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PATERNALISM AS A «SOFT POWER» IN CORPORATE GOVERNANCE

***Annotation:** The increase in the efficiency of social reproduction, or the improvement of the well-being of each person, will be reduced to understanding the mechanism of using those factors that are either absent or insufficiently represented in the reproduction system. «soft power» in the management of small, medium-sized enterprises and large corporations will largely determine the reproduction of the national product, as well as the lives of individuals themselves. Paternalism should be attributed to the tools of «soft power», which will be more effective in some communities and less effective in others.*

***Keywords:** Efficiency of social production, paternalism, «soft power», public welfare, small enterprises, medium-sized enterprises, corporations.*

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ПАТЕРНАЛИЗМ КАК «МЯГКАЯ СИЛА» В УПРАВЛЕНИИ КОРПОРАЦИИ

***Аннотация:** Рост эффективности общественного воспроизводства, либо повышения благосостояния каждого человека будет сводиться к пониманию механизма использования тех факторов, которые либо отсутствуют, либо недостаточно представлены в системе воспроизводства. «Мягкая сила» в управлении малыми, средними предприятиями и крупными корпорациями будет в значительной мере определять воспроизводства национального продукта, так и жизни самих индивидов. Патернализм следует отнести к инструментам «мягкой силы», который будет более эффективен в одних, и менее эффективен в других сообществах.*

***Ключевые слова:** Эффективность общественного производства, патернализм, «мягкая сила», общественное благосостояние, малые предприятия, средние предприятия, корпорации.*

Introduction. Any formed integrity of social or biological education in its potency includes those vital forces that provide it with vitality, stability under the influence of both external factors (shocks) and negative destructive impulses generated by its inner nature. For social entities, for example, society, the state, industrial organizations, public authorities, families, and finally, international integration entities, as tools for maintaining and strengthening sustainability, find forms of their embodiment in the practice of management of «hard" and "soft» power. And if the «tools of «hard power» are aimed at forcing compliance with the rules that are most acceptable to the governing body and correspond, first of all, to its interests, then «soft power» focuses and uses subtle psychological settings of a person, with the help of which one subject acquires the ability, potency, and power to control other people. In this context, power acquires the potential of influence. Thus, production management acquires the tools of soft subordination to follow its controlled will.

As a result, entire states are already beginning to integrate into a single global organism with a «community of the common destiny of mankind. » Organizations of a smaller scale can be formed on the same principles, for example, the state itself, manufacturing enterprises (organizations), regions of the country, municipalities, small production collectives, production communes, production and consumer cooperatives, and finally, families. All these organizations, which are used here in the broadest sense of the term, will be characterized by the presence of a feature – «a single community destiny», which can form an additional potential to ensure the sustainability and vitality of the community.

Thus, the study of the role of «soft power» as an economic, psychological, and moral tool in strengthening the life potential and economic stability of industrial organizations of various forms of ownership is relevant, having scientific and practical value both in management theory and practical management in the organization.

Proof of the thesis. Many, if not the absolute majority of authors, correlate theoretical studies of the problems of «soft power» with the works of the American political scientist J. Naisya,¹ naively believing that in the early periods of mankind, people did not think and did not make efforts to comprehend the role of «soft forms» and their influence on opponents. The problem of understanding the concept of «power», its connection with the concept of «power», their etymology, unity and difference of the concept have been comprehended in the works of the Western political science school: A. Etzioni,² P.H. Arendt,³ D.M. Lampton,⁴ etc.

The specificity of the consideration of the essence of «soft power» is seen in the fact that in the countries of Southeast Asia this problem was considered less intensively than in Western economic and political science schools. Chinese

¹ Nye J. Soft Power//Foreign policy. 1990. Autumn. № 80, Twentieth anniversary. P. 153–171;

² Etzioni A.A comparative analysis of complex organizations. N.Y.: The free press, 1961. URL: <http://www.amazon.com/Comparative-Analysis-Complex-Organizations-Rev/dp/0029096200>;

³ Arendt H. On violence. Orlando, 1970. 120 p. URL: http://books.google.ru/books?id=_VM7xoPW6PsC&printsec=frontcover&hl=ru&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false;

⁴ Lampton D.M. The Three Faces of Chinese Power: Might, Money, and Minds. Berkeley: UC Press, 2008, 362 p.

scientists working in Western scientific and educational institutions attributed «soft power» to the tools through which China achieves the formation of a positive image in front of the outside world.⁵ However, in China itself, the centers for the study of «soft power» have become leading universities and research centers, such as Tsinghua University, Fudan University, the CPC Central Party School, the Ministry of Foreign Affairs of China, etc.

