Practice Oriented Science:
UAE – RUSSIA – INDIA

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STRATEGIC MECHANISMS OF ORGANIZATIONAL CHANGES AS A TOOL FOR RISK MANAGEMENT AND COMPETITIVENESS IMPROVEMENT FORECASTING

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Abstract. *The article is devoted to the actual problem of managing strategic changes, risks and increasing competitiveness as a key factor in the economic growth of an organization. The author notes that as a result of the implementation of organizational changes, and the occurrence of a risky situation that may entail financial losses, it is also possible to lose competitiveness. The sets of approaches, methods and methods of risk management, the introduction of a risk management system, which requires various organizational changes, are considered*.

Keywords: *strategic change management, risk management and forecasting of competitiveness improvement.*

In the modern economic space, business entities operate in an environment characterized by a high degree of uncertainty, and therefore, their activities are associated with risk.

In this regard, there is a growing need in companies for qualified personnel capable of making managerial decisions in the field of production, technology, finance, innovation and investment activities, the implementation of various projects aimed at minimizing or preventing damage from risk situations. The desire to increase competitiveness, and consequently, the efficiency of companies, contributes to the expansion of the set of approaches, methods and methods of risk management, which requires various organizational changes.

The emergence of risks is due to the constant impact on the organization of the following factors:

- constant changes occurring both in the internal and external environment of the organization, which explains the constant presence of risk in all areas of business and the impossibility of its complete elimination.

- violations of the basic properties of information and the presence of asymmetry in it, making it impossible to predict the likelihood of any events;

The main features of risk: inconsistency, alternativeness, uncertainty.

In today's digital economy, any organization must undergo transformational change in order to survive the competition. The emergence of new technologies and discoveries require the replacement of existing standard methods of work. Companies that operate and seek only to reduce costs and maintain profit margins without increasing it will simply not survive in an environment of uncertainty and will be forced to leave the market.

Therefore, constant development and dynamism are a must for an efficient company. At the same time, it should be taken into account that the growth of an organization depends on the stages of its life cycle, and is interspersed with regular periods of decline. And in order to get out of the crisis and start a new successful stage, strategic changes are needed.

First of all, companies need strategies to adapt to constantly changing environmental factors. For this, new information and digital technologies are used to quickly reorganize and move forward, fulfilling the tasks set.

The difficulties associated with the management of strategic changes and possible personnel risks in the mechanism of human capital management are a new threat and indicate the increasing importance of human capital as a growth factor in the development of an organization and the possibility of increasing profits.

In the economic literature, there are not only differences in the understanding of the category "risk", but also various theories about the objective and subjective nature of its occurrence.

There are three main concepts that determine the nature of risk occurrence: subjective, objective, subjective-objective - prevailing in views (Table 1).

Table 1

Concepts of the nature of risk occurrence

Concept	Characteristic
subjective	Unequal perception of the same risk situation by people due to various features of the psychological, moral, ideological, etc. character
objective	Multivariance and alternativeness of material and ideological relations between the subjects of socio-economic life
Subjective-objective	Generated by processes of both subjective and objective nature

External conditions and internal factors of the functioning of the organization determine the presence of external and internal causes of risk (Table 2).

Changes in environmental factors that do not depend on the activities of the enterprise create the uncertainty of its functioning as a market entity.

The source of internal risks is the organization itself, which generates them as a result, first of all, of an inefficient management and planning system, as well as under the influence of other internal factors.

Table 2

Causes of internal and external risks

Internal risks	External risks
Imperfect structure of the firm	Spontaneous manifestation of the elemental forces of nature
Errors in the process of business management related to the improper performance by officials of their professional duties or their lack of the required level of qualification	Randomness leading to the impossibility of unambiguously predicting the expected result
Lack of necessary qualifications and motivation among staff	A clash of conflicting interests
Errors in determining the planning period, in forming the goals of the enterprise and in ranking them in accordance with the priority of the goals set	The impact of the probabilistic nature of scientific and technical progress, since there is a significant time gap between the costs of its implementation and the result
Errors in assessing the real state of affairs within the organization and its place in the market	Limitation of various types of resources
Imbalance in the processes of planning, pricing, material and technical supply, financial and credit relations, etc.	The existence of differences in the socio-psychological characteristics of a person
The need to choose new tools to influence the economy in the context of the transition from extensive to intensive methods of development	
Incompleteness, insufficiency, asymmetry of information about the object, process, phenomenon in relation to which the decision is made	

In the course of their activities, entrepreneurs are faced with a combination of different types of risks that differ in different ways and require different approaches in terms of how they are minimized.

Risk management functions: forecasting risk situations in the activities of the enterprise; planning measures to reduce the impact of risks; organization of anti-risk management at the enterprise; stimulation of the activities of specialists of relevant services; control over the implementation of anti-risk measures; coordinating the activities of the risk management system.

Table 3

Principles of risk management

Principles	Characteristic
Scientific soundness of management	A comprehensive study of the totality of all factors affecting the efficiency of the organization.
Dependencies	Substantiated by the relationship between the level of risk, profitability and production and financial stability of the subject of the economy
Correspondence	The possible size of the organization's financial losses as a result of the implementation of a risky operation should correspond to the share of its capital at which internal risk insurance will be provided.
Availability of a range of valid values	When implementing projects, it is necessary to maintain the ratio between the level of risk, profitability and production and financial stability and not go beyond the limits of acceptable values.
awareness	The risk manager must consciously decide whether to take risks or not.
Manageability	The portfolio of risks should include those that can be prevented or reduced to an acceptable level in the management process, regardless of their nature.
Independence	Losses of various types of resources in the risk management process must be prevented or reduced to an acceptable level individually.
time tracking	Time determines the degree of uncertainty of the consequences of the onset of risk, so it is necessary to choose such time parameters that will generate the lowest level of risk.
Coherent management	Based on the relationship and interaction in the system of organizational and managerial activities of the organization.
Risk Transfer Opportunities	Inclusion in the portfolio of risks that can be partially or completely transferred to partners or an external insurer.

CONCLUSION. Risks lie in wait for an organization at all stages of its life cycle. Therefore, in modern conditions, the effective construction of a risk management system is especially relevant for the activities of organizations and increasing competitiveness. The organizational risk management system exists in the following forms: with the creation of a risk management department, or without the allocation of a special unit, as well as outsourcing.

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CONCEPTUAL SCHEME OF THE MECHANISM OF INTERACTION BETWEEN ECONOMIC ENTITIES OF CLUSTERS AND THE INNOVATION INFRASTRUCTURE OF THE REGION

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Abstract. *This article presents a brief analysis of the most promising forms and mechanisms of interaction between economic agents of the region's cluster structures and the subjects of its innovation infrastructure. Authors highlighted and showed foreign experience as its practical application in the Russian economy at the regional level.*
Keywords: *innovations, innovation infrastructure, forms and mechanisms, interaction, economic entities, cluster structures.*

Introduction

The key tasks of the current stage of market transformations of the Russian economy are: to overcome the backlog in technological development as soon as possible; to increase the competitiveness of manufactured goods and services; to ensure sustainable economic growth rates; to switch to an innovative way of development. At the same time, the development of innovative infrastructure and the creation of favorable conditions for the effective interaction of its participants with economic entities of innovative cluster structures become the defining areas of efforts on the part of the state. To achieve these goals, we need to use new tools and forms of their economic, social, organizational, legal and political support, as well as creating an enabling environment for the development of innovative business.

Main part

The combination of such tools and forms is an important component of the strategy for enhancing innovation. It involves the formation of supporting institutional, infrastructural, network and cluster formations. The main driving force of this process and the determining factor for its successful development is the formation of network innovation systems and the organization of new forms of cooperation of all participants to develop promising R&D [1].

At present, manufacturing enterprises and research organizations are unable to independently master in full the majority of large-scale R&D. Therefore, they are engaged in the development of only separate parts of large innovation processes. To conduct large-scale R&D, it is necessary to ensure effective network cooperation of all participants in the innovation system at national or regional level. At the same time, each of them will be focused on certain key competencies that he possesses. This nature of interactions is typical for open innovation systems [2].

Organizations participating in such systems can perform a variety of functions in the implementation of various processes occurring at different times.

Thus, manufacturing enterprises can independently conduct scientific research within the framework of joint programs and projects, taking into account their key competencies. At the same time, they can involve research organizations in the implementation of individual innovative projects on the terms of full or partial financing of the work they perform.

Academic institutions are usually engaged in basic scientific research, but they can also create small enterprises for the practical implementation of the results of basic scientific research.

Research organizations and specialized institutes of ministries and departments can simultaneously cooperate or compete with academic universities in the implementation of various innovative projects.

Therefore, the presence of effective interaction between all participants in the innovation process (manufacturing enterprises, academic universities, research organizations, specialized departmental institutions and other structures) is a key condition for building open innovation systems [3].

The experience of developed countries shows that the leading role in this process belongs to cluster structures, which are the most important object of industrial innovation policy pursued both at the national and regional levels. In accordance with the national reform programs in most European countries, support for cluster initiatives provided either in the format of a specially developed cluster policy or as part of sectoral policies. Guided by the theory of open innovation, government structures encourage all participants in the innovation process to mutually beneficial cooperation using the tools of “special programs”, “new initiatives”, “knowledge centers”, “virtual institutions” and “technological platforms” [4].

Technology Platform Toolkit (TP) first appeared more than 20 years ago in the countries of the European Union (EU) as a mechanism for harmonizing cross-country interactions. TPs were defined as sites where a strategy for the development of scientific and technical areas is being developed. In the future, it forms to the basis of specific programs and projects of the EU Framework Program for Research and Development.

Clusters as an economic policy tool, like TP, firstly launched in Europe. The concept and typology of modern clusters are multifaceted and largely depend on the set of key factors which we use to create and operate them.

The relationship between TP and clusters is not so obvious, however, in European practice, we see the increase in understanding that TP is a policy tool that can contribute to the development of network interactions within clusters. At the same time, TPs also considered as a tool for inter-cluster interaction, since they are not tied to a specific territory and can contribute to the development of promising areas of innovative development that are important for different clusters.

The practice of recent years shows that regions with deeper, diversified clusters experience crisis phenomena less painfully, get out of them faster and with the least losses. Usage of the methodology of the cluster approach makes it possible to increase the efficiency of interaction between the state, enterprises of the real sector of the economy, research and educational institutions, professional associations and private business in the innovation process. One expects that in the near future, the cluster development policy will play the main role in ensuring the competitiveness of the national economy.

