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- 8 From the Chief Editor.** About the Benefits of Borrowing Managerial Approaches or About the New National Security Strategy of the Russian Federation

12 VLADIMIR A. PLOTNIKOV

State-Business Partnership in Modern Conditions: Prospects for Transformation

ABSTRACT

The complexity of the economy and the increase in uncertainty, as well as the need to solve ambitious tasks aimed at achieving strategic national development goals, force us to search for new forms and mechanisms for starting long-term economic growth. One such mechanism is public-private partnership, understood in the article in a broad sense, as an extensive set of forms of mutually beneficial interaction between the state and business. The article analyses the prerequisites of intensifying partnership in the modern Russian economy and assesses the directions of its transformation.

Keywords: public-private partnership, economic policy, economic interests, economic growth, mixed economy

22 DMITRY A. LANKO

The Northern Dimension as a Promising Model of Interaction between the European Union and Great Powers in Times of Aggravation of Disintegration Processes in the European Space

ABSTRACT

The article discusses the Northern Dimension — the four-lateral policy of the Russian Federation, the European Union, Norway and Iceland — in two instances. On one hand, the Northern Dimension has established itself as an effective instrument of meeting specific challenges of the northern part of the European continent. On other hand, the article discusses the Northern Dimension as a model of relationship between the EU and its potent neighbours, comparable with Russia in terms of their military power, size of the economy and the scale of political ambitions. The United Kingdom, which is finishing its exit from the European Union, and which is starting building a new system of relationship with it, has recently emerged as such potent neighbour of the European Union. The article presents the results of analysis based on a dialogue between major theories of European integration: namely neo-functionalism and liberal intergovernmentalism. Combining the two theories allows analysing the roles of individual EU member states — the article focuses on Finland in that context — and of European supranational institutions in the formation of the Northern Dimension; among supranational institutions, the article focuses on the European Commission. The article concludes that Ireland can play a crucial role in the building of future relationship between the European Union and the United Kingdom. The Irish role is comparable with the role that Finland has played in the building of the relationship between the EU and Russia and in developing of the Northern Dimension into an effective and promising model of relationship between the integration union and its great power neighbours.

Keywords: European integration, neo-functionalism, intergovernmentalism, Northern Dimension, disintegration, Russia, Finland, United Kingdom, Ireland

34 OLGA E. IVANOVA

Philosophical Consulting as a Tool for “Problem Hacking” in Human Management in Organizations

ABSTRACT

Consulting focused on comprehending organizational problems and breaking the patterns of their managerial solution is in demand in a chaotic, dynamic world. This counseling tool is able to counter the uncertainty of the external environment with a clear understanding of the organizational event. The aim of the paper is to investigate philosophical consulting as an intellectual tool for “problem hacking” in Human Management in organization.

Theoretical basis of the research: the analytical approach to human resource management, the ideas of the international movement of philosophical practice, the edifying philosophy of R. Rorty, ideas of “problem hacking”. Research methods used in the work: philosophical (conceptual) analysis, decomposition, conceptualization.

Results. Philosophical consulting is justified as an analytical and value-based tool of facilitation of “problem hacking” in Human Management in the organization, the features of philosophical consulting as a management consulting are revealed. With the purpose of hacking problems at the level of foundations — meanings and values — according to each stage of “problem hacking”, the function of facilitation of philosophical consulting is revealed. HRM-problems are classified into process groups: “cooperation”, “change and development”, “measurement and evaluation”. Typical HR-challenge are identified — the field of potential conflicts. The concept of HR-call is formulated and elements of the problem solution construction are developed: philosophical idea of the answer to HR-challenge and relevant managerial methods of realization.

Application of value-analytical and design tools of philosophical consulting to “hacking” organizational problems — the company’s response to the challenges of the VUCA world, “deficit of meaning” in Russian companies, the employers’ demand for problem-solving skills in the next five years. The limitations of the research are identified.

