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Managing business in the regions of Russia: threats' analysis

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Abstract: The article analyzed the opportunities and threats for the managing and developing business in the regions of the Russian Federation using a set of economic indicators based on the goal of achieving the prosperity, economic growth and economic security for this country.

Keywords: business, management, region, Russia, developments, indicators, factors, conditions.

Economic security is a set of conditions and factors ensuring the independence of the national economy, its stability and resistance to exogenous and endogenous shocks, economic and political origin, and the ability for constant renewal and improvement, while ensuring the protection of national interests, the social direction of the country and its defense capabilities [1]. The national interests are:

- the ability of the economy to function in the extended reproduction mode;
- the exclusion of economic dependence on imports of basic products;
- the maintenance of the living conditions of the population above the poverty line;
- the stability of the financial system, the proper level of the financial market development, reduction and efficient management of external and domestic debt, provision of conditions for investment activity.

In other words, economic security can achieve economic sovereignty in decision-making in the domestic and foreign policies, helps to create an optimal level of satisfaction of needs of the individual, society and

state, as well as the achievement of economic space integrity [2]. In the periods of instability it is extremely difficult to identify the multifactor impact on the economy of the region and their connection with the safe level of exposure, to present it into accounts, procedures and monitoring. In this case of particular interest is the financial security rating as the most important component of the economic security [7]. Finances are not only the “circulatory system” of management, as one of the factors in the development of the productive forces. There are many methods of investigating economic and financial security of the country and regions. The common property of diagnostics, along with the controversy of their estimates as a consequence of the nonlinearity of economic development - it is subjective and presents the researcher’s position. Often the results of economic security assessment do not coincide with the expert assessment of the situation and statistical indicators of the socio-economic development.

As a methodological framework for the analysis of the financial security in most of the studies is used the technique of the indicative analysis (Tatarkin A.I., Kuklin A.A., etc.) as the method, approved and recognized by the scientific community [8]. But today, these techniques need to be adjusted, coupled with the emergence of new threats to the economic crisis and the lack of them in accounting asymmetrical regional development, centripetal tendencies among the regions.

Fiscal security includes two interrelated elements: fiscal and financial policy. Their interaction provides a synergistic effect. These policies are inextricably linked to each other, since they have a mutual influence on the state budget and economic development, and improving the productive potential of the region and the level of life of people living here.

Russia as the part of the global economic system fully felt the impact of the global economic crisis. Its effects are manifested in different ways, the impact on the various sectors of the economy and regions also differ. Regions adapt to new conditions, every region is looking for its own versions of stabilization. But the search for ways out of the crisis is complicated by the old and new problems.

Currently, the federal structure is a set of regions, territories and autonomous republics. Different socio-economic transformations, the introduction of market principles require the modernization and the determination of the spheres of economic regions.

With the elimination of the administrative and planning system of managing, the administrative shortcomings at the regional scale aggravated, that prevents the harmonical combination of the efforts of the center and the regions in the process of a comprehensive mobilization and the use of resources, as well as carrying out a radical economic restructuring [6]. The significant length of the country, the multiplicity of national and economic differences, climatic diversity, define the initial existence of differences in the pace and structure of the socio-economic development. The majority of regions of Russia, especially in the European part, represent the administrative regions that do not express specializations sufficient to their resource base, which does not create the conditions for the integrated development and diversification of the economy. In the western part of Russia, there are cities and regions (Moscow, St. Petersburg, Moscow region and others.), that have the ability to demonstrate strong economic growth. Interregional differentiation is the objective characteristics of the economy of Russia, in which the values of the certain indicators (gross domestic product, average wages, output, etc.) can vary significantly.