Nowadays, the experience of using the cluster approach in the development of the region's innovation infrastructure used in Russia more and more. We need to carry out the implementation of large-scale economic transformations and restructuring of large industrial enterprises on the basis of effective interaction and constructive cooperation between private business and universities and research organizations with the support of federal and regional government authorities. The creation of innovative infrastructure facilities aimed at increasing the efficiency and competitiveness of the region through the intensive development of small and medium-sized businesses, as well as stimulating the development of high-tech industries. In this regard, the combination of two approaches for the formation of effective mechanisms for interaction between economic entities of clusters and the innovation infrastructure of the region is a considerable practical interest [5].

From the point of view of combining regional and sectoral interests in the development of the economic system of Russia, it is advisable to use the cluster logic of the organization of economic space and the structural and functional model of the mechanism of interaction between economic entities of clusters and the innovative infrastructure of the region. The development of regional clusters in Russia is one of the conditions for increasing the competitiveness of the domestic economy [6].

TP tools and cluster policy measures developed in Russia sequentially, but chronologically, TP were formed first, and then innovative clusters began to form.

"The procedure for the formation of a list of technological platforms" approved by the decision of the Government Commission on High Technologies and Innovations on August 3, 2010. The main goal of creating TP was the development of promising commercial technologies.

Analysis of the organizational component of the cluster approach made it possible to identify the optimal system of production and cooperation interactions between economic entities inside and outside the cluster and reveal a complex combination of competition and cooperation between them [3]. It is supported by the presence and development of innovative infrastructure entities in the region. Modern cluster formations provide their participants with a number of serious competitive advantages: a stable system for disseminating new knowledge, technologies, products; the possibility of internal specialization and standardization; minimization of costs for the introduction of innovations; access to capital; access to interregional and international markets. Taking into account the necessity to intensify the processes of formation of innovation clusters, it is advisable to consider the possibility of their development on the basis of innovation infrastructure facilities (business incubators, specialized technology parks, technology transfer centers, etc.).

As usual, the subjects of the innovation infrastructure associated with one or more universities and (or) research centers specializing in exact areas of science and technology, and with industrial enterprises engaged in the production of innovative products and the development of innovative technologies. The subjects of the innovation infrastructure contribute to the formation of a modern innovation environment by creating a material and technical, service, financial and other base for the effective development of small innovative enterprises, the commercial development of the results of scientific and technical activities and their transfer to the domestic and foreign markets [7]. In addition, they provide support and development of innovative activities. On this basis, we can consider the subjects of the innovation infrastructure as the core that ensures the interaction of economic entities of potential innovation clusters.

The main objective of the subjects of the innovation infrastructure functioning, as the core of the innovation cluster, is to form competitive advantages for the cluster as a whole, and its individual economic entities, in particular. The main form of the development of this process is the integration in a single information space of authorities, institutions of science, education, finance and private businesses. This approach ensures effective interaction between all members of the cluster and its innovation infrastructure. For its implementation in the activities of the subjects of the innovation infrastructure, we need to solve the following tasks.

1. Localization of innovation cluster economic entities by placing them on the territory of the entities of the innovation infrastructure and ensuring effective

information exchange between them within the framework of a unified information space.

2. Formation of a network of sustainable diversified links between the economic entities of the cluster through the transfer of knowledge and technology.

3. Effective usage of the innovative potential of the cluster through the commercialization of the results of scientific and technical activities and the financing of promising innovative projects.

4. Ensuring of the sustainability and effective functioning of the cluster based on the coordination of internal dynamics, cooperation and competition of its economic entities.

We can represent the conceptual scheme of the mechanism of interaction between the economic entities of clusters and the subjects of the region's innovation infrastructure as a functional model "core - shell". At the same time, the "core" of an innovation cluster understood as a group of organizations that, due to their own potential, provide centripetal dynamics and concentration around themselves of other economic entities of the cluster. In the "core" of the innovation cluster, on the one hand, represented the subjects of the region's innovation infrastructure, and on the other hand, their key partners, such as specialized universities, research centers, large industrial enterprises.

The "shell" of the cluster represented by various service organizations whose profile of activity coincides with the specialization of the cluster and which provide the economic entities of the innovation cluster with a wide range of high-quality services. The cluster shell can also include public authorities responsible for the implementation of the region's innovation policy and contributing to the development of a particular industry.

Conclusion

The development of mechanisms for interaction between economic entities of clusters and subjects of innovation infrastructure within the framework of the proposed conceptual scheme will contribute to the growth of the share of competitive high-tech products in the innovation sphere, the creation of additional jobs, convergence of interests of science and business and increase the efficiency of the innovation sector of the regional economy.

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INSTITUTIONAL FEATURES OF THE CIRCULAR ECONOMY OF WATER RESOURCES

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Abstract. *The purpose of the paper is to discuss the institutional features of the circular economy of water resources, characterized by repeated and even multiple use of resources, including water, of course, after their appropriate processing. The transition to such an economy is an urgent need of the time due to the exhaustion of the possibilities of a linear economy, due in turn to the limited and, as a result, the exhaustion of the necessary amount of natural resources. The formation of a circular economy is impossible without innovation-oriented technological support, as well as adequate institutional support. In urban water management, organizational structures and the institutional environment in which they operate are essential.*

Keywords: *circular economy institutions, water resources, reuse of treated wastewater, management issues, positive and negative externalities, institutional solutions.*

JEL Classification: *B52, D23, P48, Q53.*

1. Introduction

The transition to a circular economy is currently an urgent need due to the limitation and depletion of many natural resources, and in relation to water resources, also the deterioration of their quality due to anthropogenic factors. The latter, being one of the main resources necessary for production and economic activities, as well as human life, can - with an appropriate approach to them, serve as a key factor in the sustainable development of the socio-economic system in general and the urban water management complex in particular.

This approach, unlike the usual linear economy based on the creation, use and disposal of resources, is based on the use of renewable resources, thereby forming a circular economy (Yerznkyan, Fontana, 2019; 2021).

The basic concept of wastewater reuse was formulated by the United Nations Economic and Social Council in 1958. According to this concept, high quality water should not, unless it is available in excess, be used for purposes that allow the use of lower quality water. Those. the main idea of recycling wastewater is for different purposes, different water. Thus, there is no need to treat all urban runoff to the level of "drinking water". Using fresh water (including from natural sources) for purposes where water of a different quality can be dispensed with is an unaffordable luxury today. According to Professor Jörg Druis, who is a co-author of the US National Research Council report (Wendy Koch, 2012), it is a waste to refuse to reuse wastewater today.

Solving the problems of the water sector, one should avoid introducing it into a state of institutional trap (Polterovich, 1999), which, due to the closed nature of the economy itself, will be cyclically reproduced again and again. It is necessary to avoid traps, the meaning of which is that an inefficient system can be established, but at the same time stable, durable

It is also important to correctly identify the traps associated with water management and make management decisions taking into account both the dependence of formal and informal institutions on the previous development trajectory, and taking into account the strategic target priorities for the development of the water sector in our country.

2. Circular Economy in Water Supply

Let us consider the institutional features of the circular economy in relation to water resources. The importance of addressing precisely such resources is explained by their growing scarcity, caused by the general limitation and uneven distribution of them, especially high-quality fresh water.

With regard to water, the circular economy makes the following demands: wide use of reuse opportunities for treated wastewater; development of standards and requirements for the quality of the latter; definition of areas of use; assessment of needs and opportunities; joint work of institutions and organizations; implementation of strict control, economic and financial analysis; capacity building, research, international cooperation and exchange of experience and practices (Fontana, 2016).

The implementation of these requirements should lead to the mitigation or elimination of the imbalance between the demand for water resources and their supply.

At the same time, it is important to comply with the following imperative requirement: water that meets the needs of the urban economy and the population must be of a certain quality, the reduction in the consumption of high-quality drinking water should occur through the use of lower quality water in those areas and areas where water quality requirements can be reduced. It is categorically unacceptable to use fresh water for purposes where water of a different quality can be dispensed with (Fontana, 2017, p. 139). And all this should be aimed at improving the environmental situation in the city, including reducing the discharge of wastewater into water bodies.

The use of secondary water, in compliance with the requirements for technology and the level of wastewater treatment (Fontana K., Fontana C., 2016):

1) has a beneficial effect on the environment, reducing the discharge of wastewater, and saves fresh water resources;

2) is a reliable source of water supply – this water is always available and its quality is known; such a source of water is not affected by drought;

3) helps save resources - reclaimed water from urban wastewater contains organic carbon and a number of nutrients such as nitrogen and phosphorus - the existing nutrient potential in wastewater is a source of fertilizer when irrigating agricultural land, which allows to reduce the use of fertilizers. Related observations have shown that soil microorganisms increase metabolic activity when wastewater is used for irrigation;

4) allows you to save money - the removal of nutrients (nitrogen and phosphorus) is an expensive process, and in most cases of recycled water, this option is not necessary;

5) savings are also achieved through more efficient use of water – the growing demand for water may require additional costs for the expansion of infrastructure (including urban) and the development of large-scale water resources, and the reuse of water can help to avoid such costs.

3. Institutional Aspects of the Circular Economy

Before moving on to the institutional aspects of the circular economy, let us explain once again the concepts of water reuse and the circular water economy.

As to RW – *reuse of water* – it means the use of water, coming from treated urban wastewater (domestic wastewater or a mixture of domestic graywater and industrial wastewater, located within city borders and having a common collection system) of a certain quality, intended for it further use in limited applications taking into account legislation and potential risks to public health and to the environment.

Technologically, the logical development of the reuse (possibly, one-time) use of water is the formation of a *circular* (multiple) economy – a special type of economy based on the use of renewable resources and which is opposite to a traditional, linear economy based on the creation, use, and disposal of them.

The importance of the institutional aspects of such an economy is explained by the insufficiency of managing water resources only by reducing their specific consumption, reducing water losses during transportation, in water supply and drainage systems, reconstructing and modernizing water supply and sewerage facilities, irrigation systems, etc. It is necessary to use more vigorously institutional opportunities, which insufficient attention is paid in our country, although official documents say so. Thus, in the “Water Strategy of the Russian Federation for the period up to 2020”, the following three aspects were named as priorities:

1) guaranteed supply of water resources to the population and sectors of the economy, which in turn provides for: increasing the rationality of their use; liquidation of shortage of water resources; providing the population of the country with high-quality drinking water;

2) protection and restoration of water bodies;

3) ensuring protection from the negative impact of water.

It is important to note that the Strategy notes that improving the rationality of water use, among other things, is achieved by “expanding the use of recycling and re-sequential water supply systems”.

4. Problems of Management in the Circular Economy

In accordance with the generally accepted interpretation, management in relation to water resources will be understood as: political, institutional and administrative rules, practices and processes (formal and informal), through which decisions are made and implemented in the water sector, taking into account the interests of stakeholders; policy makers, however, are responsible for the rational use of water resources and the provision of water services.

