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8 From the Chief Editor. Optimist Caution as a Feature of the World Bank Report

10 VLADIMIR A. SHAMAKHOV, NIKOLAY M. MEZHEVICH
Modern Information Technologies: Obstacles and Assistants in Management Decision-Making. Article Two. Opportunities

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. At the same time, the possibilities provided by the effects of echo cameras and information bubbles remain low.

Keywords: information, management solution, digitalization, echo camera, information bubble, filter bubble

17 RADIK R. GIMATDINOV
Export Support by Regions: Experience of the Republic of Tatarstan

ABSTRACT

The article presents an argument for participation of federative units in the formation of the territories' export potential and determines the main directions of organizing support for exporters on regional level.

Article studies the variety of approaches described in the scientific literature to the forming of infrastructure for export development, implementation and ensuring the effectiveness of measures to support exporters, building up export potential, assimilation of modern technologies for sales organization. The export promotion activities of the Republic of Tatarstan are classified according to the main trends identified in the work. There are described practices of the Republic of Tatarstan on the formation and implementation of export potential, which are of interest for study and implementation by other constituent entities of the Russian Federations.

Topical areas of further work include the implementation of a program-targeted approach for supporting the export of small and medium-sized businesses, improving the forms of on-line sailing and promoting goods, enhancing interaction with trade missions of the Russian Federation and foreign missions of the Russian Export Center.

Keywords: export, competitiveness, regions, support measures, product promotion

32 ANATOLY Ya. ZAPOROZHAN
Digital Ruble of the Central Bank of the Russian Federation

ABSTRACT

The article is devoted to the study of a new financial instrument — the digital currency of the Central Bank of the Russian Federation. The article examines the reason for the emergence of the Central Bank and its difference from cryptocurrency, analyzes the practice of central banks of foreign states in the development and implementation of digital currencies in the financial system, analyzes the potential risks and benefits associated with their emission, as well as its consequences for the banking sector and monetary politicians. The logic of the article is based on the format of the discussion of the report of the Central Bank of the Russian Federation "Digital Ruble. Public Consultation Report". In the context of the Central Bank of the Russian Federation report, the article analyzes:

- two possible options for the emission of the Central Bank in the form of digital tokens and accounts on the settlement accounts of the Central Bank;
- several possible models of central bank digital currency and technologies for their implementation;

- competitive advantages or disadvantages of the payment system of the Central Bank of Securities in comparison with traditional banking systems.

The article substantiates the position that the payment system of the Central Bank of Securities in comparison with traditional banking systems has no competitive advantages. Therefore, the digital currency of the central bank is not very attractive for economic entities, which limits or even prevents its implementation into practice.

The way out of the current situation is to use the Central Securities Market in the field of government payments, thereby increasing the transparency of payments.

The practical implementation of the digital currency of the central bank can start with state financing of investment projects in digital rubles, and then on a broader scale with budget financing, when all or a limited list of budget recipients will receive budget money in digital rubles. As a result, other economic actors will gradually be drawn into the payment system of the digital currency of the central bank.

Keywords: cryptocurrency, central bank digital currency, central bank payment system, digital ruble, transactions, anonymity or confidentiality of transaction information, supra-national digital currency

40 **EVGENIA A. KUKLINA**

Digital Transformation Strategy as a Tool for Implementing the Business Strategy of a Company in the Oil and Gas Sector of Modern Russia

ABSTRACT

The article provides a classification of the factors of increased risk of functioning of the upstream business segment of the oil and gas industry (natural, predictive, behavioral). The results of the analysis of the implementation of innovative development programs by the leading Russian oil and gas companies in the upstream business segment are presented and the programs of their digital transformation are analyzed. The experience of developing a strategy for the digital transformation of a Russian vertically integrated oil company (using the example of Gazprom Neft) is considered. Key problems of digitalization of the industry are formulated and promising directions for their solution are proposed.

Keywords: oil and gas sector, strategy, business strategy, digital transformation, innovative development, upstream

54 **SERGEY N. MIROSHNIKOV**

Measures for the Development of Investment Activity as an Incentive for Economic Growth

ABSTRACT

The article deals with the issues of state management of investment attractiveness and capital investment increase. It is shown that among the problematic issues are the development of infrastructure, long-term predictability of project implementation conditions, reducing the costs of investors in the implementation of investment projects and access to financial resources. It is concluded that attracting investment in modern conditions requires new management approaches. The possibilities of using various tools to attract and support investment projects for the development and reconstruction of infrastructure facilities are analyzed.

