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**ADAPTIVE MANAGEMENT OF THE SOCIO-ECONOMIC
DEVELOPMENT OF THE REGION IN THE CONTEXT
OF GLOBAL CHALLENGES**

Specialty: 5.2.3. «Regional and sectoral economics»

ABSTRACT

of the dissertation for the degree
of candidate of economic sciences

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Relevance of the research topic.

The history of modern Russia began with a long stage of turbulence and shocks caused by the collapse of the Soviet Union and the restructuring from a planned to a market economy model. The stabilization of the social and economic situation after the painful market reforms was not the beginning of a long-term period of sustainable development. Various kinds of crisis phenomena continued to make adjustments to the country's economic development plans (the Russian economic crisis of 1998, the consequences of the global financial crisis of 2008, the sanctions of 2014 and their consequences in connection with the admission of Crimea and Sevastopol to the Russian Federation).

In recent years, large-scale challenges have ensured the preservation of unstable and uncertain conditions for the socio-economic development of the Russian Federation. So, in 2020, the COVID-19 pandemic swept the world. Public authorities, implementing anti-epidemic measures, have previously taken unprecedented decisions to limit the economic activity of citizens and organizations. At the same time, a wide range of state support measures have been taken to support the population and affected sectors of the economy. Having recovered from the most severe consequences of the pandemic, Russia faced a sharp increase in sanctions pressure from unfriendly countries, due to the launch of a special military operation in Ukraine in February 2022. The processes of structural changes in the economy began, there was a need for rapid restructuring of logistics and production chains, the search for alternative markets, etc.

Such significant changes in external and internal conditions entail inevitable adaptation processes at all levels of management. At the same time, the scale of negative consequences in the economic and social spheres, as well as the prospects for further development of the country, directly depend on the speed and quality of these processes.

At the time of preparation of this study, the period of turbulence in the Russian economy continues, which, together with the cyclical nature of crisis phenomena, is

the basis for concluding that research aimed at developing measures to increase the adaptability of regional management systems for socio-economic development is relevant.

The degree of scientific development of the research topic.

Based on the results of the analysis of the array of dissertations (both candidate's and doctoral) dealing with the implementation of adaptive approaches, we can confidently conclude that the vast majority of them relate to technical, as well as physical and mathematical branches of scientific activity.

At the same time, dissertations prepared in economic specialties focus on solving issues within the framework of certain industry specifics.

For example, P.G. Zheltov explores the problems of adaptive management within the construction industry¹, A.A. Sokolov – in industry², V.I. Alexandrov-Sobolev-Kabalevsky – in education³, I.V. Kazmina – in the field of management of high-tech enterprises⁴.

At the same time, there is a significant number of publications on the topic in domestic scientific journals (including studies by V.G. Antonov, M.A. Afanasyev, K.A. Bagrinovsky, A.D. Busalova, D.Y. Zhmurko, N.A. Kropotova, O.P. Mikhailova, Y.P. Serdobintseva, I.V. Skopina, M.S. Trunova, A.V. Kharitonova, A.N. Chobanova, etc.). It is worth noting that only a part of the cited sources is directly devoted to adaptive management at the regional level.

During the preparation of the study, the results of research by economists analyzing the issues of general regional stability or "resistance", as well as offering solutions for creating a risk and threat management system in the context of strategic planning of regional development (including B.S. Zhikharevich, V.V. Klimanov, V.G. Maracha, S.M. Kalina) were considered and taken into account.

The research also takes into account the research of foreign authors on practical and methodological issues of adaptive management (Chaffin B.C., Gosnell

¹ Zheltov, P.G. Adaptive management of crisis enterprises in the construction industry: PhD in Economics: 08.00.05/Zheltov, Pavel Gennadievich. - M., 2015. - 174 p.

² Sokolov, A.A. Adaptive management of structural transformations in industry: dissertation of the Candidate of Economic Sciences: 08.00.05/Sokolov Alexey Andreevich. - M., 2020. - 198 p.