There are problems in the water resources management system, the unresolved nature of which does not allow to effectively solve systemic or simply emerging ad hoc problems, resulting in an increase in water scarcity and deterioration in its quality, fraught with a weakening of the country’s economic security.

At the present stage of development, water resources management cannot be limited only to solving current problems, it must have a vision of the strategic prospects for water management development and the ability to implement them. A competent and complex combination of tactical and strategic decisions can reduce the risks of providing an acceptable water supply of the required quality for various applications, incl. using alternative methods of water supply, based on the principle “what is the purpose - such is the water”.

This is all true in connection with the ongoing – sometimes to a greater, and sometimes to a lesser extent – water crisis, expressed in water scarcity caused by its overuse, and, as a result, growing competition for water resources. As a result, many latent problems, in particular of an institutional nature, have come to the fore and highlighted the inadequacy of modern water management policies and the inability to effectively respond to water problems.

5. Conclusion

The efficiency of the circular economy depends on many factors, including innovation-oriented technological support, as well as adequate institutional support. Since the formation of such an economy is a relatively new phenomenon, it is necessary to provide it with such formal institutions that will be relevant both to the informal institutional environment and to the strategic goals set for such an economy, in particular the relevant water sector.

In addition to the formation of institutions, including regulations and other formal institutions at the macroeconomic level, the institutional choice at the counterparty level, which consists in the selection of relevant mechanisms for the implementation of transactions between the direct participants involved in the closed water supply cycle, can be of particular importance.

In summary, we note that the provision of stakeholders with water resources and their use by them can lead to side effects – both positive and negative. Problems usually arise in the situation with negative externalities, the elimination or mitigation of which necessitates technological and institutional solutions. The first solutions concern technical methods, such as wastewater treatment, for example, and their repeated or better regular reuse, as it is practiced in the circular economy, the second ones affect institutional solutions that can be divided into three types from a theoretical and methodological point of view. These include:

i. government intervention (practiced in a situation of “market failures”);
ii. a Coasen solution (involving market contracting between producers and consumers of negative externalities);
iii. a hybrid way of problem solving (combining the market efforts of the parties involved and non-market activities of organizations interested in the public good) (Yerznkyan, Fontana, 2020).

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ON THE STATE OF THE RUSSIAN OIL AND GAS EQUIPMENT MARKET: IMPORT SUBSTITUTION OPPORTUNITIES

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Abstract. *The article discusses the state and prospects for the development of the Russian market for oil and gas equipment. It is emphasized that before the start of the ADF, the offer on it was largely closed by foreign manufacturers from the USA and Europe. In 2022, they left Russia, leaving the segments they have occupied until now free. Partly, Russia closed them by intensifying cooperation with China and India. However, the bet was made on the policy of import substitution. For its implementation, the country has created a base that needs to be seriously modified and developed in order to achieve the goals set.*
Keywords: *Oil and gas industry, production of oil and gas equipment, import substitution policy, Russia.*

For the economy of the Russian Federation, the oil and gas industry is one of the most significant. It allows developing the infrastructure of the regions and is the main source of income for the country's budget system. However, due to the political events of the last decade and the impact of the pandemic, this industry in Russia is in a difficult position, since a huge proportion of the equipment used in it was still produced outside the country.

For a year now, Russia's oil and gas industry has been living under the restrictions imposed by the sanctions of the United States and other Western states. Many contractors and suppliers began to overprice equipment, increase the delivery time due to a disruption in the supply chain and refuse to fulfill their obligations to provide technology and software; and foreign investors limited the financing of Russian projects for their part. In this regard, from February 2022, the import substitution policy began to be actively implemented, while maintaining the share of production of oil and gas equipment in the CIS countries (Belarus, Kazakhstan, Ukraine, Armenia). Despite this step, experts express their opinion about its belated nature. In particular, the February issue of the Neftegaz.RU magazine criticizes the late reaction of the Russian oil and gas equipment market to the geopolitical situation, given that large oil and gas reserves are located in this country [1]. There is a shortage of modern high-quality equipment and technologies in the Russian oil and gas market due to lack of investment [2].

One of the difficulties in implementing the import substitution policy in Russia in a short time is the widest list of equipment used for oil and gas production:

- equipment for drilling and repair of wells;
- equipment for geophysical and geological work;
- equipment for carrying out geological and technical measures;
- equipment for extraction, transportation and processing of oil and gas, etc.

Each type of equipment has different characteristics: load capacity, mobility, accessories for work in certain conditions. For example, a well can be drilled using different technologies depending on the state of the reservoir:

- drilling using directional technology;
- horizontal drilling;
- sidetracking;
- multi-hole method;
- drilling with drilling control, etc.

Now modern technologies that have been developed by the world community make it possible to drill wells in various conditions. Far from all types of drilling equipment can be sold by Russian manufacturers, since large oil companies have certain requirements for the purchased equipment.

According to the Ministry of Industry and Trade, in 2022 the oil and gas industry was 38% dependent on the import of foreign equipment. By 2025, it is planned to reduce dependence to 20%. For this, the Ministry of Energy and the Ministry of Industry and Trade proposed updating the regulatory framework and standardizing equipment for Russian manufacturers [3, 4].

In 2020, the Ministries of the Russian Federation developed the Energy Strategy of the Russian Federation for the period up to 2035. Thanks to scientific and technological progress, Russia will soon be able to provide its oil and gas companies with domestic equipment. Therefore, oil engineering is a promising direction for the Russian Federation, but is at the planning stage [5].

Prior to the start of the ADF, the main suppliers of equipment for the oil and gas industry in Russia were manufacturers, primarily from the United States, as well as Europe (Table 1).

Table 1

Dynamics of revenues and profits of the leading American companies in Russia before the start of the ADF in the field of production of oil and gas production equipment

Company	Home country	Staff	Revenue, USD billion		Net profit, USD billion	
			2010	2020	2010	2020
Baker Hughes	USA	54 000	14,41	20,71	0,81	-9,94
Halliburton	USA	40 000	17,97	14,45	1,84	-2,95
NOV	USA	27 043	н/д	6,09	н/д	-0,25

The respective companies specialize in the production of high-quality equipment for various types of work in the field, which allows to reduce the carbon footprint of oil and gas production. They have the financial capacity to produce and provide services with government support.

Halliburton was the first oil and gas equipment company to exit the Russian market on March 19, and the week before that it stopped supplying spare parts. It is engaged in the production of drilling rigs and maintenance of pipelines.

It was followed by the international service company Schlumberger (Schlumberger), which since 2012 has been conducting its production activities in Russia, having bought out Radio Service, and has been actively investing in the Russian oil industry. However, Schlumberger was forced to suspend the development and production of equipment for the oil and gas industry in our country.

American companies such as NOV (National Oilwell Varco) and Baker Hughes were no exception [6]. The first, specializing in the development and production of oil equipment, at one time opened the production of drilling rigs in the city of Kostroma and was quite successful in the Russian market. The second, according to the Fortune 500 in 2022, was the largest oilfield service company in the world in the field of oil equipment production, specialized in drilling services, reserves assessment, field development and other types of work. Prior to the start of the ADF, it was also a leader in the Russian market.

To date, all US manufacturers that operate in the Russian Federation have sold their assets to local companies.

It should be noted that until 2022, joint ventures with European representatives of the industry were also represented on the Russian market of oil and gas production equipment. These were large-scale productions of equipment for Russian oil companies. Their level of quality in the production of drilling rigs and components, unfortunately, is currently unattainable for Russia.

.After the departure of Western representatives, manufacturers of oil equipment from Asia (China, India) began to expand their presence in the corresponding Russian market. In China, production in the oil industry is state-subsidized and relatively cheap.

In particular, one of the Chinese corporations that already has stable relations with the Russian side is “Haihua Industry Group” (“Haihua Industrial Group”), which has created consignment warehouses and service bases in Nizhnevartovsk, Surgut, Ust-Kut and Kurgan. The products have earned a high reputation in the USA, Germany, Singapore, Japan, African countries, Kazakhstan, Russia due to their high quality and affordable price. However, the Chinese company does not always fulfill its obligations under the contracts on time [7]. Haihua has been one of Rosneft’s counterparties for 20 years. In 2021, the “Haihua” Subsidiary company violated the deadlines for the delivery of goods and materials (drilling rigs and components).

Another large corporation that manufactures equipment for the oil and gas industry and has a representative office in Russia is “Hongua Holdings Limited”.

It should be noted that, despite good relations with China, Russia will not fully compensate for the lack of oil and gas equipment with Chinese developments, since there is an opinion that the alliance between China and Russia may not be strong.

Currently, many large oil and gas companies in Russia are already beginning to actively test domestic developments. Domestic developments are being most actively implemented by the “Gazprom Burenie” subsidiary company. At the recently discovered Kovyktinskoye field, the LWD (Logging While Drilling) complex, manufactured in Russia, was tested. Representatives of the company assure that the domestic equipment is not inferior to the equipment of foreign competitors.

At the moment, the Russian leading manufacturers of oil and gas equipment are “Uralmash NGO Holding” LLC, “VZBT” LLC, “OMK” JSC, “Borets” LLC, “NPO PODOLSKKABEL” OJSC, “Korvette” JSC. The main buyers of material and technical resources and services in Russia are vertically integrated companies: OJSC “Rosneft”, “Slavneft”, “Surgutneftegaz”, “Gazprom”.

“Uralmash NGO Holding” LLC A company that occupies a large market share. It manufactures high-capacity and high-speed mobilization (movement) rigs for production and exploration drilling. Such equipment is mainly used in Western Siberia.

“VZBT” LLC is a large machine-building enterprise engaged in the design, development and manufacture of drilling, blowout control and other types of oil and gas equipment to meet the needs of the oil and gas complex market. In the 2010s «VZBT» was on the verge of bankruptcy: the property was put up for auction, the workers had wage arrears.

Strategically important in the current conditions is the fact that the previously accumulated problems of a low level of competitiveness of domestic manufacturers of oil and gas production equipment, obviously, have been supplemented by the problem of the inevitability of wear in the medium term of equipment previously purchased from abroad for the needs of the industry development.

Their best solution is to organize the production of domestic equipment for various conditions and directions, which will not only not call into question the possibility of extracting the corresponding resources in the country, but will also allow increasing the volume of exports of the corresponding equipment to Iran, Iraq and a number of countries in Southeast Asia, in which representatives of Russian companies («Gazprom», «Rosneft», «LUKOIL», etc.) carry out their activities [8].

