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9 **SERGEY L. KATANANDOV, NIKOLAY M. MEZHEVICH, VICTOR V. SOLODILOV**
“Rural Agglomerations” and “Rural Associations of Settlements” —
Possible Directions for the Development of Local Self-Government in
the North-West of Russia

ABSTRACT

The problem of improving the effectiveness of local self-government in the Russian Federation is particularly complex. Geographical and historical prerequisites work against economic efficiency and proportional political representation. The concepts of rural agglomerations and rural associations of human settlements can be considered as search directions in the search for a solution to the problem of “efficiency or equality”. The North-West of Russia can be considered as an effective training ground for the development of new management approaches.

Keywords: rural agglomerations, rural associations of settlements, local self-government, cities, settlement, urbanization, management

18 **ALEXEY D. SHMATKO**
Development of Domestic Industry as a Tool for Overcoming the Crisis

ABSTRACT

The author presents generalized results of the study and theoretical and methodological approaches in anti-crisis management in industrial companies during and after the pandemic. The assessment of the causes and factors of the economic crisis have been analyzed. The article depicts peculiar features of modern institutional transformations which involve decreasing number of business entities accompanied by a shortage of highly qualified labour force in the industry. The author examines alternative scenarios which can be applied during the post-crisis period. When considering these scenarios, he proves that it is essential to take into account fundamental causes of the crisis as well as the ones connected with the functioning mechanism and the motives of economic agents' behavior.

Keywords: recession, pandemic, strategy, anti-crisis management, digitalization

31 **DARIA N. GAVRILINA, ANNA S. OGAREVA**
Strategic Assessment of the Efficiency of Diversification of the Industry
Investment Portfolio

ABSTRACT

One of the effective special tools used to achieve the least risk and sustainable income of investment in enterprises is the investment portfolio. At the same time, one of the simplest and most effective strategies to minimize investor risk is its diversification.

The article presents the results of the performed strategic financial analysis of the effectiveness of diversification of the formed sectoral investment portfolio using the example of large enterprises of the metallurgical industry. The choice of industry was determined by the fact that metallurgy is one of the fastest growing industries in the world economy.

The article analyzes the strategic development trends of the metallurgical industry and considers the three largest companies in this industry (“MMK”, “Severstal”, “NLMK”). Their activity was analyzed in dynamics based on financial reporting data presented on company websites.

Comparative analysis was carried out on such indicators of financial analysis as current liquidity ratios, equity and financial leverage concentration ratios, as well as interest-to-payment ratios, turnover of reserves and funds in turnover, profitability of the companies under consideration.

In the resulting formation of the investment portfolio, correlation coefficients between the returns of the shares of these companies were calculated. It was established that the financial situation, as well as the low correlation coefficient between the assets of the

reviewed companies, allow us to form from their shares an industry investment portfolio that minimizes the risks of a potential investor.

Keywords: risk minimization strategy, strategic trends, diversification, securities portfolio, metallurgical industry, financial analysis

46 TATIANA A. ALABINA

The Role of the Concept of Strategizing by V. L. Kvint in Economic Research of Strategies and its Features

ABSTRACT

The two-part series of articles reveals the *purpose of the research* as determining the place of the concept of strategizing of a Foreign Member of the Russian Academy of Sciences — Academician, Doctor of Economics, Professor V.L. Kvint in the system of economic research of strategies abroad, in the USSR and modern Russia on the basis of the description of the content and systematization of the basic concepts of strategizing and a review of foreign and domestic regional economic research, as well as the author's identification of the key characteristics of this scientific school of strategy.

The object of the research is the theory of strategies abroad, in the USSR and modern Russia. *The subject of the research* is the concept of V. L. Kvint's strategizing in the system of economic research on strategy.

The methodological tools include techniques and methods of system analysis, comparative analysis, logical analysis, principles of the dialectical-materialistic method of cognition and an integrated approach to the characterization of economic research, methods of generalization and concretization. The description of the study uses a historical approach and a temporary generalization based on the key milestones in the development of economic research on the theory of strategy and the methodology and practice of strategizing.

As *the results* of the second article in the series, the author's characteristics are presented and the role of V. L. Kvint's concept of strategizing in the system of economic research is determined. The article shows the practice of strategizing the academic school of science of V. L. Kvint as a matrix organizational structure, which indicates its complex hierarchical content and horizontal-vertical relationships between key elements. It is *concluded* that it is neoclassical and non-classical (atypical) in the sciences of strategy, since, on the one hand, the theory of strategy of V. L. Kvint is a new classical theory, where the classics become part of the modern science of strategy, at the same time, on the other hand, due to its characteristics such as novelty, relevance, universality, practice-oriented, simplicity, uniqueness and interdisciplinarity, it is not burdened with the cumbersome constructions of classical strategy studies, which are rejected, especially from the point of view of the practice of formal strategies and other documents.

