

***To cite this paper:***

Ivanov, D.; Suslov, E. (2023) Methodological problems of the state project managing the socio-economic development of Russia. *Human Progress* 9 (1): 24. URL: [http://progress-human.com/images/2023/Tom9\\_1/Ivanov.pdf](http://progress-human.com/images/2023/Tom9_1/Ivanov.pdf). DOI 10.34709/IM.191.24. EDN OOACJV.

## **METHODOLOGICAL PROBLEMS OF THE STATE PROJECT MANAGING THE SOCIO-ECONOMIC DEVELOPMENT OF RUSSIA**

**Denis Ivanov**

Candidate of Political Sciences, Associate Professor of the Management Department in North-West  
Institute of Management of Russian Presidential Academy of National Economy  
and Public Administration  
Saint-Petersburg, Russia

**Evgeniy Suslov**

Candidate of Economic Sciences, Associate Professor of the Management Department  
in North-West Institute of Management of Russian Presidential Academy of National Economy  
and Public Administration  
Saint-Petersburg, Russia

**Abstract.** Throughout modern history, leading Russian scientists and statesmen have been looking for ways and approaches to create and ensure the optimal system functioning for managing the socio-economic development of Russia. Over the past thirty years, we could observe several attempts to ideological restart the logic of managing the country's development. Strategic planning approaches were supplemented by a system of national projects, but an integral system for managing the socio-economic development of Russia has not yet been formed. The project management system of solving the strategic tasks of the country's development for the period up to 2024 and 2030 is fragmented. As a main guiding documents analysis result, a structural imbalance in the strategic planning system becomes noticeable. The problems of project approach's incorporation, conjugation and interconnection with the public administration system stand out especially clearly. Based on the analysis of the strategic planning functional stages, this article proposes to supplement them with the design stage, without which it is impossible to solve strategic problems effectively. The authors actualize the issue of developing a methodological approach to the formation of a scientifically

based and adequate to modern realities model of socio-economic development project management in Russia.

**Keywords:** public administration; socio-economic development; strategic planning; national project; project management.

**JEL codes:** O10; O20; O29.

### Acknowledgements

The study was carried out as part of the initiative research work in the NWMI RANEPА under the President of the Russian Federation, the number in the EGISSU NIOKTR system is 122112800090-2.

### References

1. Lenchuk, E.B.; Filatov, V.I. (2020) Improvement of methodological approaches to the formation of a strategic planning system in Russia // *Bulletin of the Institute of Economics of the Russian Academy of Sciences*. No. 4. P.: 9-26. DOI 10.24411/2073-6487-2020-10039.
2. Gagarina, G.Yu.; Miroshnikov, S.N. (2018) Some issues of managing the socio-economic development of the constituent entities of the Russian Federation based on the strategic planning system // *Administrative Consulting*. No. 12 (120). P.: 79-90. DOI 10.22394/1726-1139-2018-12-79-90.
3. Mityaev, D.A. (2016) Strategic planning system: an attempt at a political economy approach // *Questions of political economy*. No. 1. P.: 64-77.
4. Zaporozhan, A.Ya. (2019) On the issue of the implementation of national projects // *Administrative consulting*. No. 5 (125). P.: 18-23. DOI 10.22394/1726-1139-2019-5-18-23.
5. Buchwald, E.M. (2019) Institutional problems of strategizing spatial development in Russia // *Journal of the New Economic Association*. No. 2 (42). P.: 121-136. DOI 10.31737/2221-2264-2019-42-2-6.
6. Raikov, A.N.; Bauer, V.P.; Eremin, V.V. (2019) Formation of a system for monitoring the implementation of decisions in the process of state project management // *Problems of management*. No. 2. P.: 9-18. DOI: 10.25728/pu.2019.2.2.
7. Leon-Soriano, R.; Jesús Muñoz-Torres, M.; Chalmeta-Rosaleñ, R. (2010) Methodology for sustainability strategic planning and management // *Industrial Management & Data Systems*. Vol. 110. No. 2. P.: 249-268. DOI: 10.1108/02635571011020331.
8. Dinnik, D.I.; Grigorieva, N.S.; Galoyan, Y.E. (2020) Improving Project Management of Socio-Economic Development of the Region with the Use of Soft Computing / In: Aliev, R.; Kacprzyk, J.; Pedrycz, W.; Jamshidi, M.; Babanli, M.; Sadikoglu, F. (eds) 10th International Conference on The-

- ory and Application of Soft Computing, Computing with Words and Perceptions. ICSCCW-2019. ICSCCW 2019. Advances in Intelligent Systems and Computing. Vol. 1095. Springer. Cham. P.: 214-220. DOI: 10.1007/978-3-030-35249-3\_27.
9. Kerzner, H. (2017) Project management: a systems approach to planning, scheduling, and controlling. John Wiley & Sons. 848 p.
10. Nikiforov, V.V.; Ivanov, D.Yu. (2020) Digital formats for the participation of the population in decision-making on projects for the development of territories // Management Accounting. No. 1. P.: 32-40. DOI: 10.25806/uu12020.
11. Brzozowska, A.; Pabian, A.; Pabian, B. (2021) Sustainability in Project Management. A Functional Approach. CRC Press Taylor & Francis Group. 202 p.
12. Plattfaut, R. (2022) On the Importance of Project Management // Capabilities for Sustainable Business Process Management, Sustainability. Vol. 14. No. 13. Article number: 7612. DOI: 10.3390/su14137612.
13. Papke-Shields, K. E.; Boyer-Wright, K.M. (2017) Strategic planning characteristics applied to project management // International Journal of Project Management. Vol. 35. Issue 2. P.: 169-179. DOI: 10.1016/j.ijproman.2016.10.015.
14. Strømmen-Bakhtiar, A.; Timoshenko, K. (2021) Revisiting New Public Management and Its Effects: Experiences from a Norwegian Context. Germany: Waxmann. 178 p.
15. Uskova, T.V. (2019) Key factors of sustainable development // Scientific works of the Free Economic Society of Russia. Vol. 218. No. 4. P.: 474-480.
16. Evdokimov, K.V.; Ivanov, D.Yu.; Suslov, E.Yu. (2018) Problems and prospects of using the project approach in solving strategic problems of the development of the Russian economy // Bulletin of the Belgorod University of Cooperation, Economics and Law. No. 6 (73). P.: 92-102. DOI: 10.21295/2223-5639-2018-6-92-102.
17. Povarova A.I. (2015) Accounts Chamber of the Russian Federation: draft budget for 2015 - 2017 will not allow solving strategic state tasks // Problems of territory development. No. 2 (76). P.: 29-44.
18. Adamskaya, L.V. (2022) State project management in Russia: normative and legal foundations of formation // Self-management. No. 5 (133). P.: 104-107.
19. Lenchuk, E.B. (2020) National projects in the goal-setting system of the socio-economic development of Russia // Scientific works of the Free Economic Society of Russia. Vol. 225. No. 5. P.: 79-90. DOI: 10.38197/2072-2060-2020-225-5-79-90.

## **Contact**

Denis Ivanov

North-West Institute of Management of RANEPa

57/43, Sredny prospect VO, 199178, Russia, Saint-Petersburg

[ivanov-dy@ranepa.ru](mailto:ivanov-dy@ranepa.ru)

Evgeniy Suslov

North-West Institute of Management of RANEPa

57/43, Sredny prospect VO, 199178, Russia, Saint-Petersburg

[suslov-ey@ranepa.ru](mailto:suslov-ey@ranepa.ru)