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PRACTICAL ASPECTS OF THE IMPACT OF MODERN CRISIS PHENOMENA ON SMALL AND MEDIUM-SIZED BUSINESSES IN THE RUSSIAN FEDERATION

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Abstract. *The relevance of the study is due to the strategic importance of the development of the segment of small and medium-sized businesses in the economy of the Russian Federation. The share of small and medium-sized businesses (SMBs) in the GDP of developed countries ranges from 35 to 65%, while the share of SMBs in the GDP of the Russian Federation is still no more than 20% [1; 2].*

The current crisis phenomena associated with the COVID 19 pandemic, as well as the current geopolitical situation and the introduction of economic restrictive measures against the Russian Federation, are new for Russian business and have a significant negative impact on the development of the SMB segment.

The purpose of this study is to review current crisis phenomena and their impact on the development of SMB importing companies in order to identify key areas that require the development of new approaches to anti-crisis management.

Keywords: *small and medium business, entrepreneurship, crisis phenomena, importing companies, pandemic, sanctions restrictions.*

The development of the SMB segment occupies a priority place in the development strategy of the Russian Federation. In the post-Soviet economy, small and medium-sized businesses were supposed to replace many components of the planned Soviet economy in terms of the production of goods and services. The modern development strategy of the Russian Federation also assumes the accelerated development of the SME segment and an increase in the share of SMBs in the country's GDP.

However, in the 30 years since the collapse of the Soviet Union, the performance of the SME sector has not been able to reach the level of the developed countries. The share of SMBs in the country's GDP still does not exceed 20%, compared to 35-65% in the developed economies of the world [1;2]. In the Russian Federation, SMEs carry out “mainly trade and intermediary activities, while in other countries small businesses have an innovative and industrial focus” [2].

At the same time, SMB segment companies are often less protected from crises and more sensitive to changes in external factors compared to large segment companies and public sector companies due to their small size, lower margin of safety, limited access to lending programs and government support measures, and a lower level of competencies and experience of the management team in terms of financial planning, management accounting and crisis management.

This article provides an overview of the key modern crisis phenomena and their impact on the SMB segment using the example of importing companies in order to identify key negative consequences that require the development of adequate anti-crisis response measures.

The official data of the federal tax service, the federal state statistics service, the data of the Central Bank of the Russian Federation, the data of a special report to the President of the Russian Federation of the commissioner under the President of the Russian Federation for the protection of the rights of entrepreneurs [1;4-6] were chosen as the basis for the study. These data were used to analyze the development dynamics of the SMB segment.

The key modern crisis phenomena that determine business development trends in Russia, including the SMB segment, are primarily due to two critically significant (and at the same time unrelated) events:

1) the pandemic of coronavirus infection COVID 19, which began in 2020 and to the greatest extent determined the realities of business throughout 2020-2021;

2) the current geopolitical situation, in which, since 2014, in relation to the Russian Federation and Russian entrepreneurship, a number of foreign states have introduced and implemented new rules and economic restrictions that directly affect the ability to conduct and develop business, especially in terms of importing goods into the Russian Federation. In 2022, there was a new round of this practice, as a result of which the number of restrictions imposed reached a new unprecedented level, de facto forming a new market environment.

Based on the data of the federal tax service, Rosstat, as well as the data of a special report to the President of the Russian Federation by the Commissioner for the Protection of the Rights of Entrepreneurs under the President of the Russian Federation, the key parameters for the development of the SMB segment over the past 5 years are given in Table 1 [1;4;5].

Table 1

Key parameters for the development of the SMB segment for 2017-2022

Параметр	2017	2018	2019	2020	2021	2022
Доля МСП в ВВП, %	22,00	20,40	20,72	20,81	20,05	
Субъекты МСП, шт	5 998 371	6 042 898	5 924 681	5 702 150	5 839 009	5 969 046
Изменение за год, %		0,74	-1,96	-3,76	2,40	2,23
Количество работников МСП, шт	16 130 582	15 917 053	15 357 010	15 509 813	14 638 722	15 212 217
Изменение за год, %		-1,32	-3,52	1,00	-5,62	3,92

Figure 1 shows the number of SMBs for 2017-2022. [4;5].

Figure 1. *Number of SMBs*

The dynamics shows that, starting from 2017, where the number of SMBs is 6,000,000, it is declining until 2020, reaching 5,700,000. 000.

The number of employees participating in SMBs is shown in Figure 2 [4;5].

Figure 2. *Number of employees in SMBs*

The number of employees participating in SMBs in 2017 is more than 16,000,000 people and by 2018 a decline begins, which is less than 16,000,000 people; by 2019, the decline reaches less than 15,500,000 people, but by 2020 the situation begins to slightly improve and reaches up to 15,500,000 people. From

2020 to 2021, there is a sharp decline in the indicator and amounts to more than 14,500,000 people, here the COVID 19 pandemic affected the indicators. However, the rise begins in 2021, the indicators went up and amount to more than 15,000,000 people. The share of SMBs in GDP, % is shown in Figure 3 [4;5].

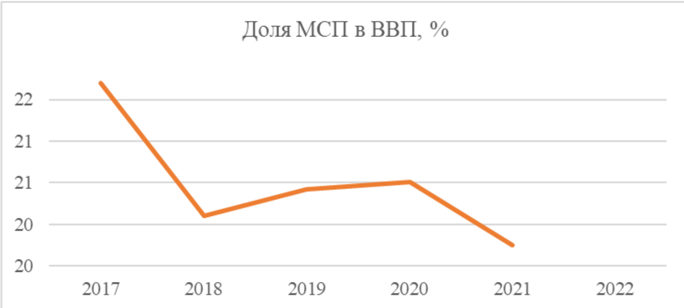

Figure 3. *Share of SMBs in GDP, %*

As Figure 3 shows, the share of SMBs in GDP, % in 2017 was more than 22%, but by 2018 there was a sharp decline and the indicators changed downwards, amounting to just over 20%. From 2018 to 2020, the situation began to improve, reaching 21%. Unfortunately, by 2021, the indicators worsened again, and they reached just over 20%.

The given data demonstrates a significant decrease in the main indicators of the SMB segment during 2017-2022. At the same time, despite the fact that 2022, due to unprecedented sanctions restrictions and the geopolitical shock, became a stressful year for all entrepreneurship in Russia, we see a trend towards recovery in the number of SMBs and the number of employed employees in 2022. This fact, most likely, can be primarily associated with the migration of companies from a higher segment to the SMB segment due to a decrease in the performance of this business, as well as an increase in the number of new small and micro-segment companies that have appeared to provide new business functioning schemes in new realities.

Among the key challenges for SMB segment companies during this period, related to the crisis caused by the COVID 19 pandemic and the current geopolitical situation, the following difficulties should first be highlighted:

1) The need to switch to a remote work mode and comply with all new regulatory requirements and recommendations due to restrictions imposed against the backdrop of the COVID 19 pandemic.

The epidemiological situation during the pandemic and the corresponding new regulatory requirements related, for example, to maintaining social distance and vaccinating employees, have led to the need to provide a new format for the work of SMB. Companies were forced to switch to a remote work format and ensure uninterrupted work even during periods when a large number of employees were on sick leave at the same time.

In addition, the transition to a remote work format required the rapid digitalization of management processes, ensuring the work of employees, as well as the introduction of new technologies and methods for selecting and attracting managers in companies [7], which became a significant challenge for most companies in the SMB segment with a low degree of digitalization. . The new format of work also led to an increase in the threat to data security associated with the risk of leakage of corporate confidential information and personal data of customers.

The challenges described in this section required the relevant professional competencies from the top managers of companies [8]. in order to organize and establish the learning process as soon as possible, as well as to attract relevant specialists with the necessary professional competencies to the company.

All this led to a decrease in the efficiency of the companies in the SMB segment and had a negative impact on financial results.

Record high volatility of exchange rates.

***Figure 4.** Dollar to ruble exchange rate*

As can be seen from the graphs (Figures 4; 5), the volatility of the dollar to ruble exchange rate, starting from 2014, is several times higher than the volatility of previous decades. .

Figure 5. *Daily fluctuations of the dollar against the ruble,%*

At the same time, the exchange rate jumps taking place in 2022 are unprecedented. During 2022, the exchange rate was in the range from 51 to 130 rubles. per dollar, the maximum rate exceeded the minimum by more than 2.3 times, which is the maximum historical range of volatility (in the period under review, starting from 2000) [6].

1) A whole range of logistics challenges associated both with the need to find new logistics solutions and a significant increase in delivery times and costs.

For example, as a result of the COVID 19 pandemic, established supply chains were disrupted and there was a shortage of containers on the market, which led to a significant increase in the delivery time of goods, including to the Russian Federation, and an increase in its cost. Similar negative consequences (a significant increase in delivery times and their cost, the need to build new supply chains) arose as a result of economic restrictions imposed on the Russian Federation by a number of countries against the backdrop of the current geopolitical situation, prohibiting both the import of entire categories of imported goods into the Russian Federation and restrictions on logistics companies for the transportation of goods in the Russian Federation.

According to experts, the tariffs for the transportation of goods only by the end of 2021 increased from 20 to 50% [9], while the tariffs for container transportation increased by 5-7 times, and a change in the cost of delivering goods along the same route for a week could make up to 70% [10]. Along with the growth in cost, delivery times have also critically increased, as well as the uncertainty regarding deadlines and transportation costs has increased significantly due to the high workload of the remaining available logistics routes and the lack of the possibility of using alternative routes for insurance against force majeure.

2) Restrictions on currency transfers, new rules for settlements with foreign counterparties.

To date, sanctions restrictions have been imposed on most of the largest banks in the Russian Federation [11]. These restrictions led to a complete ban on foreign exchange settlements for companies from the Russian Federation with residents of unfriendly countries, as well as a significant complication (increase in the terms of settlements and transfer of funds to the beneficiary's account, an increase in the percentage of refusals in settlements and freezing of funds) of settlements with residents of other countries. Many contractors refused to cooperate with companies from the Russian Federation due to increased risks, most of the remaining suppliers refuse to provide delays in payment for goods to Russian importers, demanding 100% advance payment.

3) Prohibition or restrictions on the import of a number of goods, the need to search for substitute products, changes in demand from consumers, and so on.

Modern crisis phenomena have led to global structural changes in the market, including those that determine the demand for goods and services. For example, the COVID 19 pandemic and the ongoing self-isolation of the population has led to a critical drop in demand in certain categories (goods necessary to meet the needs of customers in public spaces, such as office clothes, equipment for restaurant halls, etc.) and, conversely, to growth in others (goods needed by customers during self-isolation, such as medical masks, home clothes, etc.). The ban on the import of a number of goods from unfriendly countries has led to the need for importing companies to search for analogues produced by friendly countries.

