

Global management strategies*

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ABSTRACT. The controversial sense of globalization process is revealed. It is noted that governmental and nongovernmental economical, political, social, and hierarchical agencies reach the limits of effectiveness and exhaust the potential of development and they are inferior to such new types of structure formations as clustered, metacorporative and net agencies. The trend of reinstitutionalisation of global economy is developed. The following scenarios of their development are examined: unipolar (when the developed countries project norm and principles of economic behavior to other countries), bipolar (there are a couple of management poles that take the decisions together), polypolar (the collaboration between countries with taking into account the interests of all countries and even small civilizations)

KEY WORDS. Globalization, asymmetry of economic globalization, reinstitutionalization, new technologies of global management, countries-systems, subsidiarity phenomenon, determinant of global process.

Asymmetry of globalization and the new status of a country

Multidimensionality of globalization appears in increase of international exchange of goods, services, agents of production, information, technology, innovations. Economical globalization is characterized by internationalization of conditions and spheres of people's life when in principle we can talk about the forming of global economy. To our mind, globalization is not finished in terms of geoeconomics, science and technology, and branch-functioning.

In spite of the evident display of globalization, it is not universal, because in fact it doesn't involve all countries, regions and branches of economy. However, it progresses in this direction. Globalization is not that straightforward and homogeneous. Especially in terms of positive and negative aspects of globalization,

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connected with advantages and disadvantages of economic globalization are distributed irregularly, disproportionately first of all between countries.

Unprejudiced analysis shows that the gap between developed countries and developing is getting bigger. This process is primarily caused by the gap in generating and using technological innovations in modern environment. The concentration of informational resources and intellectual capital in not a very big group of postindustrial countries leads to technological colonialism (when previous amendments of these countries to science and education lead to the effect of using world technological rent income) [2].

Obviously, global technological and therefore economical advantages cause the global political expansion. In such conditions new social and cultural aspects of globalization become extremely important. Globalization disconsiders traditional conceptions of conditions, factors, sources and criterias of social success of a person, big and small groups of people, almost all spheres of life, companies, countries, regions of the world. Mass pecuniary motivation and «running down the rich» by businessmen, corporations, cities, countries lead to dangerous degradation in ethic aspect. As the result of «westernization» the countries and regions of the world based on different from American qualitative features suffer from expansion.

Overall, the globalization becomes on the one hand a source of competition and on the other hand it leads to conflicts and local or civilizational crises. We believe that there is a systematical asymmetry of economical development caused by rising global interdependence. Global interdependence makes this asymmetry even bigger (Fig. 1).

Global economic asymmetries (financial-economic, productional, commercial, infrastructural) are regarded in the context of technological and informational asymmetries. They determine geopolitical and intercivilizational asymmetries in non-homogeneous socio-cultural environment.

Let's examine the functional-branch peculiarity of economical globalization asymmetry. High activity of international capital flow is obvious (but not goods or services). In our previous publications we noticed that globalization formed in commodity market (due to TNC activities) and last time it develops first of all in finance-investment sphere. Many factors contributed to this process such as free capital flow in global informational and communicative system together with scantiness of goods, services and labor force [7]. Nowadays the volume of operations in international credit, investment and especially in money-market is much bigger than volume of commodity circulation. And for each dollar in the real sector of economy there are 50 dollars in sphere of finance [2].

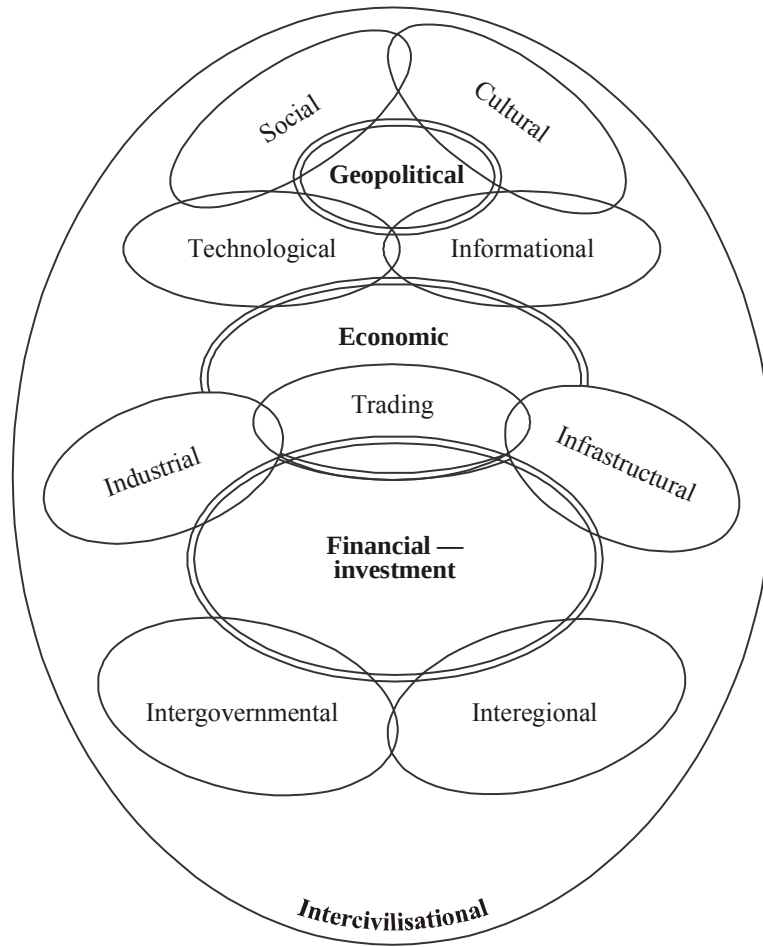


Fig. 1 Asymmetry of global interdependency

Different-speeded flow of factors of production together with fast dynamics of international capital exchange deforms global reproductive processes. It disconsiders the traditional ideas about macroeconomic proportions, stability, effectiveness, and competition.

It is first of all about operations with securities in the global stock market, which is not only a key part of the financial market but also it is a relatively independent element of the modern market infrastructure. Total volume of world stock market in its transparent segments is twice bigger than the world GDP. At the same time the asymmetry of development of the stock market is seen in terms of the countries (more than 75 % of it is for «G7» countries [12, p. 19–21]) and in terms of the functioning (previously the main place in developed stock markets was for the

shares of corporations and government debt obligations, but now it is for the financial derivatives). Hundreds and thousands of new instruments, appearing in the world stock exchange, are not mean to solve the problems of real economy. Mean operations at the international stock markets have approximately 95 % of all operations. Not accidentally Golden Sachs experts name the congestion of stock market with derivatives among ten the biggest dangers for the World economy.

That's why revelation of the so called «productive» and «nonproductive» components is one of the most difficult problems of globalization analysis. Mean financial capital threatens the world and can lead to global destabilization. The financial crisis causes the crisis processes in production and investment spheres and it also leads to rapid spread of «crisis infection» on international, regional, global levels. Mechanism of spreading of crisis infection is based on the possibility of quick requisition of financial asset from national economy without considerable loss. And it is only possible in liberalized enough economies with the help of «global players» (transnational banks and institutional investors). Their role in creating the necessary prerequisites of financial crises is significant. Its algorithm is the following: they destabilize rate of exchange with the help of mean currency transactions, as the result the governments have to process credits or with the help of high interest rates attract short-term foreign investments (and here «global players» become investors) [8].

Inter-countries asymmetry of economic globalization is becoming more evident. There are global leaders with the USA predominance at the one pole of world economy. They have accumulated financial and people capital for many years trough the successful expansion in all segments of world market. There are other countries — global outsiders — on the other pole which can not be equitable participant of globalization.