³ Alexandrov-Sobolev-Kabalevsky, V.I. Adaptive management of the development of educational lateral clusters/Alexandrov-Sobolev-Kabalevsky Vadim Igorevich. - M., 2019. - 132 p.

⁴ Kazmina, I.V. Adaptive development of the management system of high-tech enterprises: PhD in Economics: 08.00.05/Kazmina Irina Vladimirovna. - M., 2021. - 380 p.

H., Cosens B.A., Janssen M., van der Voort H., Swanson D, Bhadwal S., Țicleău T., Hîntea C., Andrianu B. According to the author's observation, in the foreign scientific space there is an increase in attention to the problems of increasing the adaptability of socio-economic development management systems in connection with the COVID-19 pandemic.

Despite the revealed interest of the scientific community in the subject under consideration, comprehensive studies (in particular, in the form of a dissertation) considering the problems of comprehensively improving the adaptability of regional socio-economic development management systems, including taking into account the specifics and analysis of the relevant empirical base of specific subjects of the Russian Federation, which arose under the influence of global challenges in recent years, have not been identified.

The goals and objectives of the study.

The purpose of the study is to form scientifically based theoretical and methodological provisions and practical recommendations for public authorities of the subjects of the Russian Federation aimed at increasing the adaptability of regional management systems for socio-economic development in conditions of significant changes in internal and external conditions.

At the same time, the study assumes the solution of the following tasks:

- to evaluate the modern concept of regional development management in the Russian Federation;
- to classify the most significant challenges for the socio-economic development of the regions, to propose methodological approaches to the analysis of challenges in the context of strategic planning;
- to develop the author's principles of adaptive management of the economic development of the region;
- to identify the main directions for increasing the adaptability of regional socio-economic development management systems based on the analysis of decisions actually made in the regions in the context of the COVID-19 pandemic and increased sanctions pressure against Russia in connection with a special military

operation (using the example of the subjects of the Russian Federation included in the Ural Federal District);

- formulate a conceptual approach to the formation of an information system for monitoring the socio-economic development of the region;
- to develop a model of adaptive management of socio-economic development of the region and a methodology for its implementation at the regional level.

The object of the study is economic relations arising in the course of managing the development of regional socio-economic systems.

The subject of the study: factors of increasing the adaptability of regional management systems of socio-economic development.

The scientific novelty of the work lies in the development of theoretical and methodological provisions, as well as in the formulation of practical recommendations in the field of improving the adaptability of regional management systems for socio-economic development.

The following 4 elements of scientific novelty are submitted for protection in 2 areas of research provided for in the passport of scientific specialty 5.2.3. «Regional and sectoral economy» (regional economy).

Research area 1.6 (monitoring of socio-economic development of regions):

1. A conceptual approach to the formation of an information system for monitoring the socio-economic development of the region is formulated. This approach involves the creation of a single information and analytical resource that combines the capabilities of basic digital tools of authorities at the regional level (identified based on the analysis of existing regional information systems: monitoring the implementation of strategic planning documents, regional projects; analysis of the budget process; monitoring of socio-economic development based on statistical data, etc.), as well as the implementation of a number of additional functionality using advanced technologies (at the time of the study, they were not implemented in practice, or to some extent implemented in exceptional regions: monitoring of cash flows based on big data from banking statistics; identification of industry trends and territorial risks based on the analysis of appeals using neural

network technologies; monitoring the financial condition of commercial organizations that are priority for the development of the region based on automated analysis of financial reporting data; evaluating the effectiveness of the region's provision of preferences for taxes, fees and customs payments, etc.).

Research area 1.7 (factors of stability of regional economic systems):

2. The principles of adaptive management of socio-economic development of the region are formulated: variability; stakeholder participation; feedback; continuous monitoring and forecasting of changes. Their contents are disclosed. This set of principles is highlighted by the author as optimal for use in the context of managing regional economic development based on the analysis and evaluation of existing methodological provisions in various fields implementing adaptive management.