Keywords: management, management consulting, philosophical practice, organizational problems, meaning

44 ALEXANDER I. KUGAY, IRINA V. ZAKHAROVA
Anticipation and Mechanisms for Resolving Interethnic Conflicts

ABSTRACT

The formation of a harmonious environment that promotes personal development is a necessary component for each person and for the functioning of the community, regardless of the form of its political structure. Creating a harmonious environment includes, among other things, working to maintain a positive inter-ethnic environment. To do this, it is necessary to conduct constant monitoring and work to support a harmonious inter-ethnic background. The article deals with the peculiarities of the influence of immersion in the interethnic environment and self-determination in the community on the individual, the influence of the communicative connection between representatives of different ethnic groups on the functioning of the community.

Keywords: migrants, identity, self-determination, interethnic conflicts, interethnic background, conflict monitoring

49 ALEXANDER V. LABUDIN, NATALYA V. ZAKHAROVA
**Ways to Achieve Comprehensive Development of the City:
The Experience of Leningrad of the 70–80s of the Twentieth Century
and Its Relevance**

ABSTRACT

In the article examines the problem of complex development of the metropolis on the example of Leningrad of the late seventies and early eighties of the twentieth century and proposed ways to solve it. The emphasis is on the urgency of this problem in the context of a qualitatively new stage of development of Russian society.

Keywords: city, neighborhood, quarter, construction, housing, cultural and domestic construction, social sphere, complex development, planning

63 ELENA YU. SHCHERBINA, ELIZAVETA R. KLOCHKOVA
Participatory Design as a Tool for the Urban Environment Development

ABSTRACT

Participatory planning is widely used worldwide as a tool of involving citizens in the processes of urban development, and it has also become more popular in Russia. The projects in Russia are implemented using foreign practices of participatory planning, thus there are N theoretical and methodological bases being developed. As a result, the in-

volvement of citizens in the processes of urban development lacks in quality. This paper is devoted to organizing the participatory practices in the design of outdoor areas on the example of Saint Petersburg.

The goal of the study is to create unified rules of organizing participatory planning in Russia.

The methodology is based on a systematic approach to the assessment of the outdoor areas quality, evaluation of citizens' readiness to participate in participatory design and assessment of the availability of the projects implementation in this field. The assessment of the outdoor areas quality was conducted with a method of a quality rating of a living environment. The evaluation of citizens' readiness was based on a survey of the territory users. The method of the expert interview was used to assess the availability of the participatory planning projects implementation.

The research **results** are formulated as recommendations for organizing the practices of participatory design in Russia.

The following **conclusions** were made: the implementation of the recommendations provided for organizing the practices of participatory planning would increase the quality of outdoor areas and decrease the number of conflicts between stakeholders. Moreover, it would help in creating the local community, where the participants go through the transformation from the passive user to the active designer of the area.

Keywords: participatory design, urban environment, local government, participation, mechanisms of participation

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ANTON P. VOROCHKOV

Institutional Dimension of the “Soft Power” Policy: Analytical Method and Russian Experience

ABSTRACT

Despite the high interest of political scientists in the “soft power” concept, little attention is paid to its institutional dimension. The paper attempts to fill this gap by systematizing knowledge in this area, defining conceptual questions and suggesting analytical tools. The paper is based on three established approaches to define the political institutions: regulatory, organizational, and practical (activity-based) ones. In its turn, an understanding of the “soft power” concept is reflected by the approach of J. Nye. On this basis, the author clarifies the content of the institutional dimension in the “soft power” policy context and suggests an institutional model of a modern state's “soft power” policy as an analytical tool. The potential use of the suggested model is considered by the example of Russia. This paper calls for a discussion about the institutional manifestations of the “soft power” policy, clarification of the subject area, and development of tools to study this phenomenon.