Keywords: economic research, neoclassical strategy, strategizing, the concept of strategizing

58 NIKITA I. SASAEV

ABSTRACT

The changes associated with the strengthening of existing trends, the translation of global trends to regional and national levels, the emergence of new trends and their scaling up to the world level, leads to a transformation of conditions and the emergence of new strategic factors of economic development. This non-stationary process, which declares both negative and positive aspects, complicates the monitoring, search and selection of long-term guidelines for the industrial development of the economy, which justifies the relevance of the development of the methodological apparatus for strategizing industries. The industrial strategy developed in accordance with the general theory of strategy and the methodology of strategizing, the founder of which is Foreign Member of the Russian Academy of Sciences Vladimir L. Kvint, is designed to systematize and take into account the variability of conditions, the variety of strategic factors and emerging opportunities, decompose the latter to the level of strategic priorities, the implementation of which will generate high efficiency over the entire horizon of strategizing.

At the same time, the general theory of strategy is a young science, being in constant contact with practice, the theoretical foundations and methodological provisions of its main directions, including industrial, are still at the stage of formation and improvement.

Making correct and reasonable strategic decisions increasingly depends on the depth of studying the object of strategizing. In this regard, the purpose of this article was to disclose one of the preparatory stages for the development of a strategy, namely, the study of the industry as an object of strategizing.

The article justifies the necessity of dividing the analysis of the industry as an object of strategizing into two stages: strategic diagnostics (the study of the main characteristics, features, the current trajectory of development and potential), and OTSW-analysis (the study of the object of industrial strategizing from the position of searching for future prospects, choosing a vector of long-term development and forming a trajectory of movement in the chosen direction). In addition, the author indicates the potential elements of strategic diagnostics of the industry as an object of strategizing and reveals the key aspects of each of the areas of analysis.

Keywords: strategy, industrial strategizing, strategic diagnostics, OTSW-analysis, industry, strategizing object

69 SERGEY N. POGODIN, MARINA A. SABLINA
Features of the Development of the Modern Finnish Feminist Movement

ABSTRACT

The Finnish state has created a high level of social protection for its women. Thanks to social support, Finnish women have become economically independent and have been given the opportunity for personal and professional development. Gender equality is inextricably linked to democracy, human rights and social justice. The Finnish state actively supports the women's movement and in particular feminist organizations. The process of involving women in politics was slow. The first feminist party, Feministinen puolue, is active in Finland.

Keywords: women's rights, feminism, second and third waves of the feminist movement, welfare society, Finland, feminist organizations, political parties

79 SVETLANA D. GURIEVA, ULIANA A. UDAVIKHINA
Strategies for Overcoming the Gender Gap by Working Women
(Case Study of Russian Organizations)

ABSTRACT

In the context of the global economic crisis associated with the pandemic, the gender gap index has increased, indicating increasing gender inequalities and, consequently, gender assimilation in society. Despite the fact that in Russia the total number of educated, qualified, healthy, working women is significantly higher than that of men, women face unequal wage distribution and feel the income gap, rarely reach managerial positions, are not represented at high managerial levels, and are excluded from political life. The aim of the study was to identify and examine the specifics of gendered career-building strategies by Russian women as a way of narrowing the gender gap. The following methodological approaches were used to consider gender inequalities in the organizational context: Gender in organization, Gendered organization, Doing & Undoing Gender Strategies. Key results: confirming the existence of gender strategies as a way to bridge the gender gap within an organization; identifying and describing how Russian women apply gender strategies in their career development. The "Doing Gender" strategy was used more frequently than the "Undoing Gender" strategy. However, the scope of Undoing Gender was much wider and more variable. Those women who used a combination of gender strategies ("Doing & Undoing Gender") rated themselves as "strong players", emphasized high subjective satisfaction with their lives (having a family and children), and noted a successful career path, unlike those who used only one of the strategies. A combination of gender strategies can help to promote women's careers in the best possible way and bridge the gender gap in the organization

Keywords: gender gap, gender inequality, gender strategies, doing gender, undoing gender

Game Modeling of the Political Space: Analysis of Foreign Literature*ABSTRACT*

Purpose is to identify the main trends and gaps in the research of foreign scientists on the topic "Game modeling of political space".