Thus, a number of importing companies in the SMB segment faced a significant decrease in demand for their products or the inability to continue deliveries of their products to the Russian Federation, which led to the need to significantly change their business model and build new processes.

Conclusions

As part of the study, the impact of the current crisis on the SMB segment was considered and the key difficulties and challenges faced by importing companies in the SMB segment were identified.

First of all, this is doing business in the context of pandemic restrictions, high volatility in exchange rates, new realities of logistics transportation, restrictions on foreign exchange payments and import of goods, the need to rebuild the business model in response to structural changes in demand.

Modern crisis phenomena have de facto completely changed the market situation. In the current realities, business is forced to operate in a state of constant high uncertainty. New rules and restrictions related to both the COVID 19 pandemic and the current geopolitical environment have often been introduced and are being introduced at short notice and do not always allow one to immediately assess how they will be applied and what impact they will have on business. The lack of law enforcement practice and past experience does not allow using the accumulated knowledge and experience to solve new problems.

At the same time, the increase in operational and financial risks, as well as the new realities of settlements with suppliers and logistical difficulties lead to a significant increase in the terms of goods turnover for importing companies, which creates increased requirements for the availability of sufficient working capital and financial safety margin. At the same time, shareholders of SMBs should be ready to cover the increase in the need for financing for the most part at their own expense, since the availability of loans for the SMB segment is declining in the new realities.

Thus, new market realities require the development of new anti-crisis management measures that will allow the owners of SME companies to quickly respond to emerging challenges and make management decisions in the face of data shortages, high uncertainty and increased financial risks.

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ON THE ISSUES OF MANAGEMENT STRATEGY IN SMALL BUSINESS

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Abstract. *The article analyzes the strategies of small business development, their types and features of application, taking into account industry specifics. The criteria of attribution of business entities to small business are considered. The approaches and stages, the strategy of small business development, the most common in the practice of market economy are highlighted. The hypothesis is put forward that small business forms should be based on strategies used by large companies, and then develop an individual approach using potentially combined, partially or fundamentally new, taking into account the specifics of small business, strategies that provide it with competitive advantages.*

Keywords: *entrepreneurship, business development strategy, small business, personnel management, strategy, stages of strategy development, environmental factors, small business development employees.*

Necessity and essence of strategy for business development.

For the development of a business of any form, the development and subsequent implementation of a strategy is important. The strategy in the most general concept is a long-term development plan, the time coverage should be determined up to 10 years at least. The strategy defines the mission, goal, tasks for solving and implementing the overall strategy, business development technology. The topic of our study will be an attempt to consider the strategies of small and medium-sized businesses. It is rather difficult to develop in a market economy without having a development guideline; accordingly, such a tool as a strategy will be a direction vector in long-term development.

The small business development strategy contributes to the solution of several tasks:

- training small entrepreneurs, in this case, the goal is to involve the maximum number of start-up entrepreneurs who will be able to make the right decisions from the very beginning of their activities;

- encouragement of small entrepreneurs, the goal is to involve the largest number of unemployed who decide to start their own business;

- assisting small entrepreneurs in various areas, in this case, the goal is to obtain a high income, in the event of which a motivation will be formed [1].

Despite all the problems, the number of small businesses is steadily increasing. The main task of a small business is to expand it, but you still need to start small. First of all, to develop professional competencies, or to select the appropriate personnel [2]. For a small business, the initial challenge is to keep it afloat and secure in the chosen market segment. According to legal norms, criteria have been identified that make it possible to classify a subject of a market economy as a small business.

Analysis and statistics of small business development.

According to the Federal Tax Service of the Russian Federation, the number of small and medium-sized businesses as of January 10, 2022 increased by 3.2% (182,142), amounting to 5,866,703 entities. The largest growth in the number of small businesses is recorded by individual enterprises. Their number increased by 7.2% (239,999) compared to 2021 and amounted to 3,552,645 against last year's 3,312,646. 036, and medium-sized enterprises - by 1.7%, or 292. As of January 10, their number was 5,636,297 and 17,977 business entities. Against the background of the growth of some types of small businesses, a negative trend is also recorded. Thus, the number of small businesses at the beginning of this year amounted to 212,429, having decreased by 1.9% compared to 2021 (4,186). In addition, the number of legal entities decreased by 2.4%. If in 2021 the register noted the figure 2,371,915, then on January 10, 2022 it decreased by 57,857. The number of employees employed in small and medium-sized businesses also decreased: from 15,491,144 in 2021 to 14,662,197 in m, that is, by 5.4%, or 828,947 [3]. Undoubtedly, the decline was influenced by external socio-economic factors.

Criteria for inclusion in small and medium-sized enterprises

Criteria for small and medium enterprises in 2022, in terms of coverage of cash flows and employment, organizations and private businessmen are classified as: micro enterprises; small business; medium business [4]. In our opinion, it could be expanded, including taking into account the sectoral direction, which would make it possible to optimize the management and control of public authorities. Figure 1 shows that let's say consumer cooperatives are typical for agriculture, as is such a type of business entity as farming peasant farms.

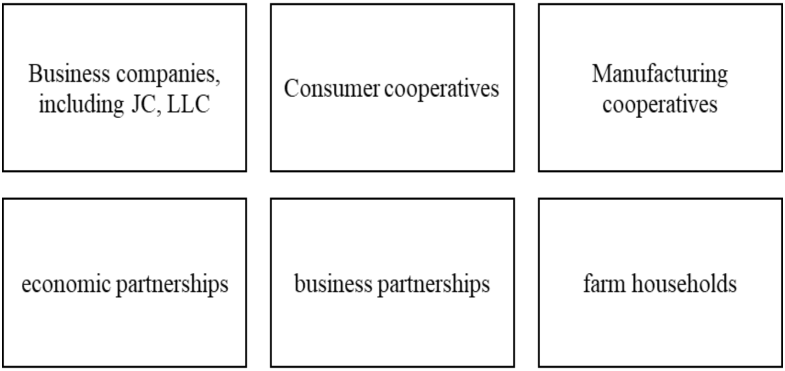

Figure 1. *Criteria for classifying small businesses by legal form in the Russian Federation*

In addition to organizational structures, as part of small and medium-sized businesses, the 2022 criteria also provide for individuals who legally conduct profitable or unprofitable business. The current criteria for small businesses in 2022 apply to individual entrepreneurs officially registered in this status.

Strategies depend on the values and goals that small businesses want to achieve, on situations in the field when it is necessary to react to the actions of competitors, predict changes in the market, on the company's potential to guarantee a qualitative transformation, or on the need to change the existing orientation due to the prevalence of weaknesses. The more different strategies a market participant implements, and the more successful they are, the more likely it is to expand the entrepreneur's activities anywhere and reach a more significant level and development.

Stages and strategy of small business development

There are some universal strategies that are typical for the development of a personnel management strategy in a small business. These management strategies will achieve positive performance in a changing external and internal environment, as well as neutralize the impact of competitive factors. First, it is necessary to determine the strategies of the most successful participants, typical for the area in which a particular small business is developing. It all starts with identifying the key points of a small business favorites strategy. For small businesses, simplifying the process of developing a strategy has little to no effect on the quality of the final result. The main components of such a strategy are an initial assessment of the state of the business, the influence of external factors, the definition of goals and objectives, development prospects in the region, scaling issues, personnel issues. It is necessary to take into account, when forming the components of the strategy, the elements that are summarized in the diagram in Figure 2. Small businesses have one decisive advantage - they can work with customers on a much more personal and deep level. Features of personnel management in small business also make it possible to single out a special type of organizational culture. The team spirit of work, nepotism, these are the main elements of the organizational culture inherent in small business. This allows you to customize your small business to suit the needs and desires of your small local audience. In modern economic conditions, the sole entrepreneur must take responsibility for making strategic decisions. An entrepreneur must independently, guided by the laws and regulations governing the rules of conduct, production activities, as well as the prevailing market conditions, form and adopt fundamental, long-term strategies for the development of his small business.

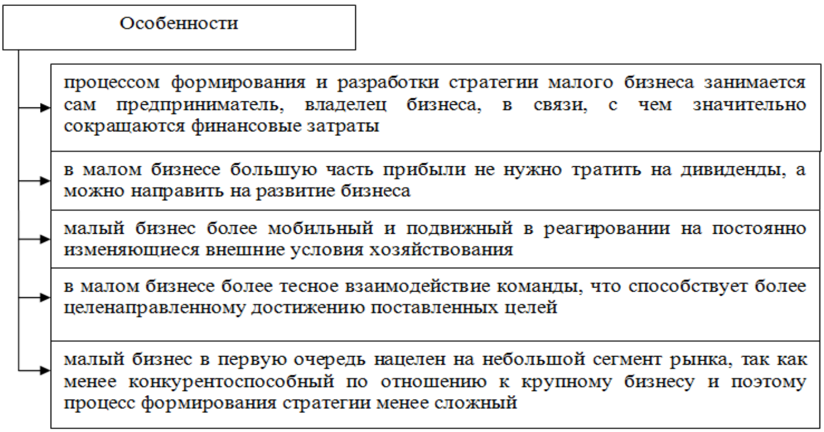

Figure 2. *Features and specifics of the small business development strategy [2].*

The advantage of small businesses over large companies is that they quickly adapt and adapt their development program to the realities of today, lack of bureaucracy, quick decision-making, but at the same time, all risks and responsibility rest with the owner of a small business.

The most common basic small business development strategies are as follows:

– limited growth strategy, suitable for small businesses with a stable market position.

– a strategic alternative built on goals set at the level of past achievements;

– growth strategy, suitable for small enterprises with innovative products seeking further growth, the general development goal is formulated as a growth goal – profit, market share, sales volume;

– reduction strategy - used during recessions and fundamental changes in the economy.

– business renewal strategy, including options for liquidation, downsizing and reorientation;

– a combined strategy that allows you to quickly rebuild your development program depending on the conditions of activity.

The main strategies for the behavior of a small business are:

– strategy of copying («false mushroom»). Small business uses the results of scientific and technological achievements of a large company, creating copies of products and being their winner;

– optimal size strategy («wise gudgeon»). Small business occupies its niche and takes these positions without increasing the volume of its activities;

– the strategy of participation in the product of a large company («stinging bee»). We are talking about the participation in the product of a large company, which refuses inefficient stages of production in favor of small firms. But small business in this case gets completely dependent on big business. A small business can mitigate this risk by limiting the share of sales for a large company;

– the strategy of using the advantages of a large firm («chameleon»). Use by a small firm of the advantages of a large company, franchising strategy.