Among the Russian authors, it should be noted: A.V. Boyarkina,⁶ O.A. Timofeev,⁷ O.F. Rusakova,⁸ Ya.V. Leksyutin,⁹ E.G. Ponamareva,¹⁰ O.G. Leonova,¹¹ etc.

The contribution of Chinese scientists lay in the philosophical and cultural understanding and definition of the concept of «soft power»: Huang Mui, Cao Jingzhou, Li Yonghui, Wang Huning, etc. Among American scientists, R. Klein, K. Herman, M. Porter, and others should be singled out. In the economic sphere, the concept of «soft power» is reflected in the works of Russian scientists who have focused their research on the intricacies of implementing the «soft power» factor within the framework of China's interaction in international regional integration organizations: ASEAN, BRICS, SCO, APEC, etc.

It follows from scientific works that using the capabilities of the «soft power» factor will generate additional, complementary effects that contribute to greater stability of the organization in a turbulent market environment. This phenomenon can also be found in such an ancient institution as, for example, paternalism, or the concept of «paternal» patronage. This system of «paternal patronage» can be formed

⁵ Soft Power: China's emerging strategy in international politics / Mingjiang Li (Ed et al). Plymouth, 2009.

⁶ Бояркина А.В. «Мягкая сила» как политический инструмент реализации внешней политики КНР на рубеже ХХХХІ вв.: дис. ... канд. полит. наук. Владивосток, 2015. 234 с.

⁷ Тимофеев О.А. Новые аспекты дискурса о концептуальных основах внешней политики Китая // Вестник АмГУ. 2009. Вып. 44. С. 33–36;

⁸ Русакова О.Ф. Концепт «мягкой» силы (soft power) в современной политической философии: научный ежегодник института философии и права Уральского отделения Российской Академии наук. 2010. № 10. С. 173–181.

⁹ Радиков И.В., Лексютина Я.В. «Мягкая сила» как современный атрибут великой державы // Мировая экономика и междунар. отношения. 2012. № 2. С. 19–26;

¹⁰ Пономарёва Е.Г. Железная хватка «мягкой силы» // Университет МГИМО. 2013. URL: <http://www.mgimo.ru/news/experts/document238257.phtml>

¹¹ Леонова О.Г. Мягкая сила – ресурс внешней политики государства // Обозреватель. 2013. № 4. С. 27–40;

at the level of the family, community, production team, at the level of the enterprise, public authorities. Thus, it was necessary to overcome and suppress the tendencies of alienation of an employee from new machine technology in soft forms of using power functions using «soft power». These forms of management directly by the organization of the technological process were complemented by concern for the formation of ethics, morality, taking care of the life of workers, working conditions, overcoming the trends existing at that time towards the destruction of new technology, which was especially characteristic of the Luddite movement. As experience shows, this direction of organizing the process of introducing new, much more productive equipment made it possible, using the tools of «soft power», to establish partnerships between the administration, engineers and workers. At the same time, it should not be forgotten that working conditions can be very difficult.

Conclusion. Forming partnerships, mutual assistance, and cooperation in modern conditions is becoming an extremely difficult task for corporate management, as well as for government agencies and its institutions of power. The transition to a post-industrial economy requires new advanced management methods from the standpoint of the theory of organization. New equipment and new technologies are focused on labor-saving forms of production. Unity of command began to become more and more a brake, a bottleneck, which reduced the efficiency of the entire production with the ensuing consequences.

Nevertheless, «hard power» as the dominant model in management will remain the main acceptable form of management where unambiguous subordination to the governing body is necessary, for example, to the commander in the army, officers in the penitentiary system, and other organizations of a similar format.

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