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### Formation and Development of Cluster Management in the Regional Economy of the Russian Federation

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#### ABSTRACT

Market demands influence the activities of the entire company as a whole. In order to respond adequately to market requirements, company management must agree with these demands, the actions of all their units. One way of solving this problem is to improve the internal management organization of the company oriented to market requirements. First, we need to strengthen the influence of the internal economic mechanisms on the final results of the activities of the entire company as a whole. Elements of the system of intra-company economic relations are the subsystems of planning, monitoring, and economic incentives and economic responsibility. In contrast to the existing system of planning in a command economy the development, approval and adjustment of plans in the market – the case of the firm. Monitoring the implementation of plans, economic incentives and forms of economic coercion should be focused on the achievement of commercial interest of the company, to perform obligations to the customer, partners and staff. Corporate governance in transition in the post-industrial era of development of production is undergoing significant changes. A wide Informatization of all spheres of activity of the enterprise fundamentally changes the role of information, turning it into a production resource and the main thrust of corporate governance.

**JEL Classification:** L22, L25, L26, M19.

**Keywords:** Management, corporate management, forecasting, strategy, marketing.

## **1. INTRODUCTION**

Questions of corporate governance become important, especially at this time in connection with changes of conditions of managing in the conditions of financial and economic crisis, searching, winning or maintaining its market sector in the conditions of free competition.

Theoretical basis of research are works of Russian and foreign scientists, classical and institutional economic thinking in the field of management theory and sustainable economic development of enterprises and organizations.

The author used methods of systematic, logical, comparative analysis, and traditional methods of assessment of efficiency of functioning and development of economic entities.

## **2. ESSENCE AND PURPOSE OF MAIN FUNCTION OF CORPORATE GOVERNANCE**

Control functions and methods of their implementation are not unchanged, once and for all formed. They are constantly changing and deepening, and therefore more complicated maintenance works carried out in accordance with their requirements (Bogoviz & Mezhev, 2015). Developing and deepening each of the considered management functions takes place not only under the influence of the internal laws of their perfection, but also influenced by the requirements of other functions.

This implies an important statement of principle, according to which the development of each of the control functions is determined by the influence of the objective requirements. As part of the overall management system, each of the functions should be improved in the direction predetermined by the general aims and objectives of the operation and development of the company-specific conditions. This leads to a change in the content of each function.

## **3. MANAGEMENT PLANNING**

Planning function also acquired entirely new traits and characteristics. In modern conditions the intra plan received fundamentally new content, because the need for it arises from the huge scale of production socialization. This function is developed and is supplemented now marketing functions in connection with the implementation of that plan gets new content. Of particular note is the extension of the planning horizon. This means that the plan has not only operational problems, but also problems of perspective development, which is a new aspect of planning and represents a qualitatively different content of this function.

In this regard, the content has undergone noticeable changes monitoring function, which is closely linked to the implementation of the planning function and contributes to a more complete implementation.

It is significant that the study of the control functions cannot be approached from a purely formal aspect, but it is necessary to identify and analyze the changes taking place in the content management concepts and ideas. These changes reflect the underlying processes occurring in the global economy, which in turn are trying to adapt and modern enterprise.

Management functions are shown more fully in a comprehensive approach to the organization of activities, the use of management by objectives and create program-target structures, by which performed tasks assigned to the firm.

An integrated approach to the study of centralized management functions includes features such as intra-corporate planning and control, which, as already mentioned, they are closely related and complement each other.

At present, the increasing importance the improvement of economic governance, based on the application of the marketing system. This is due to the growth of the size and complexity of the content and nature of the activities of firms and increasing difficulty selling products on the world market. In this connection, it is increasing emphasis on the development of a global company strategy based on long-term and stable orientation of the production of specific products in certain markets a wide range of countries.

The most important part of improving the economic mechanism is to further the development of marketing and planning, their closer alignment. This means that the study of the organization's management cannot be treated with common criteria, it is necessary to identify and analyze the changes taking place in the content management activities of specific firms, identifying their features and characteristics.