The break of developed countries into postindustrial future is accompanied by staying of other countries (the majority of people) in industrial or even in pre-industrial stage. The longstanding nonequivalent reappropriation of the world resources of development leads to significant global disbalance. World GDP doubled during last 30 years and the standards of living of people in general have increased. But at the same time the gap between developed and developing countries is getting bigger (the 1/5 of world population that live in the richest countries gain 90 % of the world GDP and the 1/5 of the poorest population gains only 1 % of the world GDP; the 1/5 of the richest population has 70 % of the world trade, 60% of direct investments, 90 % of Internet users etc.). The gap between the rich and the poor is getting bigger even inside the developed countries.

In conditions of informglobalism at the global financial markets players operate with virtual assets and obligations. The financial schemes are implemented where individual people, corporations, governments, international organizations take part. As the result the work of traditional regulative institutions is discredited.

The roles and functions of participants of global business and international and national regulative institutions are being reappropriated. National economies really lose the function of the main structural element of the world economy. Today we also can talk about the institutionalization of the world economy (when not only TNC, regional organizations, international organizations (IMF, World Bank, WTO, ILO) pretend to have the very significant roles but also cities – the world financial centres, some individuals (scientists, professors, famous businessmen etc.).

Asymmetries of global interdependence and interconnection of TNC, countries and regions (in practical aspect) and global inability of market fundamentalism (in theoretical aspect) lead to obvious necessity of modern regulative system.

The symbiosis of governmental (law and administrative) and market regulators of economy is a very sustainable system today, able to self-improvement and self-development. It was found like a simple regulative system but as the economic life is getting more complicated it is revolutionizing and adapting to environmental changes. During this process there were warps to the market segment at first and to government segment then. Globalization of economy qualitatively corrects the process of searching for optimal mechanism of its regulation. And a state as a management system confronts with a new paradigm.

Firstly, a state is losing the ability of effective use of such traditional regulative instruments as import tariff-walls and export subsidy, rate of national exchange and bank-rate. Governments have to use these instruments taking into consideration interests of other countries and influential TNC which can abolish the effect of governmental economic instrument. Even such traditionally «internal» spheres of governmental regulation as taxation, social policy, labor legislation, education are being internationalized now. In these conditions national governments lose their ability to regulate effectively their own economical system even using modern instruments.

Secondly, some economic processes, especially in currency and credit sphere, already do not concern to the regulative influence of government. For this purpose the collaboration between countries and global organization (IMF, World Bank, WTO) is needed. But the effectiveness of the supranational interference will be as big as the part of sovereignty delegated to global institutions. To defense their own national interests the governments find the new

complicated mechanisms of regulation of economy. The governments go deeply into problems of investment and structural policy, employment, environmental protection etc. The methods of governmental interference now are less strict and they are more like forms of partnership with private business.

Thirdly, first time in history state sovereignty loses its formal sense. It used to be the ability of a government to control totally its own territory (which meant having the control over economy and all other spheres of people life and impossibility of external interference).

The countries one by one had to join the contract relations and undertake commitments at the early stage of internationalization. Those commitments in fact limited the national sovereignty. The stronger the interaction the bigger the gap between the sovereignty de-jure and the sovereignty de-facto.

Fourth, the main result of the 20th century is the development of technosphere as an artificial environment of people activity. In future the main economic centres of technosphere will continue to have the main importance, basing on use of all planet resource potential to cover their own requirements. Technosphere predetermines and develops new types of activities in economics, politics, science and culture. Technosphere generates financial flows, organizational structures that are necessary to it. Technosphere globalizes the traditional problems of development and generates new problems. The certain hierarchy of countries consolidates its grip according to the place of countries in a system of functional relations of technosphere with its environment. The role of government is changing. Sovereignty disappears and at the same time it becomes regulated «from above» (top-down: regions in a country, a country, international regions, global system).

National governments can protect their sovereignty in two ways (intervention strategies). A *strategy of defense intervention* means different barriers including tariff and the control of capital flows to make the companies invest into national economy but not export the capital. A *strategy of onward intervention* means granting national companies with subsidies or renunciation of regulation the competitive capacity.

But in practice since 1990 the strategy of onward intervention has become a great deal popular. In many countries the governments have to use this strategy under opposition's dictation. In general while there is no alternative way to protect the sovereignty the governments will have to use these counterproductive interventionist methods.

There was a domination of intergovernmental relations in international economic system. As the result the international relations were equated to them. Moreover, international relations

were thought to be a scope of coercive relations and interconnections of equal units. Theoretically this approach is represented in geopolitics schools of thought.

In the 2nd part of the 20th century the hierarchy of the countries appeared. It became the new system where the global relations in fact become the internal relations. International relations stop being intergovernmental in fact.

In 1990th it has become obvious that the role of national governments in the world have been increasing as accepting of the challenges of that provoke the institutional structure of a modern state. *Firstly*, the gap between the real and official governmental competence is getting bigger. The governments with their supranational and regional institutions, using informational technologies, are becoming focal points of global political networks. These networks contain the international humanitarian organizations, global corporations, global overworld and technology. *Secondly*, the constitutional problems connected with power and its limits, relations between the government and people, market and the market institutions, are growing. *Thirdly*, delegating the administrative functions to subordinate organizations makes the government the main in the sphere of national interests. Subordinate organizations render services, regulate and give permission for the economic activity, solves the conflicts etc. The forth, during the «century of institutional pluralism» the number of different institutional forms is rising.

Globalization makes the governments share their power with other institutions. At the same time they save and even enhance the significance of their law, political, and moral authority. The Law, political and moral regulations are the sources of influence of a state upon global networks. So there is the mutual reflection in global management. This type of management has to do with networks where there is interdependence between institutions and influence of not only government but also non-government institutions.

Changing, the limits of government influence make moveable and almost inaudible the borders between government, private and public sectors. Cooperation between the members of the network is conditioned by need in resort exchange and coordination of aims and mutual intents. This interaction reminds the game, that builds on mutual trust and is regulated by the rules, which are treated and coordinated with all members. Networks, that organize themselves, own the considerable degree of autonomy with respect to the government, to that they are not subordinate. However, the government can turn their functioning indirect and partial, without occupying the privileged position with respect to the networks.

How it seems, in such conditions the mutation of sovereign national state had happened in directions, connected with the phenomenon of international regulated authorities (IRA), the concept of country-system and processes of subsidiarity.

In the modern world construction such concept as country-system or state-region arises ever more often. The 'country-system' can be generally represented by the state, which forms an independent system of internationalized reproductive nucleuses (cycles) for realization of its own geo-economics interests. In a role of their links appear national transnationalized structures, to which the realization of national interests in geo-economics space is delegated and at the same time their military defense is guaranteed. The country-system is characterized by global leadership in natural and human potential, so as in some other geostrategic parameters, which allow to realize the program of superstate potentially. As a rule, it is the leading regional leader, that has some global influence and marked authority in the world. The state-system owns on parity destructive potential, can realize active, as well as passive international politics. It is the carrier of original culture.

So we become some new image of the world's regulated authority – the global subject, the country- pseudoempire. It closely connects with the format of IRA (and with its subjects: 'Group of Seven/Eight» or UNO), ever more restricts their activity, taking upon itself the chain of appropriate functions.

The brightest examples of this phenomenon are, surely, the United States of America. Since some moment USA obviously don't fit in with the limits of the category of national state, at least, in that sense, in which we determine it with the political language of New time's culture. USA are New Rome sui generis, 'the world town', that is surrounded by concentric circles of 'provinces' and subordinate countries. Actual frontiers of the United States is not the administrative-political outline of the state, but «the zones of national interests», which envelop gradually the whole planet.

But the phenomenon of «new America» doesn't exhaust contents of given cluster. We know some other formats of realization the phenomenon of country-system (state-region). For example, Shengen, that is even more typical representative of the given family, because it doesn't pretend on a role of the global regulated authority. Now, becoming a visa in European country, that is a part of Shengen zone, you read on it (even if in different languages) the inscription «States of Shengen», instead of the name of national state.

