

Artículo de investigación

Improving the quality of management of private corporate structures at different levels of government and management

Повышение качества управления частными корпоративными структурами на различных уровнях государственного управления и менеджмента

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Abstract

The article is devoted to the problems of the formation of a new system of public administration, since the previous model does not meet public requirements due to the isolation of the authorities from many real problems. The authors show that the traditional model of public administration is experiencing a crisis of legitimacy at all levels, as evidenced by the decline in public confidence in the government. Simultaneously, the authors focus on the analysis of the process of reforming the institution of public service. The authors conduct a detailed analysis of the practice of corporate relations in order to better understand the relationships that develop within the company's management bodies in the process of corporate governance. In addition, the authors clarify the content of such concepts as corporate governance and corporate governance.

The authors used the method of indicative planning, so the concept of indicative planning is a priority in the situation of public-private partnership. In this regard, we differentiate the

Аннотация

Статья посвящена проблемам формирования новой системы государственного управления, поскольку прежняя модель не отвечает общественным требованиям из-за изоляции власти от многих реальных проблем. Авторы показывают, что традиционная модель государственного управления переживает кризис легитимности на всех уровнях, о чем свидетельствует снижение степени доверия населения к власти. Одновременно авторы делают упор на анализ процесса реформирования института государственной службы. Авторы проводят детальный анализ практики корпоративных отношений для того чтобы лучше понять отношения, складывающиеся внутри органов управления общества в процессе корпоративного управления. Кроме того, авторы уточняют содержание таких понятий, как корпоративное управление и корпоративное управление.

Авторы использовали метод индикативного планирования, поэтому концепция

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volume of early and late indicators. We believe that the effectiveness of business processes depends on their logistics in various areas: financial, personnel, customer, etc. public-private partnership functions as an integrated Corporation that interacts with many partners.

Keywords: Indicative planning, corporate sector, private corporate structures, public-private partnership, public administration.

индикативного планирования является приоритетной в ситуации государственно-частного партнерства. В связи с этим авторы дифференцируют объем ранних и поздних показателей и полагают, что эффективность бизнес-процессов зависит от их логики в различных сферах: финансовой, кадровой, клиентской и т.д. государственно-частное партнерство функционирует как интегрированная корпорация, которая взаимодействует со многими партнерами.

Ключевые слова: индикативное планирование, корпоративный сектор, частные корпоративные структуры, государственно-частное партнерство, государственное управление.

Introduction

In today's world, management and planning are extremely relevant for public-private partnerships (Latfullin, Raichenko, 2016). Public administration issues are a very complex, controversial and contentious area. They are the subject of analysis and serious discussions among both scientists and practitioners.

Today, in the context of dynamic changes in the theory and world practice of public administration, an increasing role is beginning to play innovative management technologies, which act as a knowledge-intensive resource that allows the state to study the processes taking place in society, to make optimal management decisions and thereby actively influence them, to obtain the desired result in a timely manner and at the lowest cost.

In the system of public administration, rational principles, knowledge, scientific forecasting, programming, modeling are becoming increasingly important, and the human factor is being used more fully.

There is a growing number of managers-professionals who can provide effective impact on the object of management in a given direction. The state itself as a subject of management is more and more clearly verifies the scope of its activities, is freed from unusual functions, delegating them to regions, unions, associations, citizens (Chuev, Panchenko, Novikov, Iraeva, Karabulatova, Konnova, 2016).

However, in real life there are often situations that reflect certain contradictions between the

intellectual potential of science and the level of use of modern knowledge in public administration, there are problems of both objective and subjective nature.

For example, the global contradiction of the modern world, manifested in the lagging pace of social progress from scientific and technical, in public administration, is realized through a certain gap between the intellectual potential of science and the level of its use in management technologies, methods, mechanisms (Ibyatov, Nasyrova, 2017).