Keywords: “soft power”, political institutions, institutional model, institutionalization, public diplomacy, Russian politics

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MIKHAIL A. ROSENKOV

Model Tools for Strategic Planning of Industrial Enterprise Development: Methodological Aspect

ABSTRACT

The Issue of organizing the strategic planning of the activities of defense enterprises are considered. The methodological study of the research Is. made it possible to define strategic planning as a dynamic set of interrelated management processes, endowing the category with efficiency and the ability to adjust. The organization of a completely new ecosystem configuration of relationships with the establishment of a strategic alliance of the participants is proposed, which is most relevant in the field of close state interest. Conceptual approaches of value-oriented integration of functional areas of stakeholders have been formed, designed to ensure the coordinated movement of information, knowledge and other flows in real time according to the vector of the strategic direction of the ecosystem development

Keywords: Strategic planning, ecosystem organization, value management, vector logistics of business

102 ANDREY D. TUMANOV
The Analysis of Factors of Formation of the Modern System of Political Governance: Global, Regional and Local Levels

ABSTRACT

The relevance of the work is due to the growing influence of the processes of globalization and the need for a systematic and theoretical understanding of the interdependence of different levels of development and adaptation of the political system in the modern world. The situation of the COVID pandemic, which began in 2020 and demonstrated the dominance of global attitudes and rules over regional and local attitudes and rules, gives special relevance to this article. The purpose of the work is to clarify the essence and possibilities of applying system analysis to the process of public administration at the level of global integration, regional and local levels of public administration. At the same time, the essence of system analysis is not reduced to solving problems of management and decision-making on very complex problems, but a complete system and methodology for analyzing the adaptation practices of modern political systems at the global, regional and local levels is built. The author comes to the conclusion that it is the local level that is the basis for the formation of the modern political system, and it is worth focusing on it, and not on the global and regional levels, when carrying out certain political changes and transformations. The regional level is an add-on to the local level, and can include multiple local levels. The task of the regional level is to prevent conflict between multiple localities, to ensure their harmonious coexistence and development. Due to the spread of digitalization, the regional level loses its function as an intermediary between the local and the global. The global level of formation of the political system today, in turn, is an "umbrella" level. It appears as a categorical imperative of the political system, but it is not its mandatory guide or guide of development.

Keywords: political system, system analysis, global level of political governance, regional level of political governance, local level of political governance

111 STANISLAV I. SHULZHENKO
Public Property Management in Russian Federation: Basic Principles (Part 2)

ABSTRACT

The article 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

126 NIKOLAY A. MALCHUSHKIN
Post-Dodon Moldova: Prospects for the Development of Russian-Moldovan Relations

ABSTRACT

The article is dedicated to the prospects for the development of Russian-Moldovan relations after the victory of Maia Sandu in the presidential elections in the Republic of Mol-

dova. The work examines the historical background and the current state of political and economic cooperation between Russia and Moldova. It is outlined that Russia retains its importance for Moldova in the fields of energy security and food exports; at the same time, a significant economic imbalance in relations is emphasized. The authors point to the instability of bilateral interaction due to three circumstances: external factors (primarily, the influence of the European Union), the stance of the newly elected president of the republic, and the balance of political forces in the national parliament of Moldova. According to the authors, the assumption of power by a pro-European politician does not imply Moldova's unilateral refusal to cooperate with Russia. Despite the obvious intention to accelerate the country's integration into the European Union, the new leadership is not yet ready to abandon the dialogue with Moscow. In the political, economic, and military profiles of Moldova, Russia remains one of the most important partners.

Since the internal political transformations in the republic carry the potential to diminish Russian influence over Moldova, the authors highlight possible steps on the Russian side that are capable of strengthening the existing foundation of positive interaction between countries, based on a study of the current configuration of bilateral relations. It is particularly underlined that against the background of the existing parameters of the modern system of international relations, even in the event of the most pessimistic scenario, the damage to Russian interests (apart from reputational losses) can be assessed as relatively insignificant.

Keywords: Russia, Moldova, European integration, Igor Dodon, Maia Sandu, Transnistria