The differences of the values of the indicators of the socio-economic development of regions have always been, even in relatively quiet periods in the history of the Russian Federation. Many scientists

(Bandman M.K., Granberg A.G., Dmitrieva O.G, Lavrovskii B., Larina N.I., Pilyasov A., etc.) made a great contribution to the development of the typology of the regions of Russia, economic diagnostics, territorial zoning. Their work supports the idea that the levels of socio-economic development of the Russian Federation will vary according to individual indicators, and this must be taken into account by analyzing Russia's development strategy.

In order to build a system of economic safety we can use the most important property of the indicators - their interaction. Collecting information about the numerical parameters of such cooperation is necessary to determine the socio-economic impact of macroeconomic decisions, assess the significance of this or that economic security threats.

Regional features predetermine the totality of threats and hazards that affect not only the security of the region and the country as a whole. This implies that some of the thresholds in the different regions of Russia will vary in its outside. Thus, the minimum cost of living in Moscow and Volgograd regions will be different. However, in both cases, a large number of people are with incomes below the subsistence level, so we will talk about the problems in the economy and the efficient use of budgetary funds.

The economic security of the region depends on the external and internal threats. It is possible to predict and evaluate in advance their critical aspect and the possibilities using the method of threshold values (limit values, the violation of which prevents the normal course of development of the various elements of reproduction, leading to the formation of the negative trends in the field of economic security trends) that are installed in the course of the expert analysis of statistical information.

Each application of this method in the first place must take into account the current state of the economic entity, its interests and objectives, opportunities and ways to achieve them, as the threshold values may vary for different regions. This is due to the population and development in the region of the industry of the specific economic sectors. So for example in one region may be the greater development of the mining industry, and in the other may be the greater development of services. In such case it seems illogical and unnecessary to compare the indicators in these sectors under one standard.

The main indicators to assess the economic security of the region in the field of economic development used is the indicator GRP per capita as the most distinctive component of the sustainable development in the region. The social development is presented by the indicator called the ratio of average per capita income to the subsistence level, and the development of innovative is presented by the indicator called investment in fixed capital per capita as % of GRP.

The objectives of ensuring fiscal security concern: 1) preventing the budget deficit in excess of the permitted level; 2) the budget expenditures in the region that must ensure the maintenance and development of industrial and social spheres; 3) reaching the level of tax collection and non-tax revenues and 4) preventing the excessive tax burden that undermines the incentives for the development of production and entrepreneurship in order to provide a competitive, secure and sustainable development of the region.

Currently, the Budget Code of the Russian Federation specifies that in the case of adoption of the budget for the next year with a deficit, the federal law, the law of the subject of the Russian Federation or regulation of the local government, approve the sources of financing the budget deficit.

The Budget Code sets the limits of the budget deficit for each level of the budget system. The federal budget deficit can not exceed the total amount of the public investment and expenditure on the maintenance of the public debt of the Russian Federation. Limiting the budget deficit of the subject of the Russian Federation is related to the volume of income and may not exceed 15% of the budget revenues of the subject of the Russian Federation excluding the aid from the federal budget.

The Code contains the restriction that the current expenditures of the budgets of the subjects and municipalities of the Russian Federation can not exceed the volume of the corresponding revenues. Consequently, the current expenditures must on the one hand be provided with income, and on the other hand, they must be determined in the process of the formation of the budgets based on the projected revenues.

The method for determination of the threshold values of the parameters of fiscal security is essential for monitoring the state of the regional economy, and ensuring fiscal security by creating the financial and resource provision. The main sources of financial and budgetary resources are the tax and non-tax revenues as well as transfers and loans. Thus, the created budget reserve may be used for certain purposes, without prejudice to the financial position and stability of the economy. Since you can evaluate the current state of the economic security of the subject of the economy and predict its further development, the practical application of these methods is useful to determine such a procedure of spending of the available funds, in which it will be possible to establish the reserves required to maintain the subject during the period of crisis and negative events.

Financial security is the basis for an independent financial policy, in accordance with national interests, among which are the prosperity of the country and its people on the basis of ensuring the rights of individuals and the welfare of all of its constituent groups (Figure 1).