Serious problems (the methodological gap) are observed in the formation of conceptual bases of interaction between society and state power bodies as an object and subject of management; compliance to the levels of their development; to focus on the possible interests of the person, the community and society as a whole when making management decisions. The problem of achieving high results at the lowest cost, the choice of criteria in assessing the effectiveness and efficiency of public administration remains urgent.

This methodological gap is caused by differences in the implementation of tactical plans in accordance with the budget in specific units and expectations due to previously achieved results. As a result, the chronotope of the implementation of public-private partnership is broken. At the same time, senior management distinguishes between strategy and tactics in public-private partnership. This phenomenon is caused by the following factors:

- a) General corporate purposes could be achieved using specific stratagem; at the same time, the budget is the immediate, the specific indicator for clearly fixed time;
- b) The purpose, objectives, strategies of public and private companies are formulated orally, while the budget is fixed in different types of media with mandatory discussion, agreement and adoption;
- c) Qualitative indicators characterize strategic plans; quantitative indicators characterize the budget. In this regard, indicative planning can solve the problem of interaction "Man-Corporation-Management-Finance".

Despite the regular discussion of corporate governance issues at various levels, most of the available papers are devoted to the economic aspects of corporate governance. At the same time, it can be noted that the development of corporate relations in Russia is characterized by a fairly short period of time in comparison with foreign countries, in addition, there is a significant discrepancy between the needs of Russian companies in corporate governance and the actual legal and regulatory capabilities of corporate relations. This circumstance, in turn, is one of the main obstacles to the effective functioning of the corporate governance system in Russian companies.

Materials and methods

The theoretical basis of the study was the results of research of domestic and foreign scientists in the field of corporate governance, literature, publications in periodicals, Internet resources, materials of conferences and round tables. As information base of research used by Russian and foreign normative and legal acts, analytical materials of the Ministry of economic development, the FFMS of Russia, the Supreme Arbitration court of the Russian Federation, the National Council on corporate governance, independent Directors Association, the Russian Institute of Directors, statistics, and materials science and empirical researches, publications in periodicals and electronic publications.

The level of public-private corporate governance at different enterprises is very different. On average, representatives of the company's management responded positively to three of the six questions about the characteristics of corporate governance.

However, 16% of business managers gave a negative answer to all six questions. Almost half of enterprises (7%) answered positively to 6 questions. The level of governance in public-private partnerships is quite high in large enterprises, which is understandable degree of importance of such enterprises. Public-private management in the forest and food industries, then in the production of building materials and the banking sector. Later indicators are closely related to various types of accounting data, on the basis of which managers calculate coefficients (Verevkin, 2003).

It should be noted that the preliminary calculations switch the attention of public-private management from cash flows to the prognostic analysis of programs that will be aimed at achieving the planned strategic goals of the enterprise (Abdulkhalilov, 2016). The key problem in this case, in our opinion, is the lack of adequate mechanisms for assessing the effectiveness of public-private partnerships. Such mechanisms would make it possible to clearly identify the role and contribution of each of the participants in corporate relations and, accordingly, to build effective communications, set specific tasks for management, monitor their implementation, tying to the system of motivation and stimulation. The struggle for influence within public-private partnerships to control financial flows in the context of common goals and evaluation criteria would be transformed into cooperation and joint growth of well-being of enterprises, owners and managers. Experts suggest reducing the number of officials by 30% by 2020 in order to increase public-private partnership (Orlov, Turovsky, 2019).

This approach requires the modernization of the mechanism of management decisions, where artificial intelligence can take a dominant place due to the objective attitude to the assessment of the specified parameters. The level of public-private partnership is structured in three categories: 1) indicators of the characteristics of specific activities (production, marketing, advertising, sales, personnel, etc.); 2) performance indicators in chronotope; 3) prognostic indicators and post-indicators.