Keywords: public administration, public support measures, investment attractiveness, infrastructure, management efficiency, infrastructure credit, infrastructure bonds, national welfare fund, public-private partnership, protection and promotion of investment

60 **LARISA M. SHIRKO**

The Economic Security Assessment of a Road Facility Enterprise

ABSTRACT

The purpose of the article is to identify areas for improving the activities of a road enterprise based on a comprehensive assessment of the level of economic security of the enterprise.

Methods. As research methods, the article uses analysis, synthesis, deduction, induction, system analysis, comparative analysis, strategic management tools.

Results. The author proposes an interpretation of the economic security system as a type of functional strategy of an enterprise, substantiates indicators for assessing the level of economic security of an enterprise. Effectively for practice, the directions of increasing the economic security of the enterprise have been identified.

Scientific novelty. The novelty of the author's approach lies in the application of the balanced scorecard methodology to the construction of indicators for assessing the level of economic security of an enterprise.

Keywords: road facilities, economic security, indicators, strategic management, target values, forecasting

80 SERGEY L. KATANANDOV, ANDREI Yu. DEMIN
Problems and Prospects for the Development of the Municipal Infrastructure Management System in the Russian Federation

ABSTRACT

In modern conditions, the solution of the national development tasks of the Russian Federation, aimed primarily at ensuring the high level and quality of life of the population, is constrained by the inefficiency of the functioning of communal infrastructure systems. The high wear and tear of its networks and facilities, as well as the lack of effective management, pose many challenges. The root cause of these problems is in a contradictory system of government, in which municipal authorities, most interested (by their nature) in solving them, are deprived of the necessary resources and opportunities for making effective decisions. The preservation of the situation may lead in the medium term to significant budgetary costs for the restoration of serviceability and the development of communal infrastructure against the background of a further decrease in the quality of infrastructure services. There was a need to change the approach to addressing the problems. The article proposes this kind of approach, based on the redistribution of powers and giving local governments real opportunities to influence the management of communal infrastructure.

Keywords: local government, municipal infrastructure, housing and communal services, legal regulation of the economy, economic policy, powers of municipalities

94 VALERY Yu. GRIGOREV
Analysis of the Level of Diversification (Variability) of Regional Systems of Secondary Vocational Education

ABSTRACT

The article analyzes the willingness of regional educational systems to provide, and the potential students themselves to acquire, professions and specialties in educational programs of secondary vocational education through the prism of the variability of offered / acquired professions and specialties.

Keywords: secondary vocational education, professional education, educational services market, labor market, demand assessment, level of diversification of educational programs

108 PETER A. SMIRNOV
Foreign Policy of North Macedonia and Regional Security in the Balkans: Problems and Prospects

ABSTRACT

The article focuses on identifying factors that influenced the foreign policy of the Macedonian state. In the first years after the collapse of the socialistic Yugoslavia, most of the emerging countries, including Macedonia, defined their development direction towards NATO and the EU, since the war in the Balkans required each republic to enter as soon as possible under the wing of a large international organization. On the way to the entry of North Macedonia into the EU and NATO, obstacles arose in the form of controversial issues in relations with neighbors. Thus, the foreign policy of the Macedonian state was

designed to resolve conflicts with its neighbors, given the regional context. The settlement of local Balkan problems after 1999 contributed to some stabilization of the situation in the region. Achieving security in the Balkans has been and continues to be inextricably linked with the need for the region to join NATO, under whose auspices it is possible to create a collective security system. Moreover, the region faces new problems and challenges in the export of extremism from the Middle East and the socio-economic instability caused by the influx of refugees from Syria.