One more example of country-system is Great China, including PRC, which had added Hong Kong, absorbed Makao, look closely at Taiwan. Trying to appraise the power of China, we use

constrainedly different social metrics: for example, including or excluding data about Hong Kong, calculating the quantity of Chinese all around the world in a different way and so on. The cultural civilized circle of given country-system contains the whole countries, so as Singapore (90 % of its population are Chinese), the whole southwest diaspora of hua ziao, at least, China towns, scattered all around the world... China world is an innovative social formation, a new format of country-system that goes not only out the borders of national state, but out the limits of previous interpretation of statehood.

In modern conditions we can speak about the forming of 3 world macro regions. They are: Europe with its nucleus - the European Union, East Asia with centre in China and North America with base in USA. These regions scarcely will become self-sufficient, because they are forced to facilitate the development of globalization tendencies. The availability of macro regions permits some territorial units to strive for exterritoriality. Globalization encourages macro regionalism, that, in turn, encourages micro regionalism, the basis of which is the wish of regions with high level of prosperity not to presume re-distribution of national riches on own account for another regions. The emergence of rich regions automatically leads to extraction in special group of poor regions.

Managerial regulatory system transforms in a complex of political and economic relations between micro regions, traditional states and institutionalized macro regions. Meanwhile, towns of world significance become «the control consoles» in national economy. The advantages of modern network organization of economic activity with flexible regional branch configuration condition increase of role of big cities, in which scientific, industrial, financial and investment potential concentrates in the paradigm of post-industrial development. This assist traditional (retrospective) and new factors: favorable climate of enterprising, attractive conditions of vital activity, opportunities of exnatoinal regulation of financial currency operations on the basis of modern informatics technologies and so on.

New hegemonies and contrhegemonies are forming. By the instrumentality of multilateral coordinating processes the conflicts are regulated, the world equilibrium is supported, service in different spheres is provided. The general picture reminds rather the multilevel order of medieval Europe than Westphalia model of system of sovereign independent states, which until recently serves as the paradigm of international relations.

The significant vector of national statehood transformation is the phenomenon of subsidiarity, that is voluntary or forced delegation of state authorities to «the lower part», on the local level. In soft forms that expressed in the rise of autonomy status of Ulster or Scotland in Great Britain, Basque Provinces or Catalonia in Spain

and so on. In this regard K.Omae indicated, that mobility of four «AND» (cumulative influence of investment, technological, industrial activity and individual customers) creates opportunities for capable of living economic departments in any country of the world to attract necessary resources for their development and interceding part of the state.

The limitations, which are necessary for taking global decisions, begin to correspond not to artificial political borders of the state, but to more focused geographic departments, for example Hong Kong and its adjoining part of South China or region Kansai near Tokyo, or Catalonia, that are regions of rapid business activity and prosperous markets. Such zones (according to K.Omae «regional states») can position themselves on internal market or transcend national states. Their leadership is based on the authority and/or power of the nearest geopolitical and cultural surrounding. Scales of influence's areal correlate, as a rule, with the level of geostrategical characteristics and cultural dominants of «regional states», to which the author attributes North Italy, Baden-Wurtemberg, Silicon Valley and Flood plane area in California, the Singapore-Johor triangle and neighboring islands of Indonesia, Pusan city, Tokyo with its adjoining regions. These regions, that are limited to the geographic sizes, become active subjects of global economy.

A specific display of such tendency was the appearance of quasistates, especially in post-Soviet space — Naddnistrianshchina, Abkhazia, South Ossetia, Carabagh, Mountain Badkshan and so on. This phenomenon isn't, of course, exclusively post-Soviet. Another examples are North Cyprus Republic, Kosovo and so on. We can also sort out the cluster of quasistate's territories — «the zone of tribes» in Pakistan, a number of same territories, for example, South Sudan, quasistate's masses (karens, mons) in region of « the gold triangle» in Indo-China and so on.

Administrative imperatives of metacorporatisation

During last decades microlevel of globalization is characterized by the dominance of transnational corporations (TNC) in world economy. They control 70–90 % of the world consumer and services markets and marketplace of techniques. The total realization volume of 200 biggest companies is more than 30 % of world gross domestic product. It is important to perceive that leading national economies are extremely transnationalized. They are USA, Japan, west European countries with powerful and numerous TNC. For example, it is North Korea with conglomerate of some TNC, by which are hanging its domestic economy and international competitive ability. They are, at the same time, some post-social countries, where capital

survived the period of overconcentration and their holding companies have been yet to rating of leading companies.

Transnational corporations overgrow in global ones by international consolidations and acquisitions on unprecedented scale (hundred millions \$) according to strategic orientation, diversified activity spheres, interests of higher management. In progressing post-industrial segment of world economy leading ambitions of global corporations in connection with dynamic quasieconomy culture generate new qualitative structural and organizing displacements.

Generally among basis directions of modern modifications are such corporative management structures distinguished: transition from narrow functional specialization to integration in composition and character of administrative activity, in style of administration; debureaucratisation, refusal from formalization, hierarchy and personification of functional and staff links; curtailments in quantity of hierarchical levels thanks to that fact, that a number of middle companies with flexible specialized work forms will be more capable of living than big centralized companies; nets of companies; transformation of organizing company's structures from pyramidal to flat with a minimal number of levels between top management and direct executors; realization of decentralization a number of administrative functions, first of all, industrial and marketing ones. For this purpose in the range of the companies are semiautonomous or autonomous departments, strategic business units, which are entirely responsible for income and loss, created. There is also rise in importance of innovating activity, creation of firms, which are orientated on production and independent sales promotion, within big companies. The main principle of these firms is the principle of «risky financing». There is also rise of a status of information and personnel integration means (for example, personnel combination) in comparison with technocratic and structure integration; ascertainment of the affiliate connection forms between the company and other enterprises, for example, by means of creation of new markets; creating of autonomic management groups (detachments).

The main displacements in the traditional model of corporation management are represented in table 1.

Learning of modern organization corporation forms and their administrative structures allows to ascertain the rising significance of principle of variety, when the search of universal conception, adopted to any organization, replaces with aspiration for creation of multifaceted conception with refusal to traditional statements of new model's idea. The conversion to new management model, in which corporation integration interests and corporation consolidation in the form of strategic alliances and unions of different configurations lasts from 1990.

Table 1

**The comparison characteristic of traditional
and new approach to corporative management**

Object of change	Traditional management model (Modern)	New metacorporation management model (Globalisation)
Organization	Hierarchy, bureaucracy	Nets
Main principle of organization activity	Functional specialization	Chiefly horizontal integration
Critical factor of competitive preference	Tangible and financial assets (capital)	Intellectual assets (knowledge)
Organization management structures	Structures of vertical making subordinate	Adaptive (fundamental) structures
Company personnel	Functionaries	Potential resources (centers of ability determination)
Main persons	Specialists, professionals	Groups (first of all, virtual ones)
Personnel expectations	Satisfaction of current needs	Qualitative personnel growth
Leaders	Autocracy	Purpose orientation
Style of top management	Authoritarian	Coordination, democratic
Source of power	Official position	Knowledge
Activity	Individual	Group
Status of links of industrial and organization management structure	Closed and self-sufficient units	Some resources, which are accessible to all
Markets	Domestic	Global
Profitableness	Value	Time
Orientation of company activity	Profit, rise of production efficiency	Satisfaction of needs for every concrete consumer
Reaction on environment changes	Responsiveness	Proactivity
Quality	Achievement of delivered tasks	Uncompromising achievement of possible things

So transnationalization developed into new stage of development, into metacorporatisation. According to Pappe metacorporation is the association of some economic agents (juridical persons and organizations, that are not juridical persons), which answer such demands : 1) if only some part of economic agents are commercial entities, that operate for receipt of a profit; 2) there are firm

interconnections between the companies, which are harder than market one, it means, that in some vital aspects all the association appears as integration; 3) there is a strategic center of taking decisions, which can be a juridical person, as well as a group of natural persons (owners and top management). This center is named the central element.