To obtain objective knowledge about the subject of research and achieve the objectives as a methodological basis of the study, we used systematic, historical and logical approaches to the study of corporate governance problems and its quality assessment, methods of comparative analysis, systematization, classification and generalization. The application of the

comparative method allowed not only to compare the organizational aspects of corporate governance in some foreign countries (Austria, Belgium, Great Britain, Germany, Denmark, Spain, Italy, Norway, Slovakia, USA, France, Czech Republic, Sweden, etc.), but also made it possible to assess the prospects and feasibility of Russia's application of foreign experience.

Discussion

In the conditions of market system of managing in development of economy of the country the various corporate forms of formation of the enterprises acquire an increasing role: joint-stock companies of various types, concerns, holdings and so on.

Such organization of enterprises, as is known, is conditioned by the need to raise funds for their development in the stock market, by selling shares of the enterprise and investors' funds (Koshkin, Khachaturov, Bulatov, 2000). This form of organization involves the organization and the appropriate management corporate (Kinevich, 2004). Its essence is that in its construction it should allow each individual and legal entity interested in the functioning of the enterprise to take part in its management on the basis of collectively made decisions.

A special link in the overall chain of corporate entities are enterprises wholly owned by the state (Federal state unitary enterprises) and enterprises with state participation. They are necessary for the performance of public powers assigned to the state (national defense, economic security, education, health, social security, etc.).

In the first case, state property is assigned the rights of economic management and operational management of enterprises. Management of the enterprise is carried out by hired management on behalf of the state, which seeks to improve the efficiency of the use of property and ensure a

minimum level of public expenditure on the management of enterprises.

In the second case, the state participates in the management of joint-stock property on the principles of partnership with other shareholders. The degree of his rights and responsibilities in economic management and operational management is determined by his equity participation in the formation of the company's property. In this case, the participation of the state in the management of such enterprises allows it on the one hand to use them as an additional resource in the performance of public functions by the state, and on the other hand, by receiving dividends, it has an additional source of replenishment of the state budget.

At the same time, there are several problems in the functioning of corporate governance in enterprises with state participation that need to be addressed. First of all, it concerns ensuring the interests of the state from its participation in the activities of the enterprise and building control on its part over the effectiveness of the use of state property transferred to the enterprise; the absence of a unified dividend policy for enterprises with state participation: the amount of dividends on shares owned by the state is set arbitrarily; there is an unreasonably low level of dividend income of the state (the share of dividends in the total amount of non-tax income is not more than 7%).

There is an inefficient use of state-owned equity capital. It does not provide the state with normal profitability. Not always clearly defined goals of the state in the management of the enterprise, not resolved the choice of criteria for assessing the participation of the state in the management of enterprises.

A tool that allows to combine all three dimensions is called Precauski cube (see figure 1) balanced scorecard: a guide to implementation (Kondratyev and Kurenkov, 2000).

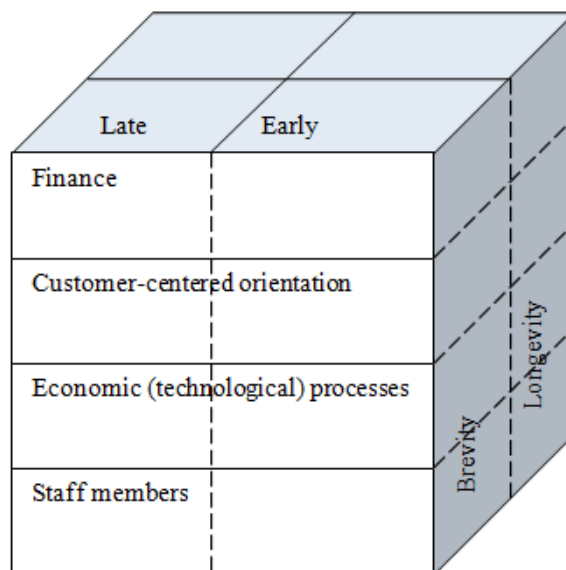


Figure 1. Three-dimensionality of indicators in a balanced scorecard in the context of public-private partnership (author's development)

German researchers H. R. Fridag and W. Schmidt has developed a methodology for separation of early and late indicators, we offer these indicators are called predictive and post-performance. In our opinion, this designation is more correct, because it reflects the essence of these indicators. The use of predictive and post-research indicators is widespread in European practice (Verevkin and Karelov, 2007).