Economic thresholds of the regional security system are based on the principal provisions of the State Economic Security Strategy of the Russian Federation, approved by Presidential Decree of April 29, 1996 № 608, as well as the National Security Concept of the Russian Federation

Criteria is the indicator sign on the basis of which is formed the economic evaluation of the quality of the object, process, measure of such an assessment. The development of the effective measure for the prevention of damage, depends on the definition of the system of thresholds that can reduce economic security in response to the action of the certain risk factors. Thresholds are limit values of the certain indicators or criteria.

Approximation of indicators to the maximum permissible value indicates the growing threats to the social and economic security of the region, and the excess of the limits of its entry into the zone of instability and social conflict. The last entry indicates the region in the category of depression.

The basis of the fiscal security constitutes the optimization of the structure and the concentration of the financial resources of the individual elements of the budget system, the rational use of regional capacities of the budgetary system, based on the budget framework.

The thresholds and practical indicators of economic security of the country given S.Y. Glaz'ev it is advisable to apply to the regions of Russia, taking into account their characteristics and economic structure. For example, the following indicators (Table 1) were proposed by the scientists:

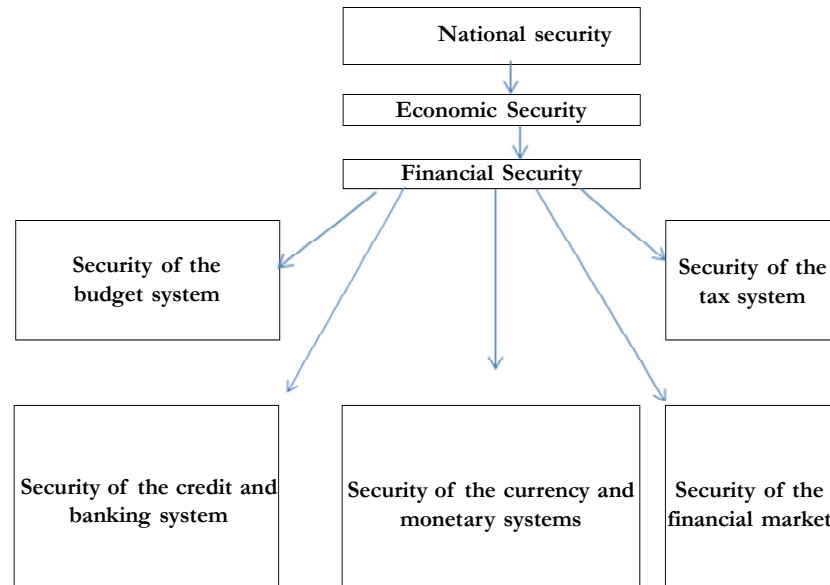


Figure 1: Elements of the national security

Table 1
Thresholds and practical indicators of economic security of the region

<i>Indicator</i>	<i>Level</i>
1	2
The volume of GDP per capita% of the average for the “seven indicators”	50
The share of investments in the GRP%	25
The share of food imports in domestic consumption,%	25
Depreciation of fixed assets of industrial enterprises,%	60
Correlation of the coefficient of renovation and the disposal of fixed assets, times	3
The ratios of savings and investment, times	1,0
The share of foreign investment in total investment in fixed assets,%	15-17
The ratio of R & D expenses in the GRP%	2,0
The ratio of intramural current expenditure on basic research, applied research and development time	1:3:9
The ratio of expenditure on technological innovation and expenditure on research and development, times	2,0
The share of regional credit institutions in the total number of credit institutions in the region,%	50
The share of the population with incomes below the subsistence minimum,%	7
Life expectancy, years	70
Differentiation of incomes, times	8
The crime rate, the number of 100 thousand. people.	5000
Unemployment rate, %	7
The level of suicide, the number for 100 thousand	26,5
Employment rate,%	60
The ratio of social expenditures in the consolidated budget for the individual in the region's population to the subsistence minimum,%	50
The growth rate of consumer spending,%	5-6
The rate of growth of real incomes of the population,%	5-7