Methods. In this review, the authors used a semi-systematic method of researching the literature, in which at the first stage they used quantitative methods, and then the selected array of publications was investigated by the integrative method, revealing theoretical studies and practical results of the application of game political components.

Results. Based on the selected foreign publication stream on the topic "game modeling of political space" by the method of semi-systematic analysis, six main trends in the study and application of game theory and game modeling in political discourse have been identified:

- considering the value of game modeling through the prism of interaction, not collision of actors;
- application of game modeling in the development and adoption of political decisions;
- development of new approaches to the analysis of the very methodology of game modeling in politics;
- game as a form of effective political communication;
- study of game theory on the basis of fundamental classical monographs of the mid-20th century as applied to the solution of pressing political problems;
- application of game modeling in predicting election results, especially in those political systems that are based on the theory of rational choice during voting.

A lacuna in the studies of recent decades has identified the issue of using political game modeling in electoral processes. Despite the continuing relevance of the topic of elections around the world, no significant volume of publications was selected.

Conclusions. Foreign researchers use the potential of game modeling in politics more often and more multifaceted than in domestic political science. Evolutionary game-theoretic models are used not only to model political and international processes themselves, but also to related social spheres, such as economics, religious and ethnic relations. Game theory is used to study a wide range of social and political problems and social phenomena: voting, fundamentalism, religious and ethnic conflicts, civil violence.

Keywords: game modeling, political space, evolutionary game theory, game in conflict resolution, game forms of communication, political decision making, politician games, scenario prediction method, game models, game cooperation, game technologies of elections

Tourism as an Instrument of Rapprochement between the PRC and the Russian Federation*ABSTRACT*

After the PRC President Xi Jinping put forward a proposal for the implementation of the Belt and Road initiative in 2013, this initiative of the PRC faced a phenomenon that has been called "soft power of resistance" in Chinese science. The PRC leadership, as a way to overcome this challenge, sees the need for humanitarian rapprochement with the participating countries of the initiative, one of the manifestations of which is Chinese outbound tourism. In Eurasia, the one of the most rapid development of Chinese tourism in recent years has been in Russia, which allows us to consider this phenomenon as an attempt from the PRC to cultural rapprochement with the Russian Federation through increasing tourist flows.

Keywords: EAEU, Road and belt, integration, integrational processes, Russia, China, Eurasia, foreign policy, cooperation, partnership

121 ALEXEY V. CHISTYAKOV
State Awards as a Factor of Activation of the Donor Movement in Russia

ABSTRACT

The article is devoted to the problem of deficiency of donor blood and its components in the Russian Federation. The author points out the reasons that affect the willingness of citizens to participate in the donor movement and proposes solutions to improve the efficiency of donors activities. Including — in the sphere of social problems that are not directly related to the preparation of blood and its components due to the «activation» by the power structures of the unifying function of individual power symbols — state awards. The author also raises the question of amending the regulation on the Luka Krymsky medal and the statute of the Pirogov Order in order to increase the percentage of citizens of our country in the donor movement and their further involvement in social programs as donors and volunteers as part of their membership in the official order organization, the potential efficiency of which is confirmed by European practice.

Keywords: order, medal, state award, donor movement, donor

128 STANISLAV I. SHULZHENKO
Constitutional Court's of the Russian Federation Impact on Public Property (Part 1)

ABSTRACT

The article focuses on the main principles of public property as Constitutional Court of the Russian Federation formulates them. The author reveals actual problems of public property as a complex institution, including mainly constitutional, administrative, financial, and in a less degree civil law. There is a direct relation between public property, public finance, budget, legal regime of the territory concerned and citizens' public rights. Establishment of a legal regime of the territory helps to preserve current public land and property usage and provides public rights. The ability of public property unilateral transfer to another level of public ownership is justified. Meantime in the context of specialized public housing stock problem the author suggests sensitive decision for the legal status of quarters as a specialized commercial housing stock. Legal positions of the Constitutional Court promote effective solution to the conflict within the community and provide guidance for the legislative and law-enforcement activity.

Keywords: state and municipal property, the main principles of public property, Constitutional Court of the Russian Federation, legal regime of the territory, citizens' public rights, legal status of quarters, historic buildings, planning the use of public budget and property, acts of the public owner

145 VLADIMIR K. KARNAUH
Towards a Digital Society. Review of the book of T. Siebel «Digital Transformation. Survive and Thrive in an Era of Mass Extinction»