However, the set and scope of indicators for each public-private partnership are individual, but they are developed based on General recommendations. Unfortunately, this technique is not widely used in Russian practice. At the same time, researchers and practitioners are trying to adapt to the Russian economic conditions in the context of public-private partnership (Ryazantsev, Karabulatova, Sivoplyasova, Pismennaya and Manshin, 2015). Among the works devoted directly to corporate governance are the works of S. p. Kukura, S. A. Masyutin, D. A. Pumpyansky, A. D. Radygin. Foreign experience in the field of corporate governance is reflected in the works of I. Ansoff, F. Lopez, P. la Port, T. Peters, D. Kay, A. Silberston, A. Schleifer and other foreign researchers of this problem. However, all of them, as a rule, are devoted to the construction of corporate governance and its development in private enterprises and very few works are devoted to corporate governance in enterprises with state participation.

We believe that improved governance in state-owned enterprises will open up opportunities to improve efficiency, improve economic performance, allow enterprises to compete better with similar enterprises in the private sector, and facilitate access to capital, both debt and equity. In our opinion, improving corporate governance at state-owned enterprises should be a priority in Russia soon.

One of the problems of public administration is the problem associated with the objective need to improve the level of organizational culture of public administration, as well as with increased attention to the socio-psychological factors in management, the development of highly professional personnel potential of the public service.

Economic choice occurs when an economic entity considers the ratio between the economic resources used, on the one hand, the quantity and quality of economic benefits that can satisfy economic needs, on the other hand. This relationship between the economic resources expended and the goods produced is expressed in the concept of "production efficiency" (Galitsky and Popov, 2001).

The less economic resources are used to produce the selected amount of goods, or the more economic goods consumers need from these limited economic resources, the higher the efficiency of production. In a market economy, for an economic entity, efficiency will be

expressed in maximizing income, including profits, with these monetary investments in economic activity. In this case, efficiency will be embodied in the input-output ratio.

Results

The main areas of analysis were:

- 1) Identification of the objectives, scope and depth of the public administration reforms undertaken in these countries, as well as the reform activities of their governments;
- 2) Selection of variables that are most suitable for the conditions of the Russian Federation;
- 3) Drawing lessons from international experience for reforms in the Russian Federation.

The analysis identified the most common problems, large-scale challenges and significant differences in the reform activities of these countries, as well as the fact that at present there is practically no international convergence of ideas in the field of public administration.

Reform in these countries ranges from comprehensive tasks in China to specific and focused tasks in the Netherlands.

The most common problems and, accordingly, large-scale reform tasks in the selected countries are:

- 1) Public spending cuts;
- 2) Enhancing capacity for policy development and implementation;
- 3) Improvement of the state functions of the employer;
- 4) Improving the quality of service delivery and building confidence in the government by the public and the private sector.

As you know, the experience of the 90s showed the society a radical divergence between publicly stated aims of attempts at administrative reforms and actual results is largely limited to the renaming of ministries and departments, the creation of one and liquidation of other government agencies while maintaining the overall style of public administration as administrative and bureaucratic.

The real administrative reform in the Russian Federation started only in 2003. Its main objectives were to limit state intervention in

economic activity, reducing the functions of state bodies. As a result of the work carried out, the state apparatus at the Federal level has been transformed — departments finally began to live by the laws. The concept of administrative reform for 2006-2010, adopted in 2005, focused on the fundamental restructuring of the mechanisms of interaction between the state and business and citizens.

The key ideas of this stage of the reform was to improve the quality of public services, the search for new forms of interaction between the state and the population. There was a process of reforming of Institute of public service. In practice, however, it turned out that the measures taken in the sphere of state-building are fragmentary and fit into the logic of only partial improvements.