To analyze the fiscal security of the region, and the later use of it in the “Budget for the citizens”, there were applied seven indicators of economic security offered by S.Y. Glaz’ev and their threshold values, namely [15]:

1. Gross Regional Product (GRP) is a general indicator of economic activity in the region, describing the process of producing goods and services for the final use. Simultaneously, the GRP is gross value added, created by the residents of the region, and is defined as the difference between output and intermediate consumption. GRP is calculated at current basic prices and at constant prices. Due to the dynamics of the GRP, we can track an increase / decrease in the region’s development, its productive capacity. So the increase in GRP can talk about increasing production, improving the economic and financial situation, when the decline of this indicator, on the contrary, would mean a recession of economic processes, reducing their efficiency and productivity. GRP is a general indicator, and therefore the thresholds is not for it. In addition, it was difficult to determine this figure, as each region has its own individual scientific, economic, industrial, technological, social, demographic, territorial peculiarities.
2. Volume of gross regional product per capita gives an idea of the amount of goods and services, presented by an average to one inhabitant of the region. With it you can monitor the welfare of inhabitants of a certain region and compare it between different entities of the Russian Federation. This indicator has its own thresholds. The best option is when the figure in the region will be equal to 100% of the volume of GRP per capita average.
3. The volume of investments in fixed assets in relation to the GRP. The investing determines economic growth, increase of its production capacity and is the basis for the implementation of the expanded reproduction policies, accelerates scientific and technological progress, the restructuring of social production, the balanced development of all sectors of the economy, the creation of the necessary raw material base of industrial growth, social development, ensuring the protection of the environment and solving environmental problems. The indicators of the volume of the investments in fixed capital and the volume of GRP are interdependent. Investors usually invest in stable, growing production and developing economically successful regions. Conclusion: the more investments are invested in a certain sphere of economy or entity of the Russian Federation, the safer and more stable these regions are. Hence another dependency, more investments than embedded in a certain scope, the greater will be their growth and impact in the future. The optimal threshold value, indicating that sufficient investment in the region’s economy for growth and development is a threshold of 25%.

Safety of the production sector is largely dependent on how updated and rational is the use of the basic foundations of the economy, which are especially important in the context of globalization and increasing competitive processes. Determining the optimum ratio of the investments allocated for the development and renewal of the fixed assets at every stage of the economic development is the most responsible and priority management issue of the socio-economic development of the strategy of forming a competitive type of reproduction.

4. The share of the population with incomes below the subsistence minimum.

The minimum subsistence level reflects the level of income, providing a minimum consumption of goods and services. The living wage includes the valuation of the consumption basket and

mandatory fees and charges. - consumer basket is the minimum set of food, nonfood goods and services essential for human life. Subsistence minimum is the basis of the characteristics of poverty.

The level of the population with incomes below the subsistence level allows you to track the level of the social security and quality of life, availability of sufficient secure jobs and decent wages. The higher the data rate, the greater the problems and negative factors exist in the region's economy. Taken as an average across all regions as a minimum, the "red line" beyond which you can not go, the figure in each region should not exceed 8% of the total population.

5. The unemployment rate is one of the most important characteristics that describes the economy of the country or region. The higher the unemployment rate, the worse the economic situation and lower standard of living are.

Obviously, there will never be full employment. In addition, a certain percentage of unemployment on the contrary speaks of economic development, movement of the economically active population from one area and work in another. This level of unemployment is a natural one. However, this indicator exceeding a certain threshold could indicate a deterioration in the region's economy. That threshold is the unemployment rate of more than 8 percent.