#### **4. CENTRALIZING CONTROL**

Increasing the level of centralization in the management at the present stage involves further development of management functions such as marketing, planning and control intra-corporate. Mutate, these functions have influence on central management, which gets hung features and properties comprehended only when a detailed and comprehensive study (Shkurkin, Shestopal, Gurieva, Blaginina, & Gurianov, 2016).

Centralized management based on the need of the company within the global economic policy, which provides, inter alia, the development of common goals and concerted actions of all departments with a view to their implementation. Therefore, in the implementation of the above functions, an important role is played by their close linkages with the grass-roots level management functions, ie production offices and subsidiaries, which ultimately provides effective activity of TNCs in the current conditions.

Review of the most important functions of centralized management of corporate planning and control - both individually and in their relationship - and can reveal a deeper understanding of the marketing function was identified as a specific function of decentralized management.

#### **5. MANAGEMENT PROBLEMS AND SOLUTIONS**

The management problem is a complex issue, a task that requires clarification of his, study, evaluation and solutions. Problems always have a certain content, having at one time, around them there is always a group of persons or organizations, their generators, but the company does not stop because of this development. Changing the ratio of its internal variables, changing external environment, and as a result, of course, there are complex issues that need to be addressed (Abryutina, 2011). For example, change the tax rate, outdated technology, etc.

To understand the causes of problems, you need a causal analysis. During the meeting, you can discover the true causes, to weed out the side, the non-principal, related, to understand deeply examine and assess the situation. Thus, it is prepared to take the necessary premise solutions.

## **6. CLASSIFICATION OF MANAGEMENT PROBLEMS**

Management problems are classified according to the following criteria:

- degree of importance and urgency. The most important problems are the most urgent;
- the magnitude of the consequences in cases of adoption or rejection decisions and the number of organizations and individuals that are affected by these problems;
- the possibility of solving problems with the least cost and in optimal time;
- risk associated with the solution to this problem, and the possibility of new problems arise on this basis;
- degree of structuring and formalization of the ability to Express the problem in quantitative and qualitative indicators, etc.

In addition, problems may differ in their solutions:

- uncontested, when a way of solving problems in only one other solution there is;
- binary and multiple when the problem can be solved in two or more ways;
- matching when none of the methods cannot give a positive answer to the question of how to resolve the problem. It lies in the fact that there is a combination of separate parts and ways of solving problems, not contradictory. In General, it is the basis for the subsequent gradual solution of the problem.

Kinds of problems are considered on the following criteria:

- strategic, aimed at building a base of strategic data, their understanding, study, evaluation and practical use;
- tactical, the resolution of which occurs in a shorter time, than strategic;
- long, medium and short-term, current;
- levels of management – top, middle and lower echelons of management.

Every Manager in any organization or enterprise, from the first steps in their activities is found in a lot of problems. They can be small and large, soluble or insoluble, is extremely dangerous or not. The cause lies in the people. Management problems arise due to adverse events internal or external properties, obtaining results that differ from planned, the erroneous actions of the management and staff (Alebekov & Somogonyan, 2012).

## **7. CAUSES CONTROL PROBLEMS**

The main causes of management problems include:

- initially mistaken goals of the organization, methods and deadlines for achieving them;
- the wrong principles and methods of activity of workers;
- wrong criteria for evaluating the capabilities of the enterprise and employees;

- willful violations in engineering, technology, finance, etc.;
- changes in policy and economy of the state;
- natural calamities and disasters.

The solution - a strong-willed man's impact on the control object to solve the problem, the choice of alternatives to achieve this goal. Types solutions tend to coincide with the kinds of problems. If the problem is strategic in nature, then the solution must be strategic if the problem is ongoing, short-term, the solution should be the same (Ilin, 2013; Lobova & Bogoviz, 2015).

## **8. STRATEGIC MANAGEMENT ISSUES**

Solving strategic problems belong to the category of the initiative coming from senior management to implementing the lower levels of management. In this case, the top management takes the initiative and responsibility for decisions of a strategic nature. An example is investment in the future development of the production or, on the contrary, the curtailment of Affairs, etc.