Meanwhile, the success of administrative reforms, as international experience shows, is associated with the formation of a single field of changes in the functioning of the Executive authorities, the institution of public service, information management and the budget process. It is also important that the modern Western model of administration is associated with an economic approach to public administration. Given the increasing complexity of the interdependencies between public, private and non-profit organizations, the role of market relations in the public sector is inevitably increasing in the formulation and implementation of public policies. As a result, the concept of an administrative state is being replaced by the concept of an efficient, low-cost state.

The introduction of managerial principles in management allows, as practice shows, to exercise: 1) legal control over the activities of any official (for compliance with the law), 2) financial control (in terms of spending budget funds), 3) democratic control (for interaction with citizens and public associations), 4) ethical control (for compliance of actions and deeds with ethical standards).

Experience a new paradigm of public administration in Western countries, in the 80-90-ies allows to identify a common managerial mounting on the state government.

First, it is an increase in attention to financial management in the public sphere, the formation of respect for the value of public money.

Secondly, the effectiveness of management activities is associated not only with savings

aimed at achieving the goal, but also with the quality of services provided by public authorities. Thirdly, in terms of managerial increasing role of the state and its Executive structures.

Fourthly, the importance is attached to the principle of competition, which has replaced the principle of monopoly.

In public administration introduced market elements such as the contract system, tender, marketing, advertising, etc. fifth, the decentralization of structures and functions is changing the relationship between the different levels of government, involves a relatively great freedom of action of public authorities in the field.

Naturally, the question arises as to how effective the new state management is so that it can be transplanted to our Russian reality? Opinions of researchers are divided. Some criticize the theory of public management for narrowly liberal orientation of the main provisions. Others believe that managerialism helped to overcome the dysfunctions of bureaucracy.

Still others note that public management has led to the use of methods such as policy analysis, priority programmes, financial management and electronic data processing. The fourth focuses on the fact that public management contributes to the organizational effectiveness of the authorities. With all the variety of value judgments regarding public management, it should be recognized that it is the market that has made public administration more sensitive to economic conditions, more competitive and economical. At the same time, state management left open the question of responsibility and accountability of the state to its citizens, the participation of the latter in the process of policy development and implementation.

The problem of professionalism in the public service, its proper openness to society has not been solved. The issues of correlation of qualitative and quantitative parameters of evaluation of civil servants activity, effectiveness of vertical and horizontal relations in public administration need to be solved. Nevertheless, the concept of public management has been the basis of administrative reforms in many countries. Russia was no exception.

Another thing is that in Russia the concept of "state management" is not considered as a panacea for solving all problems of public administration. Nevertheless, in the process of

administrative reform, we see that we have developed many elements of the theory of public management-the idea of "post-bureaucratic organization", information openness of government and management, the transition from the "logic of the institution" to the "logic of service", to the use of technologies of quango, outsourcing, management by results.

The complex nature of the reforms requires the formation of a single mechanism for managing changes in public administration. But it did not develop, and since there is no such thing, the subjects responsible for carrying out reforms — the Ministry of economic development, the Ministry of Finance, the Ministry of labor — took a course to deepen the fragmentation of institutional reforms. Evidence of this is the third system document defining the main directions of administrative reform in the Russian Federation - "the Concept of reducing administrative barriers and increasing the availability of state and municipal services for 2011-2013". This concept contains several systemic measures aimed at further simplifying the interaction of business and citizens with the state.

The main areas of improvement of public administration in accordance with this concept are the areas of licensing, accreditation, certification, implementation of state control, municipal control in certain areas of public life. Work on complex optimization of the most demanded mass public services for the purpose of reduction of number of the submitted documents, terms of receipt of services in electronic form, ensuring rendering of public services by the principle of "one window" in IFC proceeds earlier. By the way, in this period in 49 regions (but not all) there are 170 such centers, and by 2015 their number has increased almost 15 times and amounted to 25008 centers. Overcoming administrative barriers involves radical changes in licensing (for example, reducing the licensing of several services, the introduction of perpetual licenses).