The development strategies of small enterprises have their own modifications adapted to realities, allowing them to gain a foothold and stabilize in the market:

– strategy for improving management functions. He sees the development of a new stage of small business. When developing a strategy, the tasks of effective management, improving the organizational structure of the company, minimizing costs, improving logistics, and clear coordination of partnerships come to the fore when developing a strategy;

– a strategy for strengthening microeconomic interactions within small businesses. Allows to focus efforts on mutually beneficial interaction between micro-enterprises against the backdrop of an unfavorable economic environment and weak state support;

– strategy of strengthening horizontal interactions of small enterprises. It assumes the strengthening of horizontal cooperation within the small business sector, an alliance of small enterprises, which allows to reduce transaction costs and implement joint projects.

Strategy allows small businesses to find ways to achieve realistic goals in an ever-changing marketplace. There is no single strategy for all forms of business, each company is unique and must use all its internal potential.

As already mentioned, small business should be based on the strategies used by large companies, and then on an individual approach to the development and use of potentially combined, partially or fundamentally new, taking into account the characteristics of small business activities, strategies that provide it with competitive advantages. Competitive advantages for small businesses are the advantages that are manifested in the company's position in the market, which are more beneficial to competitors and are achieved using strategic planning methods and tools that take into account the specifics of small businesses. Small business features are the main criterion when choosing or developing a strategy.

Distinguishing the strengths and weaknesses of a small business and, therefore, grouping its characteristics into pluses and minuses allows you to consider them in more detail when choosing a strategy that gives competitive advantages.

Significance and role of the state in the formation of strategy technology

Appropriate state policy is necessary for the effective development of this sector of the economy. The state and small businesses should have a common goal, namely, an emphasis on socially significant sectors, industrial production, the service sector, and the development of knowledge-intensive industries. When developing and implementing a policy to support small and medium-sized businesses, it is necessary to focus on the narrow and problematic structural links of the state economy. The emphasis on such links will provide points of growth for the economy, will contribute to an increase in the welfare of society and, in general, will increase the rate of economic growth. Therefore, when forming a corporate strategy in a certain segment aimed at success, one cannot ignore the important role of the state, which created or should have created favorable conditions for business.

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NEW ASPECTS OF THE FORMATION AND DEVELOPMENT OF HUMAN CAPITAL

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Abstract. *In the article, the author explores new aspects of the formation and development of human capital, and also analyzes the new dangers associated with the wide spread of digitalization and artificial intelligence in all spheres of society and the individual. These new dangerous directions in the development of artificial intelligence at this stage of development are implicit, so it is necessary to constantly monitor and regulate them and provide a system of adequate protection against negative impact on Russian society in a timely manner.*
Keywords: *human capital, scientific and technological progress, artificial intelligence, ChatGPT, education, threats, challenges, security.*

At present, the world economy is at the stage of transition and the formation of a new technological order, based on the widespread dissemination of the achievements of scientific and technological progress, in the form of digitalization. The introduction of modern achievements of science and technology takes place not only in different branches of production, as it was at the previous stage, but information and communication technologies, artificial intelligence and other modern technologies are increasingly being integrated into the activities, lifestyle and thinking of an individual and society as a whole. In fact, the construction of the information society is being completed, since now information acts as a motivator of progress, a resource that allows you to create, introduce innovations in almost all spheres of life, it is a commodity, it acts as a source of employment for the population, ways and means of access and dissemination of information are constantly expanding and simplifying, it is noted high level of informatization of people's everyday life and so on. It should be noted that in the scientific community there is an opinion that building an information society is already becoming an insufficient goal and task for the current and future sustainable and safe socio-economic development, the need to build it up and make the transition to a more developed knowledge society has become more urgent.

The processes of transition from the obsolete technological mode, the formation and development of a new mode are traditionally accompanied by versatile changes in the economic, social, political, cultural and other spheres of life of states, their associations and the entire world economy. The specificity of the current transitional processes lies in the fundamental scale of distribution, intensity, significant complication of all economic processes, the constantly increasing flow and unpredictability of the consequences of these changes caused by the influence (direct or indirect) of scientific and technological progress. At the center of all changes, ultimately, is now a person who is simultaneously an object, subject and source of scientific and technological progress.

In these new conditions, a person is promoted to a leading place in socio-economic relations. The peculiarity of a person in the economy lies in the fact that a person in one person acts both as a producer (offering, among other things, goods created on the basis of technological and breakthrough innovations), and a consumer of goods (presenting a wide demand for innovative goods). A person, accumulated by him human capital, becomes the main factor of production, consumption, exchange and distribution of goods, being, in fact, the same (but more complex) means of production as physical capital, while displacing such factors of production as land and capital, more intensively and effectively used in the previous stages of development. For the current level of development of the world economy and those traditional and new challenges and threats that are updated and emerging, it is important that a person has the opportunity to accumulate the necessary and sufficient level of human capital and fully implement it in the cycle of active life for individual and general well-being.

At the current stage of development, the world economy is under the influence of the cumulative impact of interrelated and interdependent factors, among the main ones we can single out: a slowdown in the development of the global economy; slowdown in labor productivity growth; slowdown in the development of human capital; decrease in the level and quality of life of the population; the impact on the economies of countries and society of negative consequences, a protracted pandemic and lockdowns; the growth of the protest movement on a global scale; the growth of political, territorial, trade, sanctions, information, religious and other types of war; strengthening of the trend of social polarization; slowdown in globalization; growing crisis phenomena, events and processes in the financial, banking, industrial sectors and others.

Under these conditions, it is more likely to take advantage of the "windows" of opportunity (which open during the period of structural modernization of the world economy), and to become economic entities for some time leaders in world development, as a result, to develop more sustainably, independently and safely, ensuring the growth of the population's well-being. This is possible if the necessary high level of human capital has already been accumulated and the society is sufficiently integrated. An important distinguishing feature of human capital is the impossibility of accumulating it in a short period of time, this is a complex process (educational, educational, investment), the level and quality of current human capital is the result of the spent resources of the past. Cross-country differences in the level and quality of actual human capital, according to researchers, are the cause of differences in the viability, security level and overall stability of their socio-economic space.

The level and quality of human capital, that is, the totality of knowledge, skills, competencies (general cultural, universal, professional), acquired experience, skills, versatile abilities (including creative, cognitive, psychological stability, and others), now constitute competitive advantages in markets as countries , their associations, corporations, firms, etc., and the individual.

Society is made up of individuals. Man is the object of society and at the same time the subject of society's management. Historical experience and modern events show the particular importance that a person's personal qualities (values, culture, moral qualities) acquire, as they set the character, directions for the development of society and determine the level of security, at the same time, the social environment has a counter regulatory effect on a person (therefore, the ethical norms dominating in the social environment are also important), especially in the conditions of widespread information and communication means. Now technological progress with the help of computer and Internet technologies has a significant impact on a person (in fact, from early childhood) and the social environment, changing the nature of communication, priorities, goals, interests, motivation, behavior, nature of activity, lifestyle and thinking compared to the previous one. stage of social development.

According to We Are Social, which published the Global Digital 2023 report, which, based on international statistical data, provides information about Internet and social network users in the world. So in 2023, 5.16 billion people, which is 64.4% of the 8.1 billion people of the total population of the planet, are Internet users (in 2013 there were 2.53 billion of such users). Studies have shown that the average global user spends 7 hours a day on the Internet, which is approximately 40% of the active part of the day, in Russia this time is 7 hours 57 minutes, in countries such as Brazil and South Africa - 9 hours 45 minutes and 9 hours 22 minutes respectively. The largest share of time among all types of Internet activity fell on social networks and amounted to 2.5 hours a day (in 2013 - 1.5 hours a day). There are 4.76 billion global social media users, less than 60% of the global population. In Russia, 73.3% of citizens use social networks (as we can see, which is more than the global average). The level of Internet penetration in Russia is 88.2% (for comparison, in Norway - 99%, Japan - 82.9%, China - 73.7%, India - 48.7%) [1,2].

In the context of such a significant integration into the life of a person and society, computer and information technologies make social development dependent on the direction, nature and safety of these technologies.

In November 2022, the GPT multitasking chatbot was created by Microsoft and its OpenAl division, which is a new level of Internet technology, a product of artificial intelligence. For several months of its existence, the GPT chat bot, due to the simplicity of the web page interface and ease of use, high speeds and its previously unavailable abilities (it can answer almost any question) and not yet fully explored possibilities, has become widespread in the world. About 100 million people in the world have used ChatGPT in two months, making ChatGPT «the fastest growing consumer application in the world» [4]. During January 2023, the number of users reached 13 million people, for comparison, according to international experts, it took TikTok nine months to achieve similar results, Instagram 2.5 years [5].

It is believed that the developers of ChatGPT actually managed to create the first neural network that thinks and talks like a person. But we must understand that artificial intelligence is completely far from a person, for example, it is not able to understand anything, as people understand it. The neural network is ready to understand requests for several separate concepts and immediately issues a ready-made answer from its knowledge base in an easily accessible way. The neural network supports the Russian language, in Russia there is no direct access to this product yet, but with the help of special software, it is also possible to use it. The chat bot is loaded with a wide range of information, including humanitarian, natural, exact knowledge. The chatbot generates quality content in a short time, gives practical advice. Can not only write a poem, song, script, translate texts from different languages, create a cooking recipe, but also write a program code, a viral program, an essay, a course project, a scientific article, a graduation thesis, a dissertation, and more.

Modern search engines Google, Yandex, Bing and others work in a similar way, but the ChatGPT chat bot differs from them, firstly, in that it gives an immediate answer, and does not show a list of sites where the user can continue to search for the necessary information (this is an unusual convenience explains the mass use). Secondly, and this is the main difference, the ChatGPT chatbot is an artificial intelligence, not a search algorithm. At the heart of writing existing algorithms is an ethical concept, that is, developers are based on the practical use of knowledge of good and evil. ChatGPT cannot be corrected in case of deviation (in an ad hoc or random way) from the truth, as it happens with already traditional search algorithms (i.e. find an error in the algorithm, return to the erroneous operation and correct), the GPT chat-boron is self-learning and self-developing system. The ChatGPT chatbot is not connected to the Internet, its answers are based on its own database and information from other users, therefore it can distort information and give incorrect or even dangerous answers for a person and society.

Also, it can be assumed that in the conditions of a partial departure from the traditional ethical norms accepted in society (which is already becoming commonplace in the Internet space), a special harmful managerial influence on artificial intelligence. One can imagine how education and science will develop in the conditions of information distortion. After some time, an economically active part of society will become a generation that has acquired and accumulated human capital on knowledge and education received in the digital space, including with the help of the ChatGPT chat bot. The public will also be presented with scientific research, concepts, laws, theories built on the knowledge of scientific articles previously compiled in ChatGPT. Will these scientific ideas, laws, concepts be able to develop the world in a progressive and safe direction.