The solution of tactical problems – the case of the middle levels of management; on the basis of the regulations from “above” they plan on solving problems in the medium-term plans and fulfilling short-term objectives. Lower levels of management solve problems on the basis of established orders, directives or written orders. Current problems of everyday nature take the most time lower levels of management. From the solution of these problems middle management and especially top leaders should be released.

The decision problems classified by:

- degree of mandatory implementation;
- functional purpose;
- method of adoption;
- the sphere of implementation.

According to the degree of enforceability can be Directive: they are accepted by senior management and are binding for lower management structures. Recommendation solutions are an Advisory body. Their execution is desirable, but not required. Orienting decisions are made by the leadership to coordinate the work of subordinate management structures that act autonomously (Volkova, 2011).

On a functional purpose distinguish organizational, coordinating, regulating, activating and controlling the progress of the solution.

According to the method of making isolated decisions selective and systematic. The first group includes solutions of one or more of the questions in this problem, the second solution covering the entire problem in all its complexity into and relationships.

For the implementation of the decisions associated with the activity that generated the problem and the solution of which depends on further developments in this field.

Decisions are classified as: taken individually or collectively, General and special, programmed and unprogrammed, closure and for use, etc.

In management is widely discussed scientific methods of development problems and ways of their implementation. For managers of the sphere of production and circulation is a very important method of economic analysis. It allows to apply the whole Arsenal of technical and other means for effective action, contributing to the normal course of Affairs, increase productivity, reduce costs and improve the quality of products and services (Balabanov, 2012).

## **9. EVALUATION METHODS OF THE ENTERPRISE COMPETITIVENESS**

The study of competitiveness requires its quantitative evaluation and the use results in the formation of the strategy of the enterprise in the market competition (Borodulin, Zalozhnev, & Shulemov, 2011). In this paper, we consider the model of an estimation of level of competitiveness of enterprises based on groups of indicators characterizing it:

- the potential
- the degree of satisfaction of requirements of the market and
- results of operations.

The model can be used in the analysis of the competitiveness of the market entity to determine imbalances between its potential and performance, and develop organizational and economic measures to eliminate these disparities.

In the model the problem of assessing the competitiveness of enterprises is formulated in the following way: calculate the values of integral indicators of competitiveness of the compared enterprises with the purpose of ordering against the reference of the enterprise. The procedure of its realization consists of a sequence of the following stages (Brigham & Gapensky, 2012).

Components of strategic capacity in conjunction with enterprise resources, form a set of strategic resources and should be specified for each particular enterprise.

## **10. ADAPTABILITY STRATEGIC POTENTIAL**

At its core, strategic potential defines one of the components of the potential of the company its adaptability. The second component of the potential is competitive advantages, which are characterized according to the M.E. Porter determinants of competitive advantages of the country (Vachugov, 2011).

Determinants, the system creates an environment in which businesses operate the country and is characterized by: the availability of resources and skills needed to gain a competitive advantage of the enterprise; information, which determines whether or not seen and used the opportunity to gain a competitive advantage; areas of application resources and skills available to the enterprise; purpose of the enterprise; forces, forcing the company to invest in a particular field of action to update (Gorfinkelya, Polyaka, & Shvandra, 2012).

It follows that the assessment of the potential of the organization must take into account: the importance of each determinant of the competitive advantages of the country and the structure of the strategic potential of the enterprise.

The basis of the assessment of the potential of the organization believe the coefficient of security of each of the strategic potential of the element that is used to achieve the strategic goals at a certain stage of

the life cycle, which is an enterprise-specific enterprise resource. Given the recent comments of assessment of the potential of the organization offer to carry out the following sequence of computational steps.

Under these circumstances, Russia's market economy forecasting the competitiveness of the enterprise and its factors becomes an objective necessity, since in today's competition for all its scale and severity of the winner is the one who is constantly analyzing the market environment, and anticipates the behavior of competitors fighting for its market position.