The corresponding principles are used by the author as a basis for the formation of a model of adaptive management of socio-economic development of the region and a methodology for its implementation.

3. A model of adaptive management of socio-economic development of the region has been developed. The peculiarity of the model lies in the application of an integrated approach – in its construction, the main directions of increasing the adaptability of regional socio-economic development management systems are taken into account, highlighted by the author as a result of the analysis of established scientific approaches and decisions actually taken in Russian regions to support development in the context of global challenges of recent years. The model describes the interaction of bodies providing adaptive management of the region (a regional analytical center and a collegial body under the head of the region are proposed as these bodies), during the development of regional development goals and measures to adapt to changes (it is recommended to formulate long-term priorities in regional strategies providing for a set of development scenarios in different conditions, including a crisis option). As an element of the model, providing adaptive data management bodies for making informed decisions, there is a system for monitoring

the socio-economic development of the region (a conceptual approach to the formation of which is proposed by the author).

4. A methodology has been developed for the implementation of an adaptive management model for the socio-economic development of the region. The methodology is a step-by-step algorithm of actions for the practical implementation of the main provisions of the dissertation, presented in the form of a "roadmap" for the implementation of an adaptive management model (including important issues from the point of view of economic efficiency, the need to optimize the staffing of authorities in case of transfer of some functions to a regional analytical center, the expediency of completing support for duplicate digital systems after creation unified information monitoring system, etc.). In addition, the methodology reveals the principles of implementing the model, structures and describes its main elements. In the section devoted to the procedure for setting goals and objectives for the socio-economic development of the region, recommendations for the content of the crisis scenario for the development of the region are specified (including the proposal to form a list of particularly important investment projects, the implementation of which will be supported in crisis conditions, as well as guarantees for the fulfillment of social obligations and the provision of basic measures to support the regional economy).

The theoretical and practical significance of the work.

The theoretical significance of the work lies in the generalization, development and addition of theoretical and methodological provisions that have developed in the field of research of factors for increasing the adaptability of regional socio-economic development management systems to global challenges.

The practical significance of the work consists in the development of recommendations directly aimed at the use of regional authorities. At the same time, the practical significance of the study is confirmed by a certificate provided by the Office of the Plenipotentiary Representative of the President of the Russian Federation in the Ural Federal District.

Methodology and methods of research.

As part of the research, general scientific methods of cognition (theoretical and interdisciplinary analysis, synthesis, induction, deduction, generalization, comparison, etc.) were used. A comparative historical approach, system analysis, economic and statistical methods were used.

The main empirical basis of the study was:

- official data of state statistics (mainly data from the Unified Interdepartmental Information and Statistical System);
- documents of strategic planning at the federal and regional levels (presidential decrees on national development goals, strategies and forecasts of socio-economic development, sectoral strategies, state programs, etc.), other legal acts.
- information published on the official websites of government officials, government agencies, development institutions at the federal and regional levels, etc.

The degree of reliability and approbation of the results.

The results of this study have been tested within the framework of scientific and practical conferences at the All-Russian and international levels (including those held in 2022-2023 in the cities of Penza, Yekaterinburg and Chelyabinsk).

The reliability of the research results is due to the use of scientific research methods, the reliability of the empirical data sources used, as well as the completeness of the analysis.

Publication of the research results.

During the research, 4 articles were published in leading peer-reviewed scientific journals from the list of the Higher Attestation Commission (1 of them in a journal also included in the list of publications approved by the RANEPА Academic Council), as well as a number of articles in collections based on the results of scientific and practical conferences.

The structure of the study.

The work consists of an introduction, 3 chapters, 7 paragraphs, a conclusion, a list of references containing 163 titles and 4 appendices. The illustrative material includes 18 tables and 21 figures.