned processes: 1) creation of information and analytical platforms of the digital society; 2) formation of social structures in the network space; 3) configuration of relational networks for solving socially significant problems. It should be based on the actor-network concept and the digitalization ethics, the social network analysis, the relational sociology, the concept of figuration, the fractal-evolutionary concept, the concept of configuring a relational network of stakeholders.

*Keywords:* public administration, concept of governance, methodology of governance, digitalization, information and analytical platforms, social networks, relational networks

**110 YURY N. LAPYGIN, SERGEY A. BOLTUNOV**  
**Tools for Developing a Regional Education Development Strategy**

*ABSTRACT*

The framework structure of the federal law on strategic planning leaves a wide field of activity for developers to use various tools in the process of building a development strategy for both the region and its sub-systems, which include the education system of the region. The methodological recommendations of the Ministry of Economic Development of the Russian Federation regarding the development of a strategy specify only the content of the main directions of the strategy, but allow the use of various methods, models and mechanisms for developing the strategy itself. Therefore, the study of the issues of instrumental support of procedures for developing strategies for regions and its subsystems is of interest from a theoretical and practical point of view.

In the study of theoretical and applied problems of instrumental support of the process of developing a strategy, algorithms are built in the form of a general scheme for developing a strategy and performing a comprehensive analysis prior to development. Algorithms for developing a strategy at the initial stage were formed based on the results of a comprehensive analysis, at the stage focused on the main goal (Mission), as well as at the final stage, the goals of which are focused on the ideal state in the future — Vision. Besides. An algorithm for determining the expected results has been built. on the basis of which a scenario for the development of regional subsystems is built.

The scientific novelty of the developed procedures lies in the fact that a set of tools for determining strategically significant projects and programs of the final and intermediate stages of strategy implementation is proposed; tools for agreeing strategically significant decisions were formed throughout the cycle of strategic development of the region's education system; shows the procedure for constructing a tree of goals for the intermediate

stage of the strategy implementation; a procedure for the formation of a development strategy at the intermediate stage of strategy implementation has been developed. The proposed approach to building a strategy for the development of socio-economic systems in the region is implemented in the process of adjusting the development strategy of the Vladimir region in terms of vocational education in the region.

*Keywords:* strategy, region, tools, professional education, stages of development

- 122** **ELENA V. LOMTEVA, LARISA YU. BEDAREVA, ANNA O. POLUSHKINA**  
**The Need for Regional Labor Markets for Mid-Level Specialists and the Priorities of Graduates of Secondary Vocational Education in Employment Issues**

*ABSTRACT*

The article considers the problems of imbalance of supply and demand in regional labor markets, as well as the role of career guidance in choosing a profession. The article discloses the main management decisions for regulating reception targets, taking into account labor market requirements. The authors give examples of calculating the imbalance of supply and demand in personnel in regional labor markets using the example of the region's need for mid-level medical workers. The article considers the aspects of employment of graduates of professional educational organizations, including labor migration and international experience. As a result of the study, the authors identified and formulated the general laws of labor migration of graduates of professional educational organizations and solutions to reduce the outflow of labor resources from the region. Separately, the authors examined the employment of graduates of the SVE (secondary vocational education) system in Moscow and St. Petersburg.

The article was completed within the framework of the topic of the State Task of the RANEPa N 11.5 "Study of models for the transformation of regional systems of secondary vocational education and their need for resource support" for 2021.

*Keywords:* secondary vocational education, labor market, vocational guidance, employment, migration

- 130** **DIANA M. KOVALCHUK, MIKHAIL A. SMAGIN**  
**Theory and Practice of Primary Adaptation as a Factor in Retaining Young Specialists at the Enterprises of the Mining Industry in Russia**

*ABSTRACT*

The article is devoted to the urgent problem of retaining young specialists at the enterprises of the Russian mining industry. It defines the importance of such an important area of work of personnel management services, as primary adaptation, for the successful solution of this problem. The complex content of adaptation programs for young specialists is revealed and the main strategies for their retention in modern conditions are outlined. At the theoretical level of consideration of the problem, general scientific research methods were used, as well as specific sociological analysis and content analysis of the works of leading Russian scientists in the field of personnel management. The applied significance of the article is to describe the practical work of the personnel management services of the Joint Stock Company ALROSA to retain young specialists at the mining industry enterprises.

*Keywords:* staff retention, primary adaptation, professional adaptation, organizational adaptation, socio-psychological adaptation

- 147** **DARYA V. SHCHERBAKOVA, OLEG E. IGNASHIN**  
**Innovations in Housing and Communal Services to Increase Real Incomes of the Russian Population**

*ABSTRACT*

The article analyzes innovative technologies for heating residential buildings as an opportunity to solve the problems of housing and communal services in the country and a way to increase the real income of the population. The methods of statistical data

analysis, the logical method, and the method of mathematical modeling are used. The problem under study is that the Russian economy has been experiencing a decline in real incomes for a long period of time. Coronavirus restrictions have exacerbated the existing trends. At the same time, a significant share of the expenses of Russians is the payment for utilities. Over the past 10 years, the cost of heating has risen by 80%. The lag of the Russian energy sector from the world indicators is due to several reasons: the low energy efficiency class of houses, significant wear and tear of heating networks, functional shortcomings of centralized heating, the lack of necessary federal and regional legislative acts, and the lack of private investment. At the same time, the centralized heating system has a number of unresolved problems related to the monopoly position of the industry: significant wear of pipelines of heat networks and heat generating equipment; limitations of the maximum temperature in the cold period; systematic exceeding of the value according to the temperature schedule in the warm period; poor quality of hot water supply in the winter period; late start of heating in the early cold; obsolete and extremely dangerous method of testing heat networks. It becomes obvious that there is a need for a radical modernization of the housing and communal sector with the introduction of fundamentally new heating systems and the development of energy-saving technologies in the design, construction, and major repairs of residential buildings. The economic calculation of the use of an "Electro-converter heating system" on the example of a panel house of the 507 series showed that the annual savings in heating costs will be 79.5%. The payback period of the project is 11 years. The use of innovative systems of this type in the construction of new homes will pay off the investment much faster. The most acceptable mechanism for implementing such a project may be a public-private partnership. The use of public-private partnerships in the form of concession agreements in the construction of energy-efficient residential buildings and the introduction of innovative heating systems will create favorable conditions for the large-scale introduction of energy-saving technologies, which will have a positive impact on cost savings when paying for heating services and increase real incomes of the population.

*Keywords:* cash income, utilities, heating, energy-saving technologies, quality of life

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**ARTEM V. KLUSHIN****Application of Business Games in Training of Employees of Regional Executive Bodies and Local Self-Government Bodies***ABSTRACT*

The author raises the issues of applying innovative approaches in the educational and methodological process of training personnel, whose competence includes the implementation of measures to prevention of terrorism. The article discusses the features of conducting practical exercises in the simulation games form, their part and positive experience in the provision of education organization, and advanced training of employees of the antiterrorism commission apparatus in the constituent entities of the Russian Federation, executive authorities, and local self-government bodies.

*Keywords:* terrorism, security, National Antiterrorism Committee, prevention of terrorism, antiterrorism commission, antiterrorist protection, training of personnel