6. The ratio of per capita income to the subsistence minimum. This indicator allows you to determine whether to provide the economically active population, namely working part of society with an acceptable level of production, which allows to receive the income per capita, which is not lower than the subsistence minimum. Moreover, the indicator itself should exceed 3.5 times the minimum.
7. Life expectancy at birth is a measure of overall quality of life in the region and mortality in all age groups. It can also serve as an indicator of the potential return on investment in human capital. This measure should not be less than 75 years.

It is advisable to use these parameters in determining the current state of the economic security of the region, as well as their use in the "Budget for the citizens", for clarity of fiscal policy outcomes, forecasts its future development.

For a more detailed analysis of how the efficiency thresholds methodology and the results of their application at the level of the Russian Federation subjects, indicators of the Southern Federal Region, the

Table 2
GRP dynamics, mln. rub.

<i>Subject</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>Difference, %</i>	<i>Absolute difference in mln. rubles</i>
South Federal Region	2777791	3185419	3528190	27,01	750399
Krasnodar region	1244653	1459491	1617876	29,99	373223
Moscow region	508433,3	571516,1	606122,6	19,21	97689,3
Volgograd region	2176795	2357082	2551284	17,20	374489

following its subjects were analyzed - Krasnodar Region, Volgograd Region and the Moscow region as a reference example. GRP dynamics (for this indicator there are no thresholds) in these regions is presented in the table 2:

According to the table, GRP is growing in all regions, in the Southern Federal Region for 3 years it has increased by 27%, and in the Krasnodar region - of nearly 30%. GRP growth is also observed in the Moscow and Volgograd regions. This trend indicates the development of these regions, the growth of their economic and productive capacity that contributes to the improvement of social conditions, and hence the economic security as a whole [7], [13]. More complete data gives the consideration GRP volume per capita in each of the regions (table 3):

Table 3
Volume of GDP
per capita, rubles.

<i>Indicator</i>	<i>Level</i>	<i>Subject</i>	<i>Indicators, fact</i>			
			<i>Federal region</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>
Volume of GDP per capita, rubles	100% of the average level for the Russian Federation	South Federal Region	Does not match	317515	348641	376383
		Krasnodar region	Does not match	200306	229214	253152
		Moscow region	Does not match	236751	274996	301436
		Volgograd region	Does not match	314893	336651	359799

We determined that the rate of GDP per capita in all the regions is behind the average for the Russian Federation: the average for the South Federal Region is behind it by 33%, in the Krasnodar region - 20%, and in the Volgograd region - almost 37%. The Moscow region has almost reached the desired figure, but needed 4% more. That is not much, especially taking into account the dynamics of the GRP growth for the past three years [8],[14].

If the positive GRP growth trend will continue further, in a short time the threshold in the regions will be achieved, or the subjects of the Russian Federation will approach it as closely as possible to its execution. This trend is a very positive impact on the social conditions of the population, the production and the economy as well as the growth of the volume of GRP per capita, it shows that residents of the region will be able to afford a large number of goods and services [9].

One of the most important incentives for the development of the economy and financial relations are the investment in the region (Table 4).

The South Federal Region had exceeded the threshold value of fixed capital investment to GRP during three years, and continue its growth every year with the investment growth. The Krasnodar region has the relevant thresholds of the indicator the amount of investment in the, where it was 56%. This means that the economy has enough investment for development, and for supporting the growth, it is necessary to adjust their use, to increase their effectiveness [13].

The table does not take into account the results of 2014 and 2015 when, due to the sanctions we could see the decreased investment attractiveness of the Russian Federation, as well as investment flew

Table 4
The volume of investments in fixed assets

<i>Indicator</i>	<i>Level</i>	<i>Subject</i>	<i>Indicators, fact</i>			
			<i>Federal region</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>
The volume of investments in fixed assets,% GRP	25% of GRP	South Federal Region	Does not match	38,85	39,40	40,49
		Krasnodar region	Does not match	57,18	54,71	56,07
		Moscow region	Does not match	20,66	21,93	22,52
		Volgograd region	Does not match	20,47	23,82	21,91

themselves in different regions and production sphere. However, with the stabilization in the economic situation and the continuation of development of the region, investments will be back [10].

