

MANAGEMENT OF PUBLIC R&D INSTITUTIONS IN RUSSIA – BEST PRACTICES

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ABSTRACT

R&D Management is a widespread discussed topic for industrial R&D for long years. Different management approaches and instruments have been developed, discussed and implemented including R&D strategies, R&D project and portfolio management, governance models and stage gate processes to name a few among many others. With the emergence of the open innovation paradigm in the beginning of the 21st century R&D related partnerships took a more prominent role in industrial R&D including partnerships with other companies but also with universities and public research institutes.

Public research is confronted with multiple challenges which call for profound management practices taking account of the diverging but interdependent missions, the special features of human resource management and the underlying characteristics of long term uncertain basic research. Until recently public research was discussed based on missions and impacts but hardly from the internal managerial point of view. The paper therefore discusses the following main questions:

- Which organizational models and approaches prove effective? To which extend can research institute management monitor research works and intervene in ongoing research works?
- What makes human resource management in public research institutes unique and different from industrial organizations? How are human resource policies designed?
- Which instruments, concepts and approaches are used for managing results scientific / scientific and technical activities?

To answer these questions standardized interviews among leading public research institutions and universities in Russia were undertaken and complemented by the elaboration of institution profiles the profiles including key indicators of institutions activities, namely number of publications indexed in international information and analytical systems of scientific citation, the number of results of intellectual activity that have state registration and legal protection in Russia or abroad, the proportion of young researchers in the total number of researchers among others. The management practices were eventually linked to the main quantitative parameters that characterize the scope, profile and activities of each of the organizations surveyed. This allows to correlate the fact of their use with the current status and achievements of organizations. This assessment, although indirect in nature, can still be useful when organizations select further development paths and measures to achieve actual goal. One important result of the study is the assessment of the widespread use of management practices in order to identify "managerial gaps".