The concept assumes to facilitate the process of creating new businesses with the help of the notification procedure (in Russia there is only a notification procedure for opening a business for 20 types). A new element, the assessment of the regulatory impact on the economy of various departmental regulations, is being introduced throughout the regions. Among the state services, the most popular are socially significant services in the field of social protection, employment, registration of property rights, issuance of civil status certificates. In Bryansk, Orel, Tula

regions, for example, only one system of social protection services receive 40 % of the population.

Every year more than 30 thousand appeals are addressed to the registration service. In this regard, it becomes impossible to do without the principle of "one window". To eliminate red tape in the provision of services, it is necessary to organize effective interdepartmental cooperation between Federal territorial bodies and authorities of the subject of the Federation. This is not always possible.

Hence suffers and the quality of. According to our surveys, in addition to the duration of waiting for the result, every fourth recipient of the service experiences a lack of information related to its design (ie, the lack of information). not everyone knows where to get information about the list of documents submitted for the service, the technology of payment for this service, etc.). 19.7% of citizens and 16.3% of villagers reproach the lack of courtesy of employees of the services provided. In some types of services, except for cultural institutions and partly the registry Office, there are facts of bribery.

It has become especially widespread in the areas of health, education, housing and communal services. This is noted by every fourth medical services, every fifth respondent receiving educational services. People lack information about the types and manner of services. Thus, there are a lot of problems associated with ensuring the proper provision of public services in the subject of the Federation.

Another difficulty is the low level of ownership of the rural population of modern information technologies, with which you can get the necessary information about the service of interest. Only 25 % of the villagers use the Internet, although this is not the only barrier to the creation of an "electronic municipality". The bad thing is that the Federal level has not yet authorized a full-fledged interdepartmental electronic information exchange, which prevents the full implementation of the principle of "one window" in obtaining public services.

Among the priority measures to improve the level of accessibility and quality of services are seen to increase the legal culture of the population, the introduction of a system for monitoring citizens' satisfaction with the quality of services rendered, the use of benchmarking technologies, i.e. the dissemination of best practices, ensuring effective interdepartmental

exchange of information and, of course, improving the quality of public services, increasing comfort in places where public services are provided. As can be seen, the task of improving the quality of services and reducing administrative barriers is quite relevant. And yet, perhaps, at the state level it is time to move on to the next important stage of administrative reform — to start building a system of quality management of the functioning of state institutions.

The formation of "Electronic government" is still relevant, which is designed to solve not only the problem of citizens' access to information about the activities of the authorities, but also to raise the level of efficiency of the government itself, to make the procedure of state decision-making transparent to society.

The task of "Electronic government" is to form effectively functioning information systems of public authorities, ensuring their permanent representation in the global Internet, the development of official websites of the Federation. Currently, almost all Federal and regional authorities have official websites. These sites create sections that allow citizens and organizations to contact regional governments directly on matters relating to both the activities of public authorities and private issues.

However, according to the Institute for the development of freedom of information, more than a third of the data remains safely hidden from prying eyes. Among them, for example, data on information systems administered by a state Agency, or information on the expenditure of budgetary funds. Thus, the degree of openness and transparency is still low. In some cases, there is a significant gap between the amount of data posted and their quality.

Unfortunately, there are no radical adjustments related to the implementation of the information society development Strategy in the Russian Federation within the framework of existing regional programs. And the municipal level is financed under the articles of provision of electronics on a residual basis.

In this regard, we see an extremely important task-to focus on electronic interaction, to ensure, as experts say, the technical and semantic compatibility of state information systems, which are created separately.

It is necessary to introduce uniform rules for the creation and use of reference data, technical

standards, and establish requirements for the life cycle of state information systems. The new quality of public administration, transferred to the basis of information and communication technologies, will integrate information resources, create a unified system of analysis and modeling capabilities of management decisions (Zotov, 2010).