The provision of essential goods and services for a decent standard of living depends on the income and employment. The share of the population with incomes below the subsistence minimum decreased in all regions (table 5):

Table 5
The share of the population with incomes below the subsistence level

<i>Indicator</i>	<i>Level</i>	<i>Subject</i>	<i>Indicators, fact</i>			
			<i>Federal region</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>
The share of the population with incomes below the subsistence level	Less than 8%	South Federal Region	Does not match	18,07	15,37	16,05
		Krasnodar region	Does not match	13,5	11,2	10,4
		Moscow region	Does not match	9,6	6,9	7,7
		Volgograd region	Does not match	15,1	13,6	13,4

Despite the widespread decline in the proportion of people with incomes below the subsistence minimum, the index is still above the threshold, both in the Southern Federal Region, and in the individual regions of the province. This negative figure is reduced every year and may soon reach a favorable level for the economy. However, this may prevent the following risks: penalties (although the latter can perform, and vice versa stimulate the development of domestic industries and increasing import substitution, which will create new jobs and develop production, improve the social situation of many citizens), plant closures, staff reductions, increasing the number of unemployed [14].

If a crisis situation could be corrected, then the unemployment rate will increase significantly, and not be able to stay within acceptable values (less than 8%) (table 6):

Table 6
Unemployment level, percent

<i>Subject</i>	<i>Indicators, fact</i>			
	<i>Federal region</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>
South FederalRegion	match	7,0	6,2	6,5
Krasnodarskii Krai	match	5,9	5,6	6,1
Moscow region	match	6,9	6,0	6,6
Volgogradskaya region	match	3,7	2,9	2,8

From 2012 to 2013, there has been a slight rise in the unemployment across the South Federal Region (including the Krasnodar region and the Volgograd region). However, in the moment, in all studied regions of Russia, the unemployment rate is below the threshold, that has a beneficial effect on the growth of gross regional product, increase incomes, volume of goods and services available to the population [13].

The ratio of per capita income to the subsistence minimum in the South Federal Region is below the threshold, although in the Krasnodar region and in the Volgograd region, per capita income is more than 3.5 times the minimum subsistence level (table 7):

Table 7
The ratio of per capita income to the subsistence minimum time

<i>Indicator</i>	<i>Level</i>	<i>Subject</i>	<i>Indicators, fact</i>			
			<i>Federal region</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>
The ratio of per capita income to the subsistence minimum time	More than 3,5	South Federal Region	Does not match	2,37	2,66	2,72
		Krasnodar region	Does not match	3,19	3,54	3,83
		Moscow region	Does not match	4,32	4,96	4,66
		Volgograd region	Does not match	7,22	7,96	8,74

On the basis of the data it can be seen in Table 7 that the per capita income is rising every year. This confirms the earlier findings about the low level of unemployment, reducing the number of people with incomes below the subsistence level and the growth of GRP [14].

Also an important indicator for assessing the social security of citizens is the health and life expectancy. Population is a major part of the economy and the country, and to maintain its decent standard of living is a key task of the state (table 8):

Table 8
Expectancy of life

<i>Indicator</i>	<i>Level</i>	<i>Subject</i>	<i>Indicators, fact</i>			
			<i>Federal region</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>
Life expectancy, years	More than 75 years	South Federal Region	Does not match	70,65	71,26	71,76
		Krasnodar region	Does not match	71,2	71,7	72,3
		Moscow region	Does not match	70,36	70,4	70,78
		Volgograd region	Does not match	70,5	70,99	71,42

Although the average life expectancy in the Russian Federation does not reach the level of 75 years, in the next decade it is expected to overcome this level. This requires the development of social support, the modernization of the health care system.