To successfully predict the competitiveness of enterprises and their factors need to draw in an integrated approach to evidence-based methods, among which are the following:

1. Extrapolation;
2. The regulatory target prediction;
3. The economic and mathematical modeling;
4. Expert assessments (Bukhalkov, 2012).

Use of the first three methods to resolve this problem requires on the one hand a large amount of diversified information and time-consuming processing it, on the other hand uniformity and correctness of the specificity of input data (Volkova, 2011).

As a rule, these requirements involve great difficulties applied nature. In this regard, it should be noted that in the context of the economy of the transition period, the vast number of enterprises is largely determined, directly or indirectly, the influence of external factors the market environment, with the most general case of the arbitrary nature of the occurrence, and not necessarily economic. This, of course, may significantly restrict the use of these methods in order to predict competitiveness.

## **11. M.E. PORTER LOOKING TO MAINTAIN AND CHANGE THE COMPETITIVE ADVANTAGES OF ENTERPRISES**

In addition, in terms of marketing and in particular, the competitive strategy of the enterprise, is also extremely important and need to figure out how the market environment created in a given country under the influence of external factors that affect the appearance, maintenance and change the competitive advantages of companies in these countries.

In a study of this problem is well-known merit M.E. Porter, which is based on the analysis of statistical materials industry eight developed countries has revealed the most important reasons for the successes and failures of their enterprises in the competition. He proposed the original concept of the competitive advantages of the country, which is based on four properties (determinant) of the country, forming a competitive environment. Ultimately, the system determinants of competitive advantage, are in interaction, creates the effect of integrity, that is to say, increases or reduces the level of potential competitive advantage of enterprises of the country (Abryutina, 2011; Ksenofontov, Savon, Serba, & Shkurkin, 2016).

It should be noted that the overall system determinants, M.E. Porter includes both random events, and the government's actions, which may, in his opinion, either to strengthen or weaken the competitive advantage of enterprises (Volkova, 2011; Shkurkin, Novikov, Kobersy, Kobersy, & Borisova, 2015). Random in this context are the events that have little to do with the conditions of the development of the national

economy, and influence which often can neither businesses nor the government. The most important events of this kind M.E. Porter attributes: inventiveness; major technological advances; abrupt changes in prices for resources; significant changes in global financial markets and in exchange rates; spikes in global and domestic demand; policy decisions of local and foreign governments; war and another force majeure.

Thus, the foregoing suggests that the impact of global macro and micro levels of environmental changes can alter the external market factors that may cause a change in the factors that make up the determinants of competitive advantages of the country and, consequently, to changes determined by them competitive the benefits of the enterprise.

In this connection, the other not less important is the problem, which consists in determining the sensitivity of the competitive advantages of the company to external factors the market environment, i.e., in assessing whether the action is favorable market factors, and can be, and is not beneficial to the competitive advantages of a market entity (Balabanov, 2012).

## **12. PREDICTION OF POTENTIAL POSSIBILITIES OF THE ENTERPRISE**

We further define the potential of the enterprise to its strategic capabilities and competitive advantage. Then, in order to predict the potential of an entity or its competitive status, it is primarily necessary to estimate (Vachugov, 2011):

- the result of each external factor of the market environment;
- sensitivity competitive advantages of the enterprise to external factors of the market environment;
- the degree of adaptation of the strategic potential of an enterprise to influence of these factors.

The main problem of forecasting the potential of the enterprise on the basis of expert methods lies in the more General problem, not completely solved foreign and domestic research studies and concludes that peer assessment is subjective and not always based on them to obtain the expected positive effect.

For example, the structure prediction cannot cope with its task due to a mismatch of qualification of executors of the complexity of the real situation. However, this problem can be effectively overcome, if when you create a group for forecasting use one of the adaptive management structures – in particular, matrix.