In organization-economic plan metacorporation is firm as well as market. Firm (hierarchy) and market (polyhierarchy) are marginal displays in original continuum, which contains a variety of intermediate forms, that coordinate price as well as command management mechanism. These intermediate (hybrid) forms are metacorporation. In real international business function corporations, which have a status of juridical person and use the principle of decentralization, internal entrepreneurship, internal markets and autonomy of some departments (horizontal corporations, circle corporations, corporations with divisional structure). But these corporations are not metacorporations in their economic-juridical definition. Inversely, holdings, which formally contain of many juridical persons, are often so hard centralized associations that several their enterprises have sufficiently limited independence in comparison with departments of horizontal corporations. In this situation they are hierarchies, but not corporations though holding is one of the brightest examples of metacorporation.

There are some theoretic conceptions of metacorporations in international economy, which take into consideration their internal nature and part in global economy. Many authors base themselves on the analysis of metacorporations as specific forms of company's amalgamation according to the synergetic theory of amalgamations, though there are also alternative theories of amalgamations with concentration of attention to the important factor of operation of any company, especially of metacorporation as the interest differentiation of many groups, which take part in management of such structure.

Interpretation of metacorporations as alternative to amalgamations forms of market expansion takes place. Formation of metacorporations explains as a compromise between interests of insiders and outsiders in company management, which depend on the central element and try to use all the advantages of integration, keeping at the same time some autonomy (models of internationalization, institutional theories and so on).

Metacorporation, in which the «centers of strength and power» and market are always present, are an alternative method of organization and interaction of economic subjects. The contract firm's theory of R. Kouz and the model of O. Williams (widening of hierarchy concerning to market comes to the second Gessen's law - to equality between hierarchy and polyarchy) becomes the starting

theoretic basis of analysis. The integration corporation structure rates not so much separate company as the system of interaction.

This analogy is appropriate to that, what happens to the principle of sovereignty of modern states, which try to delegate the maximal number of functions to «strange» participants of the global business system owing to the realization full-scale tools of «new wave» wars. Together therewith, processes of metacorporatization render impossible owing to own costs without direct state's intervention, while process of deacquisition of state's sovereignty must be accompanied by the strengthening of the monopolistic power of global corporations.

The comparison of real market positions of states and corporations is interesting on the matter, because majority of research people prefer exactly the last. Andersen insists in his research «Growth of the global potential of corporations», that 51 among 100 largest macroplayers on the world economic scene are corporations and only 49 are sovereign states. In fact, a thesis is advanced, that leading transnational corporations are bigger formations than middle in size states [6].

Representing a perspective vector of transnationalization, such statements are premature and inadequate to the today's reality. So without prejudicing the assertion about transnational corporations as powerful and arrogant institutes, Belgian researchers from University in Luven and experts from the senate of Belgium have accented that economic strength of the countries had modified too [6]. The comparison of corporations' dimensions as acting macroplayers (by yearly volume of sales) with sizes of countries (by year's GDP) is inadequate, how Belgian analysts indicated. The alternative approach (the accounting of additional cost) foresees the accounting of rates of the reward for staff, income rate before taxes, amortisation (table 2).

Table 2

The main business indexes of leading TNC (million \$) [6, p. 4]

	I	II	III
General Motors	184 632	42 175	23
Ford	170 064	46 802	27
Daimler Chrysler	162 384	44 438	27
Royal Dutch/Shell	149 146	36 294	24
British Petroleum	148 062	33 536	23

(I — volume of sales, million \$, II — additional cost, million \$, III — share of additional cost in volume of sale, %)

Despite the fact that such point of view is sufficiently reductive, the ratio between the additional cost and the ranges of sales in big

industrial corporations are practically the same order (on average 25 %). The mentioned ratio among corporations in non-manufacturing business comes to 35 %. For the apportionment of the largest world's corporations was used the publication «Fortune Magazine's Global 500», gross domestic product's data of single countries were take from information of International Bank of Reconstruction and Development. Countries and corporations were classified according to their gross domestic product and the additional cost [6, p.4]. Among leaders were 63 countries and 37 corporations chosen. It is visible, that 48 from the first 50 places belong to the states and only two pertain to the transnational corporations, and economies of USA, Japan and China in their magnitudes exceed dimensions of the largest corporation conformably 150, 70 and 16 times more. Even small states, such as Belgium, Sweden, Austria, pass ahead of leading transnational corporations in a few times. 50 transnational corporations, which have the highest places, give only 4,5 % of additional cost, that was produced in 50 states-leaders (table 3).

Table 3

**The main players in the world economics
system according to the analysis findings of research group
from the Leuven University (\$, million) [6, p. 4]**

1	USA	9900,0
2	Japan	4700,0
40	Malaysia	89,7
41	Colombia	81,3
42	Philippines	74,7
43	Chile	70,5
44	«Wal-Mart Stores»	67,7
45	Pakistan	61,6
46	Peru	53,5
47	Algeria	53,3
48	«Exxon»	52,6
49	Czech Republic	50,8
50	New Zealand	50,0
51	Bangladesh	47,1
52	UAE	46,5
53	«General Motors»	46,2
54	Hungary	45,6

55	«Ford Motor»	46,2
56	«Mitsubishi»	44,3
57	«Mitsui»	41,3
58	Nigeria	41,1
59	«Citigroup»	39,1
60	«Itochu»	38,4
61	«DaimlerChrysler»	37,5
62	«Royal Dutch/ Shell»	37,3
63	«BP»	37,0
64	Romania	36,7
65	«Nippon T&T»	36,1
66	Ukraine	35,3
67	Morocco	33,5
68	«AXA»	32,5
69	«General Electric»	32,5
70	«Sumitomo»	31,9

So it's obvious that the part of transnational corporations in world economy is evidently top-heavy, though the additional cost in top-level transnational corporations can we really compare with the gross domestic product of single states. For example, Exxon with 95000 people of staff creates nearly the same additional cost as Pakistan with 141 Million people of population, half of which are able to work.

In general, further improvements of methodology and methods of the quantitative valuing of disposition of subjects of global economy. This will permit to extend it's qualitative analysis. Experts of UNCTAD, World economic forum, individual scientists and creative collectives of specialists in globalistics work productively in this direction. That is significant conformably to the pace of economic development; that GDP of countries was growing faster than volume of sales of TNC and the part of 50 leading TNC in the world GDP reduced, that contradicts asseverations of antiglobalists (according to information from UNCTAD, the additional cost, which was produced by 100 largest companies in 1990, made 3,5% world GDP and in 2000 — 4 %. At the same time the market share of leading «twenty» companies decreased from 1,8 to 1,5 %) [6, p.5].

In the context of the global management problem non-trivial is an estimate of modern tendencies by C.N. Murphy with the

conclusion about absence of global shift of power from states to other global subjects, the question is about a fundamentally new tendency of the world development: on the global level private property controls both a state and transnational economic and social sphere through: private agencies dealing with tests of solvency, that impose their own policy on governments and international organizations; tightly interrelated global oligopolies in the insurance business, accountancy and HQ consulting; global and regional cartels in industry — from extractive industries to electric energy producers; specific combination of oligopolies management, temporary private instructions, non-dispositive documents, that control global telecommunication networks, including the Internet.

In addition one must take into account an increasing influence of such power centres as internationally integrated mafia and an in-crowd of economists, who have an essential impact on ministries of finance, the most influential intergovernmental bodies and private structures.

In general, even organizationally reformed and high consolidated corporations as the key objects of global business do not play an independent role in global economics and policy. Further outlines of the world system transformation form in their productive cooperation with states and international organization with structurally renewed in comparison with classical ones functional portfolios. Moreover, global corporations dominating on markets of goods, services, funds, technologies, management innovations really become the most influential subjects of world economics, and at the same time — its the most dynamic structure elements. With their mobility, adequate reaction on changes in external competitive environment, direction to innovations they apparently downweigh over-bureaucratized both domestic and international organisations and regional supranational formations. Activity of global corporations, that apparently do not have an alternative in international business, will significantly define the outlines of the future global economics and philosophy of global management.