In Latin America, for the first time in world history, a judge used the GPT chatbot to deliver a sentence and make a decision [6].

Over the long period of Covid and lockdowns, the global community has undergone significant changes in the traditional ways and methods of education and training (as the main sources of human capital formation and development). There has been a strong habit and need to learn and teach using the Internet, but now with the advent and spread of ChatGPT artificial intelligence and in the near future, learning will be different from what it is now or was in the recent past, true knowledge may no longer exist.

For example, at the Russian State University for the Humanities, the GPT chatbot wrote a thesis for a student, which was checked for plagiarism and was successfully defended [7]. In Pennsylvania, ChatGPT generated a master's thesis in economics that was rated «good» by a professor. Leading universities in Australia now require students to complete their exam papers by hand. The reason for this was the massive use of texts (essays, essays, term papers, presentations, scientific and research projects, etc.) generated by ChatGPT. Russian schoolchildren have also mastered this chatbot and pass assignments in academic subjects solved by artificial intelligence, receiving the highest marks [8]. Thus, we see that there is a dangerous trend of interception of control over education, humanitarian knowledge and the development of science by artificial intelligence ChatGPT.

It is important for the Russian education system to begin the process of reforming its education system as soon as possible, to strengthen it, using the best examples of the fundamental Soviet education system, while maintaining advanced modern experience. This need has already been recognized in the highest structures of the country's administration. It is important to ensure the possibility of obtaining a quality education that is adequate to the current and future goals and objectives of development, and to protect a person from receiving, under the guise of digitalization of education and science, false knowledge and pseudo-education, which means from degradation and transformation into «digital puppets» who are not able to think and accept independently. solutions.

The use of neural networks in the field of education and science is a new challenge that needs to be given a response commensurate with the strength of threats as soon as possible. During such a short period of existence of the chatbot, technologically advanced countries (such as the USA, France, ...) have already realized the real and potential danger of a destructive impact on human potential and the development of society. According to Stanislas Dean, one of the world's most respected neuroscientists, professor at the College de France, now is «not the time to be idiots, AI can beat people.» Those mistakes that are made now and will still be made in the field of education, upbringing of a person will respond with dangerous, unpredictable, systemic consequences in the near future and in the strategic perspective.

There is a threat of changes in the humanities, rewriting and substitution of history, which is technically not difficult in the digital space. And in conditions when new generations are already functioning, brought up on the basis of the Internet, who trust the Internet, Internet information is not questioned and considered true. Therefore, it is obvious that the publication of printed books will allow us to preserve true knowledge about the world.

Reading books is a tool for obtaining information and, consequently, for the accumulation and growth of the quality of human capital. Experts note that at present there are fewer readers of books in general. According to the VCIOM poll on reading in 2022, 92% of Russians surveyed say they read books. It has been established that the least reading part of society is the age group of 25-34 years. In addition to traditional paper books, reading methods have expanded: audio books, e-books, applications on a computer screen, laptop, smartphone. According to the survey, 58% reported that they read paper books. 71% read books from screens, and in the age group from 18 to 45 years, 45-51% use digital media for reading, as well as city residents, who are more educated and financially secure. 80% of respondents read digitally for self-development. [3] Thus, we see that reading books and printed publications remains an important source of both obtaining, preserving, and transmitting information, as well as accumulating the necessary human capital. It should be noted that the younger part of society is characterized by a decrease in the general interest in reading, and a preference for obtaining information from digital media. Therefore, it is important that the control of state management structures and public organizations be aimed not only at digitizing the historical, scientific and cultural heritage and modern versatile achievements of human thought (this is also a very important task), but also at preserving similar printed book products, and this is not archaism in the digital age, but a reliable and time-tested way of preserving the truth.

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FORMING A MECHANISM TO REDUCE THE IMPACT OF INFORMAL ECONOMIC ACTIVITIES IN THE LOGGING INDUSTRY

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It is impossible to cover extra-legal (informal, shadow, illegal, etc.) economic activities in the forest-industry complex with a "facade" study, since we see the problem from the outside, and are not inside each process of FIC production. At the same time, we can boldly note that illegal procurement made by individuals does not even take 10% of the total volume of illegal procurement.

The term «informal economy» is used by us in the economy for the first time. It was more used in education. *In our study, we propose to use the term "informal economy" from a slightly different point of view: resourceful businessmen in leasing relations develop and use various schemes (loopholes) in forest legislation (voids in the law) in order to obtain additional income and do not violate the law.*

Our study on the information economy of TPEs characterizes the interest exclusively in the transparency of activities in TPEs and confirms that only transparency and objective information (for example, SFI - state forest inventory) about the activities of TPEs can lead the industry out of the crisis. In the study, we show that with an objective approach to the problem, the state, requiring businesses to pay all payments in full, can count on their good faith exactly to the extent that it fulfills its "obligations" to logging enterprises in good faith. Therefore, in the study, we note that each subject of market relations must work independently, independently ensure the profitability of their business and the development of their economy, when the whole country works in market conditions. Therefore, everyone should be responsible for the development of their business.

It should be noted that the high level of the information economy in the timber industry is mainly due to the lack of a method of combating the information economy in the TPE, that is, there were methods to combat the shadow economy of the timber industry, but at an early stage of production (in the TPE) there was not, and we propose this is the first time. Thus, the methods of struggle developed by us, in general, will increase income in favor of the state, through the legalization of the part of the information economy that we reveal, since not all the shadow economy of the TPE is visible.

Revealing the facts on illegal logging using examples, we prove that illegal logging is not 1.4 - 1.5% of the total, but about 20 times more. At the same time, we are convinced that this is not all information in the forest industry, but only a part of it that we can see. This allows us to show the minimum size of illegal logging and gives us reason to say that the informal activity of TPE as a phenomenon should be considered at the legislative level. The authorities in the region, while artificially reducing the volume of illegal logging in TPE, also artificially create the conditions for the «Strategy for solving the problem in the forest industry by 2030», reporting success to the state authorities. That is, the strategy until 2020 seems to have been fulfilled (that is, reduced), and by 2030 illegal logging will completely disappear with the help of the mechanisms used by the authorities. Thus, they are artificially able to solve this problem in 3-5 years. But at the same time, they know the scale of these problems in advance.

By increasing transparency in economic (lease) relations, we show and give the tenant confidence in the decency of the authorities for a period of several years.

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FUNCTIONS OF SECURITY RELATIONS IN THE FIELD OF STATE AND MUNICIPAL CONTRACTS

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Annotation. *The article analyzes the concepts of legal relations in the works of various scientists, specifies the specific features of civil legal relations through the prism of the interaction of its participants, based on the dispositivity of the will of the parties to such relations. The functional purpose of certain types of civil legal relations is revealed, which determines the possibility of obtaining conclusions about their impact on the development of civil turnover in general, and on security relations in the field of state and municipal contracts. The functions inherent in the ways of securing obligations are highlighted.*

Keywords: *legal relationship, ways of securing obligations, contract system.*

When conducting scientific research, the choice of methodology is one of the important aspects that set the vector of cognitive activity, determine the content of the work that contributes to the achievement of results. The modern development of legal science today is in a state of methodological pluralism, which consists in combining many methods of scientific research.

The application of various scientific approaches to the problem can significantly enrich the study, revealing it from new angles to discover the connections, patterns underlying the construction and development of relationships.

In this regard, on the surface of the methodological choice lies the election as a way to reflect the topic of the study of legal relations.

In order for the study not to turn into a purely dogmatic analysis of the norms of law, it is necessary to pay attention to how these norms are embodied in reality. The dynamic relationship of law and its addresses interacting with each other is found precisely at the level of legal relations.

To date, legal relations are one of the most studied areas in both general theoretical and sectoral legal concepts, and are presented in the works of A. Abddudzhalilov, M.G. Zaretskaya, N.M. Suetina and other scientists.

“The civil legal relationship is predetermined by the presence of specific features peculiar to the branch of law,” O.S. Ioffe argued. And these features, of course, go back to the general principles of dispositivity, autonomy of will, property independence of subjects, freedom of contract.

A.P. Sergeev points out that "a civil legal relationship arises between legally equal subjects endowed with rights and obligations, is based on free expression of will, is characterized mainly by dispositive methods of legal regulation and property consequences for violation of legal norms."

Among the modern civilistic works devoted to the problems of civil law relations, it is certainly worth highlighting the studies of L.A. Chegovadze, in which

Following the statement about the dialectical unity of the form and content of a legal relationship, L.A. Chegovadze writes that "a civil legal relationship is nothing more than a de facto connection of its participants, real interaction, and therefore it cannot be reduced to its legal side (legal form) alone. Legal relations are always a living connection with specific participants, to which the normative model is tried on and then transferred to."

L.A. Chegovadze shows the systemic connection of subjects of civil legal relations, manifested through "the presence of rights and obligations, the object of which are appropriated or required social benefits, and the implementation (execution) is carried out at its own discretion, with the provision of in the form of the use of coercive measures on behalf of the State."

Functional analysis is applicable to those objects that can be attributed to certain specific activities in complex systems, and is aimed at studying the dynamic characteristics of this activity, as well as its systemically significant results. The functional analysis of law makes it possible to identify the most essential, main features of law and its instruments; to present the directions of its active impact in continuity and duration.

Understanding the functions of legal relations as a dynamic phenomenon of law is the most important means of knowing the meaning of their existence in legal reality, and understanding the functional purpose of certain types of civil legal relations determines the possibility of drawing conclusions about their impact on the development of civil turnover as a whole.

Within each of the groups of legal relations, certain functionally related relationships arise. For example, security relations for the provision of an independent guarantee are tied through the organization's system.

Legal relations developing in the field of contract enforcement perform certain functions in the mechanism of legal regulation of the contract system. If we qualify security relations from the point of view of the general functions of law, then we can see that, on the one hand, they have a regulatory function, since they represent orderly lawful actions of subjects in order to create prerequisites for the conclusion and execution of contracts, the provision of property security in the normal state of civil turnover. The protective component manifests itself in case of violation of obligations to fulfill the contract or to provide security. Ways to ensure the fulfillment of obligations are also ways to protect the rights of the creditor, which can be implemented by the creditor independently in case of violation of the contract by the debtor and provide the creditor with protection "in the most desirable way for him – by obtaining performance at the expense of a specially created.

At the level of individual legal regulation, legal relations are built into certain consistent relationships between the customer and the procurement participant. The entry of each of the subjects into a security relationship is also conditioned by certain functions that are specified in subjective rights and obligations. For example, the function of the customer is expressed in establishing a security requirement, determining the conditions for its provision, and in the case of proper performance by the supplier of obligations under the contract (and the presence of other grounds), the return of the security in good faith. The function of the procurement participant is of a proprietary and organizational nature (with proper provision of security, the foundations are laid for the emergence and development of a property relationship) and a compensatory and restorative nature (the function is designed for future restoration or compensation of violated rights). A legal relationship exists stably, progressively, if its participants perform actions in accordance with their functions.