Keywords: Balkans, regional security, NATO, EU, North Macedonia

119 ANDREY D. TUMANOV

The Formation of a Stable Political Governance: Structural-Functional and Morphological Analysis

ABSTRACT

The purpose of the article is to implement a systematic analysis of the factors of the formation of a stable system of political governance. To clarify the functions and structure of a stable political system, the characteristics of stability are highlighted, according to which the political system: has signs of legitimacy; is able to cope with the threat of illegitimate violence; supports the constitutional system; reproduces a model of behavior based on stability. Methodologically, the article is based on the works of classical and modern scientists (P.M. Khomyakov, M.A. Gaydes, I.B. Rodionov, A.A. Khomiakov, M. karycheva), devoted to the systematic analysis of political systems. The paper also uses morphological analysis, analysis of political efficiency, and in the final part — the method of state-management design. The author comes to the conclusion that the functions and structure of the modern political system should be considered from the point of view of the definitions of “political stability”, viewed through the prism of the absence of political threats, adaptive irremovability of political subjects and the balance of political forces. Political stability implies that the distribution of resources in society involves not only the institutional subsystem of the political system, but also the functional, regulatory and ideological subsystems. Morphological analysis demonstrates that a stable political system is characterized by a balanced interaction of subsystems, in which at least the institutional, regulatory and functional subsystems jointly determine the process of functioning and development of the political system. Stability is the basis and guarantee of political development in the modern world, and stability is not contrary to innovative development or development in general. Both stability and development are the basic conditions for the development of a modern political system, methods of avoiding negative adaptation in the global environment. Stability is not synonymous with closeness — on the contrary, it implies horizontal and vertical mobility, a constitutional system, and a focus on maintaining the activity of political actors. At the same time, all these processes cannot be allowed to take their course and develop outside the political control of the vertical structures of power. Integrity as a system-wide property is an integral basis for the stability of the political system.

Keywords: political system, stability, political development, structural and functional analysis, morphological analysis

128 STANISLAV I. SHULZHENKO

Public Property Management in Russian Federation: Basic Principles (Part 1)

ABSTRACT

The paper deals with problems of legal status of state (municipal) bodies and government (municipal) agencies as legal entities in the context of modern Russian treasury budget execution system and underlines the absence of the necessity for their legal entity. Within the framework of budget system reform, the paper regards the right of operational management and the right of permanent perpetual use for the state (municipal) bodies and government (municipal) agencies as anachronism, inherited from the Soviet law, and unnecessary. At the same time the author insists on merging into one institution the right of operational management and the right of permanent perpetual use for budget

organizations and autonomous institutions as legal entities and proposes changes to the current legislation.

Keywords: state and municipal property, public finance, state and municipal property regulation, state (municipal) bodies and government (municipal) agencies, state corporation, treasury property, right of operational management, right of permanent perpetual use, executive bodies, regulatory and legal regulation, treasury budget execution system, budget system, immovable property, real estate, planning the use of public property, disposal of land plots for which state ownership is not delimited

148 NIKOLAI V. POPOV
Evolution of Tariff Government Regulation in Energy and Communal Markets on the Basis of Smart Regulation System

ABSTRACT

The Aim. Analysis of effects according to digital pricing system advent in energy and communal sphere in Russia as a part of new industrial revolution.

Purpose of a research. Review of a current world trends on energy markets, determination of ways and instruments for tariff regulation digital development on the energy and communal markets, definition of possible results from complex digitalization of tariff regulation system.

Methodology of a research. During research of this article were widely applied instruments of complex theoretical analysis, cause-effect relations were tested between theoretical hypothesis and practical realization of digital tariff regulation models.

Result of a research. By the author were written and systematic defined concept of pricing digitalization system on the Russian energy and communal markets according to analysis of main world trends in this economic sphere. The term of digital platform of tariff regulation was developed.

Output. Digitalization of tariff regulation could develop premises for deregulation of energy and communal spheres in Russia enable the competence development and lower the entrance barriers for new market players what can lead to higher innovation and investment level recruited in these important markets.

Keywords: stability of companies, tariff regulation, regional economics, digitalization, energy and communal markets, digital platform of tariff regulation

158 ANDREI I. SOSNILO
Application of Virtual Reality (VR) Technologies in Management and Education

ABSTRACT

The article analyzes immersive education, augmented and virtual reality technologies and their forms of application in modern economic conditions both abroad and in Russia. Advantages and disadvantages of application of these technologies and constraints of their development are outlined. Reasons and factors influencing the application of these technologies in management and education are justified. We studied the change in interest in the concept of “virtual reality” according to the search queries of the Google trends service. The practice of AR/VR tools application in management and educational process was summarized. Statistics on the prospects for the development of the global market for virtual and augmented reality technologies were analyzed. The domestic practice of development of AR/VR projects and platforms is summarized. Proposals for the development of immersive technologies in education and business are formulated.

Keywords: immersive technologies, immersive education, management, virtual reality, augmented reality, AR/VR