Structural Renovation of the Global Management System

A transit from the traditional model of international relations regulation to a new one started in the 1940s of the XX century, when the UNO was created with its system of international governmental organisations in the spheres that needed collective regulation. In course of time new spheres were being added and new

regulation tools were created (GATT, IMF, The World Bank). Later the sphere of their activity expanded significantly: more than 3000 intergovernmental organisations appeared since the mid 1940s. They regulate almost all spheres of economics, politics, culture etc.; in addition there are about 20.000 different non-governmental international organisations, among them about 2.000 organisations have a status of UN observer.

At the same time level sensitive structuring of the world regulative systems was happening. In the foreground now we can see international specialized organisations that present joint national-private potential in leading spheres of social development – international finances, international trade, international information fields, military complex. Construction of such geopolitical model of the XXI century is taking the shape of a pyramid; on its top there is a controlling centre that consists of the leading countries of the Atlantic civilization and specialized international organisations that realize the globalization task. Infrastructure of this controlling centre consists of traditional subjects of international relations – national states and other international organisations. Thus the Atlantic civilization, which is one of the forms of civilization evolution, gets obtains monopolistic influence on the whole range of global type relations. Thereat, the illusions of absolutism and global power assert themselves [3].

In general, nowadays the UNO has a double function – supplies interstate system, that formed historically, and global system that is forming. As the only body of global regulation, the UNO is under the influence of two tendencies – state-centricity and polycentricity.

The UNO political culture is oriented mainly to the priority of national sovereignties, though the organisation is brought into some discredit by its practical activity during the last years. The UNO often interfere into intrastate conflicts through its peace-making and humanitarian efforts. The principle of «concordance of states» has changed to «states – must act in the line of», and human rights and other democratic values can be defended through the use of force.

At the same time, non-governmental organisations (NGO) are getting more influence, many of them become mass ones. Number of NGO since 1990 has increased from 6 to 26 thousand. Growing activity and popularity of NGO in some way destroy the monopoly of authorities and its concentration of state and interstate levels, create alternative information channels and thus prepares an appearance of the global civil society. In the nearest future one can expect a transit from isolated to integrative strategies of NGO, though their participants are still far from efforts consolidation around an ideological «core».

The UNO role of a bridge between state-central and polycentric world needs its functional-structural reforming in order to reflect the global redistribution of power appropriately. There are two main directions of the UNO development: 1) gradual increase of legitimacy level of the UNO Security Council and its efficiency; 2) evolution of the UNO Security Council in the direction to quasi-government (General Assembly — equivalent of national parliaments, IMF — world central bank etc). In the «new global architecture» of the UNDP (1994) was planned a creation of new supranational institutions for solving of global problems, among which: World central bank with functions of creditor of ultimate authority, World ecological establishment, World investment foundation with redistribution function, International court with wider mandate in the human rights sphere, duocameral UN General Assembly, where both states and institutions of civil society would be represented.

Except of quite complex network of UN organisations and establishments (the most powerful are — The International Bank for Reconstruction and Development, International Monetary Fund, World Trade Organisation, Organisation for Economic Co-operation and Development), in the world regulation field function hundreds of other interstate organizations. As a rule, they do not have a strictly defined institutional-juridical fundament, they have mostly consulting power, without legislative and executive power.

Moreover, having an informal status, some of them (G8, London and Paris clubs of creditors, World economic forum in Davos) not only essentially influence the global regulation of economic processes, but also become authoritative subjects of modern world political system.

Researching managerial-regulative problems and prospects of economic globalization it is important to avoid positive euphoria concerning projects of new institutional architecture, where traditional subjects dominate — transnational corporations and states, which act allegedly under the egis of international organizations. At first sight, activity of international organizations seems to concentrate the world's regulative willpower, enables to solve global problems through global institutional means. Though even dealing with the late financial crisis that is far from global level, such a mighty world unifier of economic development as IMF has actually failed. Speculative-private financial destabilizers were stronger or, in other words, their activity demanded qualitatively new regulative countermeasures, or even preventive ones. Renewing structure of WTO, which controls about 95 % of world commodity flows, has only approached to the solution of international services exchange and intellectual property. In spite of obvious longstanding efforts of the ILO and other specialized international organizations,

the scope of illegal migration is increasing. In this context economic messianism and growing financial donation of rich countries and international organizations created and supported by them — is quite «weak» reaction on asymmetry of global development of non-liberal type.

Under the condition of globalization interstate regional integration groups — free trade zones, custom unions, common markets, economic and political unions need special attention. Nowadays there are about 300 different types of regional groups, and also the process of their creation quickened greatly in the 1990s, also due to sub-regionalization of post-socialistic Europe and Asia (CIS, CES, BSEC, GUAM etc).

Modern processes of international regional economic integration are characterized by some features.

Firstly, dynamism of integration process in general is caused both by objective factors and be «chain» reaction of the world countries on the development of some integration groups.

Secondly, inequality of development and realization of forms of international economic integration is obvious, which is caused by obvious differences in the development of a country and in a world region. It is enough to compare the integration profundity in Europe and ambitious, though unsuccessful, integration efforts of the CIS countries. As a rule, the most of interstate groups in Latin America and especially in Africa do not reach pronounced integration goals. Integration development is very irregular in the Asia-Pacific Region, in the Near East.

Thirdly, alongside of integration there are also disintegration processes, that have deep roots in historical, political, economical and social regularities of the world development.

On the one hand, regional interests can contravene the motives of global expansion of transnational corporations, turning off the block countries from their activity concerning multifaceted obligations of universal character, and «close» regionalism often causes protectionist practices to third countries (groups of countries). On the other hand, economic regionalism, especially in its modern continental manifestations, supports harmonization of development of national economics and forming of homogenous world market. According to E. Azroyants, this is an organized step to globalization [1]. Importance of regional integration is not only in generating of essential static and dynamic effects, but also in a certain compromise, that allows to transfer natural regulation and security mechanisms of a national state to a wider supranational level. Geography of integration areas is defined mostly by so called power centres, around which fields of common national interests concentrate for further «corporate» resistance to global competitors: west-European, north-American, Asia-Pacific, Euro-Asian (table 4).

Table 4

Characteristic of the main zones of regional integration

	<i>EU</i>	<i>NAFTA</i>	<i>APEC</i>	<i>CIS</i>
1.Continent	Europe	North America	Asia, Australia	Eurasia
2.Year of formation	1957	1994	1989	1991
3. Number of member countries	25	3	15	11
4. Additionally, associated members	12	—	6	1
5. Potential (in % to the world)				
5.1. Territory	2,4	15,9	15,5	16,4
5.2. Population	6,5	6,7	29,8	4,9
5.3. GDP	28,9	28,6	26,9	1,6
5.4.Production of energy resources	8,3	26,2	16,8	15,3
5.5. Consumption of energy resources	15,1	29,4	20,9	11,9
6. Integration centres	Germany, France	USA	Japan, China	Russian Federation
7. Secondary centres	Great Britain	—	USA, Russian Federation	—
8. Potential of further integration	Eastern Europe	South America	Southern Asia	Balkan countries, countries of Central Asia

Having original background, developing in different ways on voluntary or forced basis, economic regionalization is, first of all, an answer to the globalization challenges and contradictions of national development strategies. Herewith one more important task is realized: on the back of low efficiency of international economic institutes, in the frames of regional groups more effective mechanisms of creation of a balance between interests and game rules on the global markets are being formed.

Process of regional fragmentation bear witness of essential geo-economic changes: the cooperation line «West-East» is changing its azimuth to «West-South East», moreover, the monolithic unity of the West has weakened because of contradictions between the New

and the Old World. Geo-economical construction of the world is becoming actual, as the complex structure of North and South by A. Neklesa, with principles of organization of geo-economic universum that differ from the common ones [10].