The detailed qualitative analysis of the prerequisites of economic security of the Moscow region has ordained the construction of the following classification of threats of economic security of the region and opportunities to counter them, made by V Dianov [15]. Dmitrii Dianov has determined the following threats of the Moscow region [15]:

1. As part of ensuring economic growth, structural renovation of the economy, macroeconomic balance, reducing inflation and interest rates

- 1.1. High rates of bank loans and the lack of efficiency in making banks to allocate credit decisions in the real economy.
Services to the legal entities in the form of the loans are short-term, that does not meet the needs of enterprises in the financing of the working capital.
- 1.2. Slowing down the growth of agricultural production, associated with the lack of credit, increasing the calculation periods for delivered products. There is still a limiting factor which is the low profitability of dairy farming. Delayed payments for delivered products (milk, grain).
- 1.3. The lack of own resources and difficult access to credit for the modernization of production on a new technological basis.
- 1.4. The problem of the staff of the companies and the industry, particularly in the military-industrial complex.
- 1.5. The high costs of military-industrial complex on the content of mobilization capacities and the maintaining of the mobilization of the technologies in an efficient condition.
- 1.6. Imperfect legal framework of the state defense order: the dates of the tenders for the implementation of the state defense order are not specified; customers responsibility for the untimely financing order is not established.
2. In the part of the Community Development and Land Relations
 - 2.1. Lack of funds for the development of the General Plan and schemes of territorial planning of municipalities of the Moscow region.
 - 2.2. Subjects of the Russian Federation do not have the authority to implement the state land control over the target use of agricultural land, to seize these lands on the basis of the data of the state statistics authorities, tax authorities that must prove if there were no agricultural activity on these lands for two years, irrespective of the transfer of ownership.
3. In the part of the development of strategic management at the regional and local levels
 - 3.1. The imperfection of statistical analysis, accounting and taxation of small businesses, that makes it difficult to predict and to use the program-target method of their development.
 - 3.2. The lack of statistical records on the level of urban and rural areas that makes it difficult to predict and to use the program-target method of their development.
4. In the part of increasing innovation activity, energy and resource efficiency in the economy
 - 4.1. Inadequate implementation of modern innovative technologies in the energy efficiency of the regional economy.
 - 4.2. Lack of incentives for investment in the industry with the use of energy-saving technologies.
 - 4.3. Conflict of interest of the organizations that implement energy-saving technologies, and natural monopolies engaged in the delivery of appropriate energy.
 - 4.4. Lack of innovation-active small and medium-sized enterprises, whose share of their total number does not exceed 10 percent.

- 4.5. Lack of regional and municipal property presented for the leasing to small and medium enterprises for their development.
5. In the part of the development of engineering, transport, energy, information infrastructure
 - 5.1. Low growth of road transport and energy infrastructure. Power shortages. Low bandwidth transport network.
 - 5.2. Significant costs of the companies for the maintenance of social infrastructure.
6. In the part of the development of physical culture and sport system
 - 6.1. The lack of federal common minimum standard of social and fiscal values of budget expenditures of the municipality for the development of physical culture and sports.
 - 6.2. Lack of experts for sports medicine.

The elimination of threats of economic security of the region, reducing the consequences of their occurrence gives impetus to the implementation of the strategic approach to the management of a dynamic progressive development of the economy of the Moscow region and the definition of economic priorities. Solving these threats and problems would allow the Moscow region to attract investments and create new opportunities for business, managing small, medium and big enterprises.

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- Пояснительная записка к отчету об исполнении бюджета Волгоградской области за 2011 год (с учетом бюджета территориального внебюджетного фонда);
- Пояснительная записка к отчету об исполнении бюджета Волгоградской области за 2012 год (с учетом бюджета территориального внебюджетного фонда);
- Пояснительная записка к отчету об исполнении бюджета Волгоградской области за 2011 год (с учетом бюджета территориального внебюджетного фонда);
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