As mentioned above, the results of operations of the company is proposed to evaluate in the General case, the integrated indicator of efficiency of use of resources of the enterprise, and the degree of satisfaction of market demands with competitive products – either through increased competitive commodity mass of products sold in the market, or by using a composite index of changes in the degree satisfaction of requirements of the market, obtained on the basis of indicators of the dynamics of sales volumes of products (Bukhalkov, 2012).

In the most General case the factors of competitiveness are formed under the influence of a large number of internal and external factors that usually cannot be allocated, or for which no information is available. In this situation, the course of change of the considered indicators can be associated with factors, and over time that leads to the formation of one-dimensional time series.



Given the foregoing, it is proposed to predict the remaining factors of competitiveness of the enterprise by extrapolation on the basis of growth curves of economic dynamics subject to the fulfillment of two fundamental conditions: time series of the indicator has a trend, i.e. the prevailing trend; the General conditions that determined the development of the indicator in the past, will remain without significant changes during the period of pre-emption (Dontsova & Nikiforova, 2013). The forecasting procedure is carried out by the following sequence of steps:

- preliminary data analysis;
- solution to the problem of selection of the growth curve for a particular time series using the method of finite differences or the method of characteristics of growth;
- determination of selected parameters of growth curves using the method of least squares or approximate methods of calculations (three points method, the method of the three amounts, etc.);
- determining the adequacy of the models, accuracy assessment of an adequate trend model and selecting the best of them;
- obtaining point and interval forecasts and verification of forecasts.

It follows that in the current economic conditions to predict future competitiveness and its factors are the most affordable expert methods and approaches, the main advantage of which is the possibility of their implementation in conditions of partial uncertainty of the market environment, inaccuracies of the source data and not the significant needs for statistical information.

The main factors of competitiveness as noted above, we believe the potential of the enterprise; the degree of satisfaction of market demands with competitive products; the results of operations.

Adequate forecasting of competitiveness of the enterprise is based primarily on the analysis of its potential and is a complex task, solution of which allows to balance the real possibilities of the enterprise with market needs; identify key goals and develop effective strategies to achieve them; to develop the basic program of production development and market conduct; to make informed management decisions aimed at improving the competitiveness and sustainability of enterprises (Balabanov, 2012). In the end, the potential of the enterprise, its competitive status characterizes a prerequisite of the attainment of economic results of economic activity on the one hand, and requirements and market demands on the other, on a certain time horizon.

In General, the proposed methods of forecasting factors of competitiveness of the enterprise allows:

- carried out in the same scenario the external market environment calculation and analysis of the index of potential capacity of the enterprise, while providing the possibility of identifying point in time is extremely favorable (or not favorable) States of this environment for further development of the plan of the organizational and economic measures directed on increase of competitiveness;
- to identify the worst (or best) scenario of development of the external market environment from the point of view of potential opportunities;

- to compare the potential of the competing companies;
- to forecast the degree of satisfaction of market demands with competitive products and conduct comparative analysis with relevant levels of competitors with the aim of developing business and marketing activities aimed at studying the needs of the market in order to meet them;
- to forecast the level of economic activity of the enterprise and conduct a comparative analysis of similar indicators of competitors to develop organizational and economic measures aimed at improving the social and financial situation of the company;
- to forecast the level of competitiveness of the enterprise and conduct a comparative analysis of the respective indicators of competitors (Gorfinkelya, Polyaka, & Shvandra, 2012).

### 13. CONCLUSION

After studying and analyzing the subject, we can conclude that the intra manipulated the company is not less complex and time-consuming than the communication with customers and other organizations.

In intra management as in any other field, decisive are the problems associated with the acquisition and use of information resources. From the scope and quality of information resources used in the professional activities of executives and specialists in many respects depend on the results of business management and the level of its economic condition.

Worries about the economy, the efficient use of material resources inferior to their priority revitalization of intangible, information resources, which by their nature are fundamentally different from the material and require different organizational and economic approaches.

In the enterprise management system, this causes some difficulties. The development of intra-corporate management through the use of information resources in the conditions of intensive formation of market relations as a strategic factor in the competitiveness of enterprises.

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