Powerful integration processes, on the one hand, and growing asymmetry in regional development, on the other hand, cause creation of regional-state leaders. Competitive potential of the European Union, North America (NAFTA with real prospects of integration to whole America), Asia-Pacific Region (APEC) is increasing greatly. Herewith, eurocentrism, as the brightest modern integration process has almost all development asymmetries, which get stronger in the conditions of EU extension.

It must be noted, that the most countries, involved into global relations, cannot assert their national-state identity, being influenced by force fields of big countries or regions. Alongside with interstate dialogs, there are intercivilization dialogs, whose theoretical fundament has been formed in the frames of polar approaches – general conciliation according to the conception of F. Fukujama, and intercivilization rift and collision according to forecasts of S. Huntington, though present «local» conflicts and wars, international terrorism have visible and invisible social-economic as well as religious-ethnic intercivilization background and will have conclusions and consequences of global character. That is why problems of intercivilization relations are getting more and more important and at the same time difficult for solution [12]. According to Y. Pavlenko, the present conflicts are happening mostly on the civilizations junctures (the Balkans, Caucasus, Palestine, Sinjang-Uyguria, Tibet). In general, sociocultural challenges of the XXI century are shown in the strengthening of contradictions and tension between social elements and groups on property, religious, ethnical, clannish, regional and civilization background. It is demonstrative, that along with the USA, the EU, Japan, the most powerful countries may become China, India, Russia, e.g. the states that belong to the crucially different civilizations. The influence of Islamic countries is growing, due to their geo-economic importance, number of population and Islamic communities all over the world, presence of the strategically important resource – oil. The problem of Islamic intolerance to the Western unification has historically deep roots, has a permanent character and is manifested in opposition not only to Christian conceptions, but to universal principles of the Western democracy. Alongside with that, unilateral and preconceived handling of Islamic fundamentalism as a synonym to terrorism, and the Islam itself as a threat for development causes shortfall disregard the fact, that in the chaos of destructive local processes a new integration centre with huge potential and consolidating culture is appearing.

Anyway, we think that traditionally «single-store» international regulation system is passing. It is succeeded by a new multilayer global regulation system, where interact and augment each other national states, international governmental and non-governmental organizations, transnational corporations and even international mass media, that are becoming more and more authoritative political power both in a national and world scale.

According to A. Neklessa, globalization causes formation of new regulation technologies — «matrix», aimed at context forming, control over environment. Stability is understood mostly not static but dynamic category, whose defined feature is an ability to front-running of negative scenario, its preventive regulation [5, p. 229].

New organizational schemes and technologies wreck former institutions, and change the habitual image of authority. At the same time there is a tendency of marginalization of the whole corpus of global regulation, its subtraction from solution of many crucial questions, substitution of social regulation to alternative system, transnational, informal, geo-economical regulation. For now it is characterized by obvious unbalance: dominative position is taken by countries leading in economical and political aspects; participation of new industrial countries is very irregular; most of other countries do not take direct part in this process at all, acting as its objects; global economic structures (G8, WTO, IMF, OECD) are under the influence of big and developed countries.

Structural forms of the modern world system reach the borders of growing and efficiency, a common goal stops polarizing the system environment, and according to E. Azroyants, there appears a position of peculiar equal-vector vacuum [1, p. 371]. The system keeps functioning mechanically, losing its stability and efficiency and inclining to their renewal, loading itself with additional functions and configurations (Figure 2).

In the modern development paradigm a few concepts of possible organization of global regulation have formed, that intend either creation of new institutions or evolution and transformation of existing functions. There are two potential variants of improvement of the world institutional architecture: 1) the initiative is seized by one of the system participants; 2) a new supranational institute of global regulation is created, a certain world centre taking strategic decisions. In this context the problem of nebulousness of a fine line between international cooperation of sovereign states and independent supranational role of international organizations is very important. Transformation of the EU, tendencies of the UNO development confirm difficulty of identification of the moment of transfer to the global regulation. Another problem is the shadow of the «conspiracy theory», which always is present while analyzing a topic like global regulation.

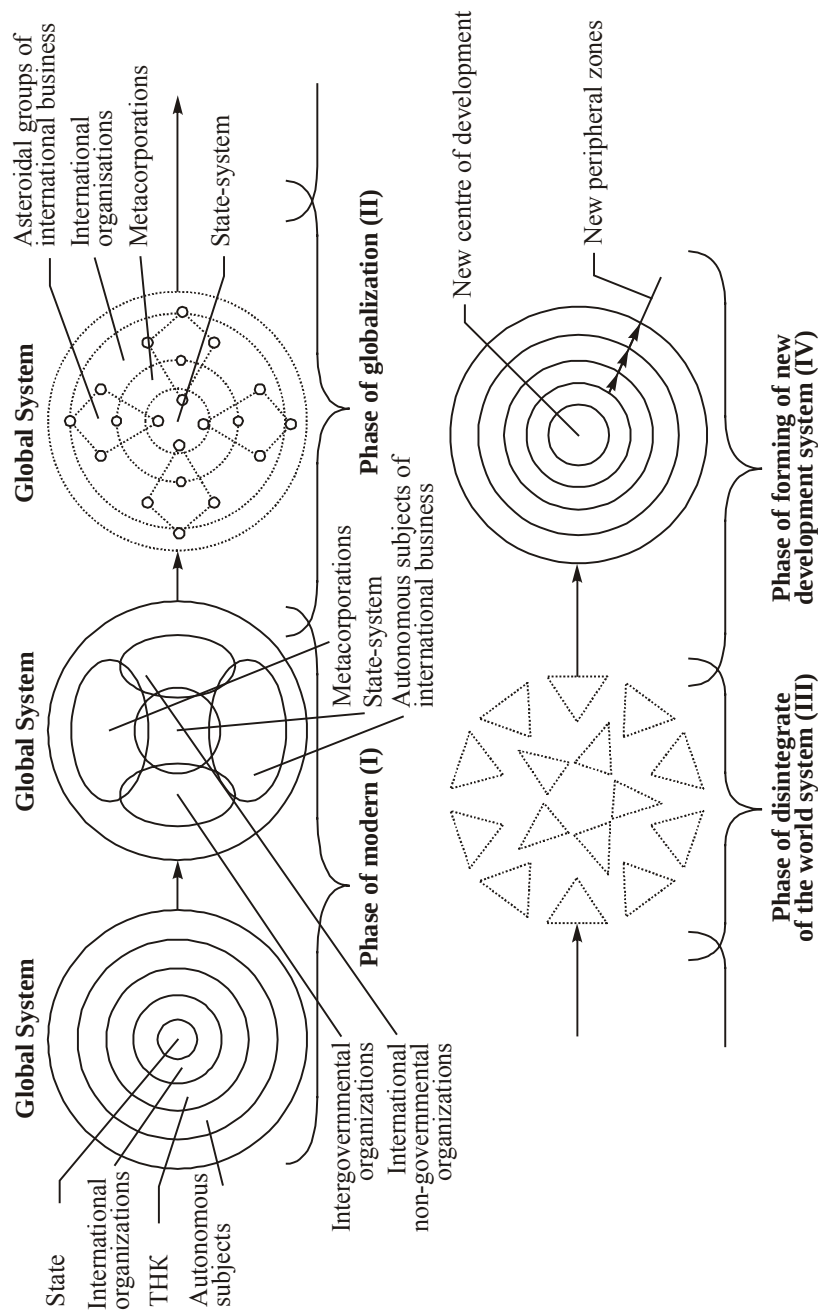


Fig. 2. Probable stage-be-stage approach of global system development

On the base of possible combination of power poles, institutional system can be: unipolar, bipolar or tripolar system.