Of course, the reform of the institution of public service deserves special attention. After all, for the implementation of numerous reform projects, society requires highly qualified, competent civil servants who can effectively carry out the functions of public administration, provide services to society as a whole and to a citizen, properly execute the laws. Therefore, in reforming the institution of public service, it would be advisable to focus on both ensuring the conditions for innovative actions of the state apparatus and the development of professional qualities of civil servants.

It is no secret that the numerous Russian bureaucracies in favor of its corporate interests has created significant obstacles in the communication channels of the government and society. This can largely be explained by the fact that for many years the state apparatus was left to itself.

Busy with economic reforms, fighting for the sympathy of the electorate, sharing powers with the governors, the Central government did not find the resources, the motives, the plan to modernize its own bureaucracy.

The latter, independently adapting to changing conditions, developed spontaneously, which eventually gave rise to a conflict between the forms of its adaptation and the interests of employers of the state apparatus — political power and society. As a result, there are “transformations in the matrices of behavior” (Karabulatova, Vildanov, Zinchenko, Vasilishina and Vassilenko, 2017: 1), which leads to changes in the reactions of the population to the socio-economic reality.

Today, the Russian bureaucracy, taken as a whole, remains inert and far from society. Some of it is corrupt. According to experts, it loses to the management of the largest domestic corporations in terms of its managerial efficiency. Of course, all this actualizes the problem of finding the optimal paradigm of public service in modern Russia. It is obvious that the modern concept of civil service reform does not offer revolutionary measures. Rather, it

points to ways to eliminate the obvious inconsistencies of the apparatus to the modern needs of the state.

We can state that in fact there was a division of positions into professional and political. Public approval has led to the competitive filling of posts, although the protective mechanisms in this area have not yet been worked out. As if the sphere of public control over the activities of public authorities is gradually expanding, the institution of representation of interests is being formed.

It should be recognized that the reformed legislation on the state civil service has given more order to official relations, although a significant part of the norms contained in it, especially in terms of anti-corruption practices, requires significant specification and development.

Conclusion

The goal of effective public administration should be the implementation of the strategy, within the framework of which it is necessary to coordinate and harmonize targets in the field of market reforms, anti-crisis regulation, structural and technological restructuring, improving the living standards of the population, effective inclusion in the world economy. At the same time, public administration should have a transformational and advanced strategy and acquire a clear social orientation (Latfullin, 2018).

The goals of governance in public-private partnerships should be recognized, attractive, popular, supported by citizens and at the same time — real. For all goals to be supported, based on the capabilities and power of management, they must be transferred to a strict and clear language of control actions. Not goals at all, but goals achievable at a specified time, to the exact extent and with the use of certain resources; goals, concretized, clearly communicated to the individual team, group, person and at the same time coordinated with each other in such a way that one goal does not contradict the other, but on the contrary, contributed to its implementation.

The formation of a hierarchy of goals and priorities is often accompanied by the necessity of choosing between the effectiveness of state positive justice. The crux of the problem arises from the fact that the prevalence of the principle of equitable distribution often leads to a decrease in economic efficiency and Vice versa.

Therefore, when selecting targets sometimes have the advantage-short-term considerations. For example, the need to quickly solve the problem associated with the current moment, public opinion or political situation.

The transformation of the Russian economy, its integration into the world economic system, the privatization of state property and the emergence of joint-stock companies have led to increased attention to the problems of corporate governance on the part of national regulators and businesses. The priority task for Russia is to create an innovative economy, which is based on the leading domestic corporations, which are now significantly inferior to foreign TNCs in business efficiency and innovation. Russia's accession to the world trade organization (WTO) and further integration of our country into the world economy will have a significant impact on the competitive position of Russian business.

In modern conditions, the development of the Russian corporate sector requires significant investments. Russia competes with other emerging markets to attract capital from foreign investors, who pay attention to corporate governance factors.

The global financial and economic crisis has catalysed a reassessment of the fundamental principles of corporate governance at both the international and national levels.

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