As the unipolar system followers think, the basis of power pyramid can be complex of subjects of international relations, and the only top is made up by a group of specialists, who carry out a function of general authority concerning world countries. On the lower stage there are international organizations, national governments, transnational corporations and non-commercial funds that will continue their activity in each sphere (in the sphere of trade – WTO, in the sphere of international finance – IMF etc). The main task of the top specialists will be coordinating of instructions of the above mentioned international organizations with the purpose of development of the common world policy.

To the possible scenarios of unipolar world may belong such variants of future institutional architecture:

- conception of hegemon country;
- conception of global government;
- conception of anti-terrorist government.

The key idea of the conception of hegemon country is a notion of «state-stabilizer», that is responsible for the rules of liberal economic regime through usage of «new generation» wars alongside with traditional and new tools (Figure 3).

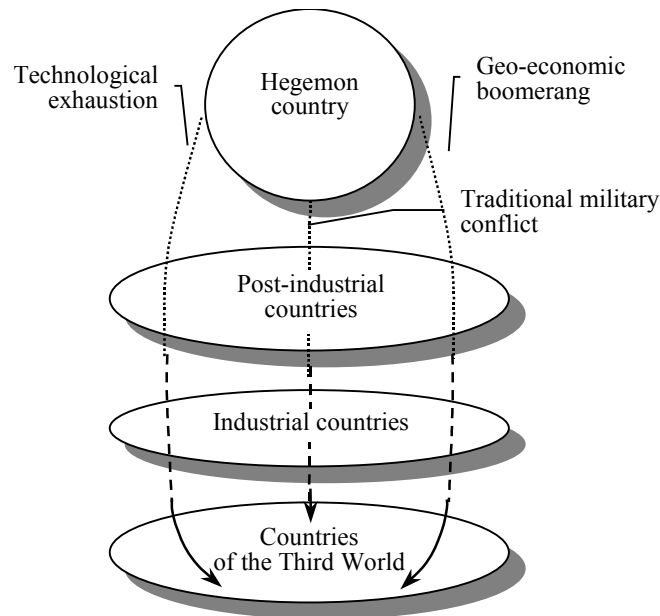


Fig. 3. Probable scheme of global power realization by a hegemon country

The conception of *global and anti-terrorist* government intends a rise of a state to the level of world government, i.e. an extended model of national state, whose authorities solve current domestic political questions, however not on national but on global level (Figure 4).

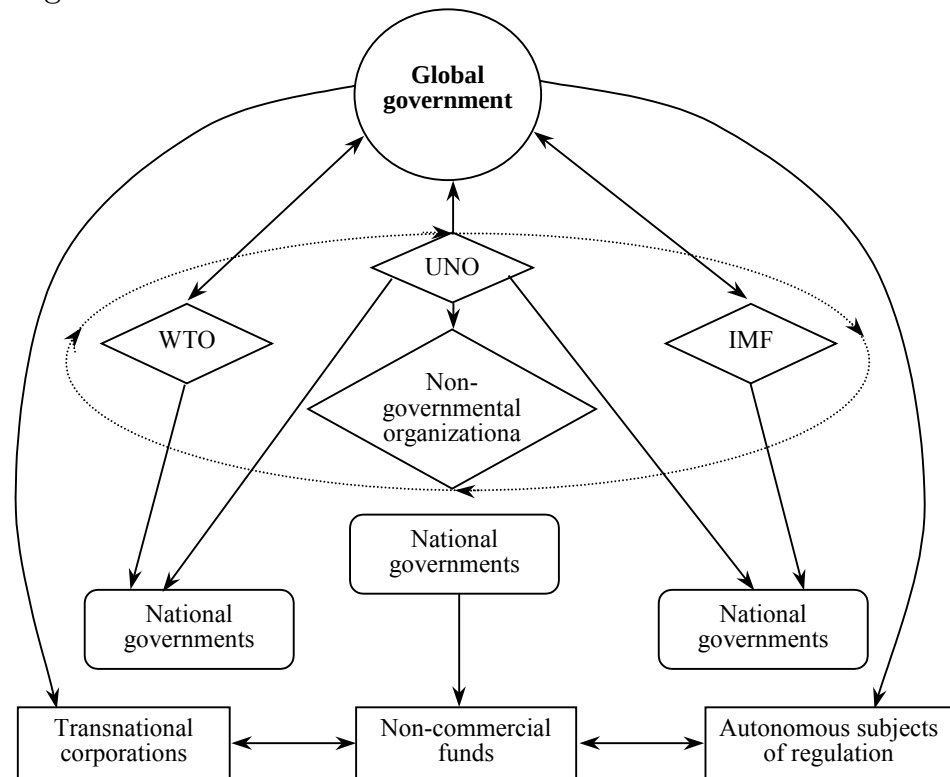


Fig. 4. Probable institutional structure of world system in the conditions of global government forming

Bi/tripolar system intends a presence of several controlling poles that take coherent decisions as a result of consensus. Realization of these decisions is obligatory for the rest of participants of international relations. The theory of a bi- or tripolar world includes such main directions of institutional support of global transformations: coalitions of states, coalitions of regional integration formations.

Coalitions of states are aimed at creation of Centre — alliance of the most developed countries, which would «push» the globalization to the necessary stream and solve rising global problems in their own in-crowd, projecting their own guidelines, interests and principles of behaviour for all over the world.

Nowadays there is no precise core for the process of consolidation to start forming round it. The most possible variants are: the five

permanent members of the UN Security Council (possible is an extension of membership); G8 (possible is an extension of membership); compromise variant: most probably the «centre» will be made up of the USA, the UN, Japan, Russian Federation, China, India.

Institutionalization of new international structures enables for countries of the «centre» a real possibility to form their own requirements (that are caused not by random interests but by the task to oppose with dangerous tendencies) to the rest of states. The main tool of pressure on the «periphery» may become conditions of economic, technological and informational partnership with the «centre» that can be more or less advantageous. The main tasks of the unity is not subjection but civilization support of «peripheral» territories.

Coalition of regional integration unions (RIU) builds a basis for the future world system that is in the following: forming of groups on the basis of economic, not political, factors, whose appearance is caused by reaction on global transformation; dominating of economic factors reduces the possibility of appearance of hierarchic institutional structures, whose decisions are compulsory for the member countries; direction to creation of peculiar «islands of more liberal economic system», and not to building of regional protectionist enclaves; deepening of level of regional economic policy coordination that is expressed in orientation to direct regulation of economic processes in the framework of national economics (harmonization of tax systems, regime of access to markets, systems of standards etc.) instead of solving questions, that lay on the surface, elimination of inner and external barriers between member countries of a group.

Unification of three mightiest regional coalitions — EU, APEC and the future transatlantic free trade area (TAFTA) can count on configuration of such type (Figure 5).

Polypolar system plans wide many-sided cooperation and multiple-vector of development. Crucial argument in favor of polypolar world creation is an inability to underestimate potential of particular states, such as China, countries of the Near East, India etc.

Multipolarity is a theory of cooperation, a theory of competitive interests and values. The theory of polipolar world includes the following conceptions of institutional architecture: corporatization; autonomization; global civil society.

If the potential and prospects of global civil society and corporatization were reviewed above, so the prospects of autonomization (Global Governance Concept) (Figure 6) can be characterized with the help of five parameters: a) its architecture is polycentric; b) it is universal in its membership (mobilizes potential of TNC, trade unions, non-governmental organizations); c) it is based on different forms of international cooperation between public and private sector, as well as on collective search and problem

solving; d) it is situated on the cross point of national interests and necessity of joint problem solution; e) it leads to deep interior transformation of politics and induces to institutional transformations.

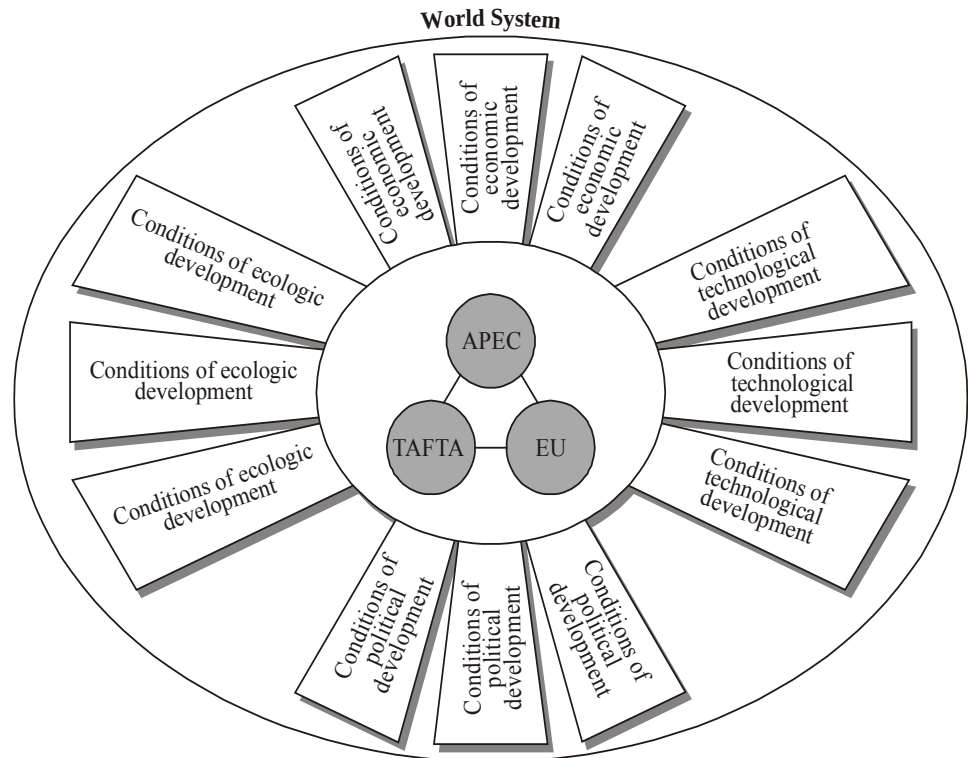


Fig. 5. Probable composition of global centre on the base of unification of three integration groups

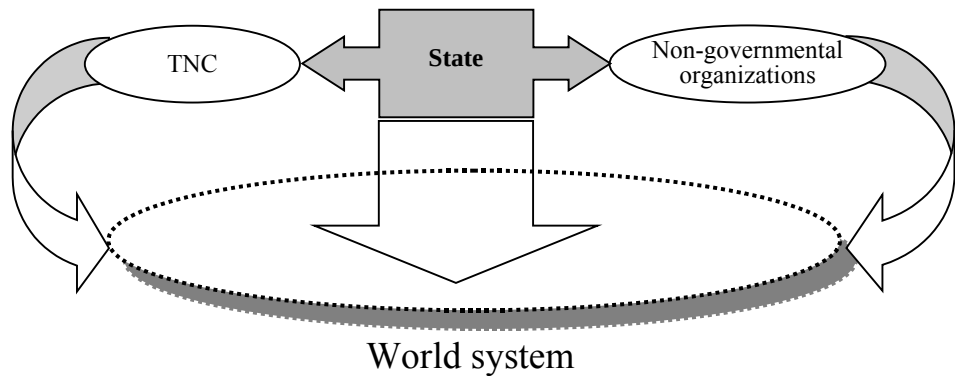


Fig. 6. Probable variant of forming of institutional architecture on the principles of autonomization

Concrete mechanisms of global regulation in such conditions can be: direct participation of governments of national states in development of necessary decisions; activity of international organizations which coordinate efforts of national states and fulfill respective functions comparatively independently.

Critics of this approach note that none of the above mentioned mechanisms can function in optimal regime. The first one becomes inadequate in the condition of rapid growth of number of economic-political interaction participants. And in the case of involving of the other one there are doubts in the efficiency of existing international organizations and their prospects and aims.

Thus, on the one hand, nowadays there is a need in new functional forms and mechanisms of harmonization of national economic interests, policies and actions, for protection of weaker partners and passing of sanctions against those who break the rules of global economic game. And on the other hand, process of their search is possible only in the conditions of humanization of world economic development, based on its intellectualization, socialization and ecologization (Figure 7).

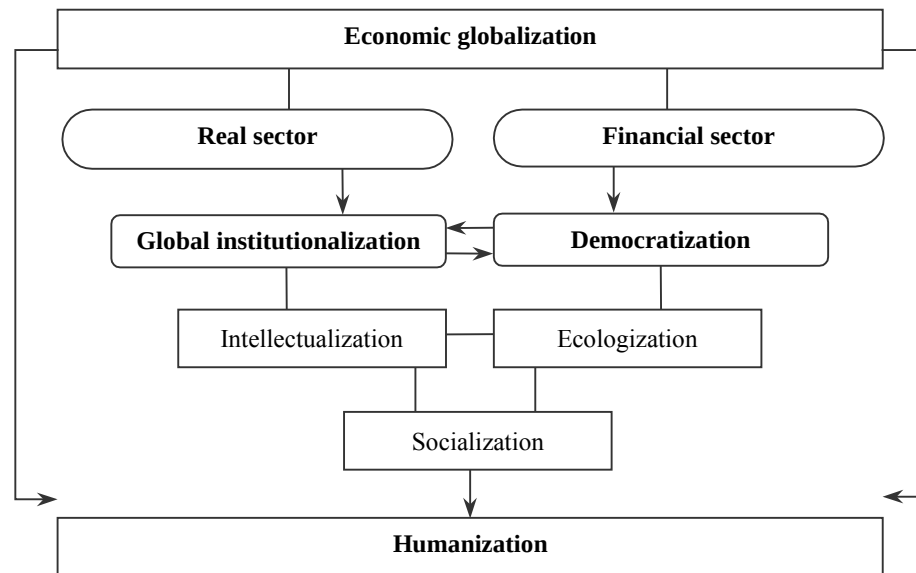


Fig. 7. Determinant of globalization process progress

There appear new development priorities in economics (intellectualization with ability to permanent innovations, socialization with opportunities of self-realization, ecologization of production and living environment), they all can be realized only by the countries-

global leaders, due to long-term expansion on the world market with capitalization of its progressive and the most profitable segments.

Especially important is to take into account scales and dynamic of establishing process of system of global regulation of planet resources and redistribution of the world income that is not equivalent.

In other words, globalization which brings together national economics, also provokes strengthening of interstate and intercoalition contradictions and strengthening of competitive struggle between subjects of international economic relations on regional, subregional and global levels. This is due to global, scientific, technological, economic, social inequality that is expressed in an unbalanced development of particular countries, regions and branches, first of all, through of capitals agglomerate of different speed.

Nowadays economic globalization demonstrates not world economic consolidation of development, but interstate and functional asymmetry. Individualization of international finances, their increasing breakaway from the real sector of world economics cause the most important contradiction of the global regenerative process that is reflected in the strengthening of asymmetries of the global social and economic development.

Global markets, in contradiction to national ones, do not have similar legal institutional secondary structure. International economic organizations are unable to solve this problem today. There is no guarantee of creation of a sole mechanism that would suppose a compromise between interests of global economics subjects. These functions are partly fulfilled by state, though the process of power redistribution between national governments and other regulative institutes will continue and involve new spheres. Herewith a state has to delegate its own powers not only «upward» (to supranational structures), but also «downward» — to regional and municipal institutes on the inner level.

In general, as an objectively conditioned process and a new stage of internationalization, globalization corrects national and international strategies, fills the activity of micro- and macroeconomic structures with qualitatively new sense. In the asymmetric conditions of development of corporations, countries and international integration regions new conditions of global competition are forming, when financial and investment factor becomes decisive. There is a need in innovative technologies of state regulation for minimization of susceptibility of national economics to negative influences of globalization and development of competitiveness in the context of its progressive challenges.

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