So, the security legal relations arising in the sphere of concluding contracts, in their unity, form a set of legal relations between subjects (procurement participants, customers, third parties) aimed at creating organizational and property prerequisites for concluding and executing contracts by providing property and (or) property rights defined in the legislation on the contract system.

At the level of individual legal interaction, a security relationship is a specific legal relationship between the customer, the procurement participant, and other entities endowed with subjective rights and obligations in order to implement ways to ensure the execution of contracts.

Differentiation of security legal relations is determined by their species diversity depending on the grounds of occurrence, the subject composition of participants, the nature of the secured obligation, stages, duration of the security and other legally significant features.

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SYSTEM OF HEAT SUPPLY CONTRACTS

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Annotation. *The article discusses issues related to the modern system of Russian heat supply, as well as issues of systematization of heat supply. Systematization and centralization of heat supplies, considered from the point of view of maintenance costs.*

Keywords. *heat supply, debt, tariff, consumer.*

The modern Russian heat supply system was created in the late 1930s. Considering the peculiarities of that time, we can say that most of the buildings were heated by heat from individual boiler houses. In turn, they functioned at the expense of oil or fuel oil.

The key point is the systematization of heat supply. Thus, the transition to urban thermal power plants (CHP) implied the presence of intra-block heating points that heated each apartment directly. This innovation was the next level in the development of the infrastructure of Soviet Russia.

The systematization and centralization of heat supplies gave the residents of the country the availability of hot water at any time of the year. However, it is worth noting the disadvantages of this practice: heat loss up to 90%. In parallel, questions arose about the provision of heating networks. Repair, quality control, regulation of fuel prices are the main issues.

In the Russian Federation, there are also problems in the district heating system – the “accumulated” debt” for the renovation of morally and physically outdated heating network infrastructure: companies cannot invest in the renewal of heating networks for at least 15 years, since the tariff includes only the current costs of maintaining the network.”

The latest legislative changes adopted in 2021 provide for an independent and voluntary transition of the subjects of the thermal energy market to its new model with the consent of the head of the municipality. “So far, no region has switched to a new method of tariff formation, work continues on by-laws. Nevertheless, in a number of regions we have started implementing our projects to modernize heat supply, the company has accumulated experience, has the opportunity and desire to invest in the development of the industry, if the return on investment is guaranteed," says Ekaterina Kosogova, Director of Tariff Formation at SGK.

I would like to note that the tariff changes

According to the energy supply contract, the energy supplying organization undertakes to supply energy to the subscriber (consumer) through the connected network, and the subscriber undertakes to pay for the received energy, as well as to comply with the regime of its consumption provided for in the contract, to ensure the safety of operation of the energy networks under its jurisdiction and the serviceability of the devices and equipment used by it related to energy consumption.[1]

When concluding a heat supply agreement, not only the special provisions of the law are applied, but also the general norms of the Civil Code of the Russian Federation on contractual work. These include provisions on essential conditions.

The unified heat supply organization and heat supply organizations that own heat energy sources and (or) heat networks in the heat supply system on the right of ownership or other legal basis are obliged to conclude contracts for the supply of heat energy (capacity) and (or) heat carrier in relation to the volume of heat load distributed in accordance with the heat supply scheme. A contract for the supply of thermal energy (capacity) and (or) a heat carrier is concluded in accordance with the procedure and on the conditions provided for by this Federal Law for heat supply contracts, taking into account the specifics established by the rules for the organization of heat supply approved by the Government of the Russian Federation.[2]

I would like to note that the place of fulfillment of the obligations of the contract is the delivery point, which is located on the border of the balance sheet of the heat-consuming installation.

Federal Law No. 190 of 27.07.2010 "On Heat Supply" contains the concept of an ownerless heat supply facility. Thus, according to paragraph 6 of article 15 of this federal law, if an ownerless object is detected within 60 days, the municipal authority is obliged to ensure that the compliance of the ownerless heat supply object with safety requirements is checked. In the future, the municipality puts the object on the register. A year later, the body authorized to manage municipal property may apply to the court with a demand for recognition of the right of municipal ownership of this object.

In relation to ownerless heating networks, an exclusive procedure for determining the organization that carries out the maintenance and maintenance of such

[1] " The Civil Code of the Russian Federation (Part Two)" dated 26.01.1996 N 14-FZ (ed. from 01.07.2021, with amendments. from 08.07.2021) (with amendments and additions, intro. effective from 01.01.2022)

[2] Federal Law No. 190-FZ of 27.07.2010 (as amended on 01.05.2022) "On Heat supply"

networks before the recognition of ownership of them has already been established. The rules are specified in Part 6 of the cta

• minutes of the general meeting of the owners of premises in the MCD, at which it was decided to choose a management organization as a management method;

• minutes of the general meeting at which a decision was made on the selection of a management organization represented by the management organization that applies to the RSO;

• the contract of management of the MCD, if it is concluded.

If the resource supply contract specifies the qualitative and quantitative indicators of the supplied heat, it should be noted that the UO should be able to ensure the proper maintenance of the common property in the MCD and provide a utility service that will meet all requirements (paragraph 20 of RF PP No. 124 of 02/14/2012. It is worth noting that the cost of the resource itself, in our case – heat, will be calculated according to the tariffs that are established by the legislation of the Russian Federation (paragraph 22 of the RF PP No. 124 of 02/14/2012).

If any surcharges are set to the tariffs, then they should also be taken into account when calculating the cost of the Kyrgyz Republic.

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LEGAL REGULATION OF WORK STANDARDIZATION OF HIGHER-EDUCATION TEACHING PERSONNEL

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Abstract. *Based on the study of the legislative framework, the article analyzes the features of the performance standards of higher-education teaching personnel. Higher-education teaching personnel enjoy a shorter work week and an extended annual vacation with full pay. Due to the distinctive nature of the professional activity, the working hours of academic staff are divided into two parts, that are called the first and second half of the working day. Maximum workloads in the first half of the working day are regulated by law. Higher education institutions regulate the types of teaching and non-teaching activities and time required to perform them by local regulatory legal acts.*

Keywords: *higher education, statutory regulation, higher-education teaching personnel, performance standards, vacation.*

The work of academic staff has a number of specific characteristics, therefore, an individual approach is used to organize and regulate it. Article 333 of the Labor Code of the Russian Federation [1] establishes a shorter work week for teaching personnel; it cannot exceed 36 hours per week for those working full time. Article 334 of the Labor Code of the Russian Federation [1], Article 47 of the Law "On Education in the Russian Federation" [2] and a special government decree [3] establish a longer annual paid vacation for the higher-education teaching personnel, which lasts 56 calendar days. In addition to the extended annual vacation, higher-education teaching personnel also have the right to take a one-year sabbatical after every ten years of continuous teaching activity. This norm is guaranteed by Article 335 of the Labor Code of the Russian Federation [1] and Article 47 of Federal Law 273 [2]. According to the legislation, the teaching staff have the right to work full time and a half and additional 300 hours per year outside it on an hourly paid basis [4]. To be able to work full time, higher-education teaching personnel are elected by competition, after which a fixed-term employment contract is concluded with them for up to five years. If they work time and a half, an additional labor contract is concluded with them for up to a year and they don't have to pass through additional election, it is allowed by the legislation of the Russian Federation (Article 332 of the Labor Code of the Russian Federation). If the faculty member exceeds the limit of hours provided by the employment contract (contracts), the hours beyond the limit are paid in the form of hourly wages, which cannot exceed 300 hours per year.

The workload of the higher-education teaching personnel consists of teaching and other types of work, the maximum workload is determined by the legislation of the Russian Federation. In higher education institutions, full time teaching activities cannot take more than 900 hours per year, this norm is determined by the Order of the Ministry of Education and Science, at the moment Order No. 1601 of December 22, 2014 is in force [4]. If faculty members are only engaged in additional education programs, the upper limit of the teaching workload for them will be 800 hours [4]. In practice, this never occurs; engagement in professional development and advanced training programs almost never dominates in the structure of the total teaching workload. In addition to the teaching workload, faculty members also have non-teaching workload. Universities annually establish the volume of both by local regulatory acts. Together, these two types of workload form the total volume that a faculty member working full time must perform annually, on average, it is about 1,500 hours per year. The teaching workload within this total number may vary significantly, but it cannot exceed the 900 hours established by law. The teaching workload has a simplified name "the first half of the working day". The number of hours of the first half of the working day can vary significantly depending on the higher education institution, position, and subjects taught.

The universities of the Russian Federation differ in the number of hours their faculty members have to work during the first half of the working day. In some higher education institutions, the number of hours does not depend on the faculty member's position and everyone from Assistant Professor to Professor has to work the same number of hours during the first half of the working day. More often the local acts of higher education institutions establish different workloads depending on the faculty member's position. The biggest teaching workload (and as a rule the maximum 900 hours) is set for Assistant Professor, for others the number of hours is lower, depending on the position held. Consequently, Professor, Head of a Department and Dean (Director of an Institute) have the smallest teaching workload. According to the local regulatory acts of higher education institutions, the difference in the number of hours may not only depend on the position of the faculty member, but also on the department they work at. The workload of the first half of the working day may vary in different structural units of the same educational institution. Local provisions adopted at a number of universities, make it possible to regulate the workload of the first half of the working day, even between faculty members holding similar positions within the same structural unit. The workload in the first half of the working day can be significantly decreased if the faculty member is engaged in some other types of important and complex activities: reading for a doctoral, doing a grant project, etc. Since the total workload remains unchanged, a decrease in the workload in the first half of the working day automatically leads to an increase in the workload in the second half of the working day.

The local normative act adopted within the educational institution prescribes the types of teaching and non-teaching workload and allots time for different types of tasks and activities. The norms of the first half of the working day depend on the specific features of the organization and its educational activities in higher education programs determined by a special order of the Ministry of Education and Science of the Russian Federation.

At the moment, the Order of the Ministry of Education and Science of the Russian Federation of April 5, 2017 No. 301 is in force [7]. The types of teaching activities traditionally include lecturing, conducting seminars and practical classes, counselling at various levels: before entrance exams, before midterm exams, before state exams and before the defense of a graduation thesis. There are fairly universal time standards applied to these types of workload, everything is measured in the number of hours of work, a double class is equal to two academic hours. A time quota of two hours is traditionally set for counselling before entrance and midterm exams. Increased time is usually set for counselling before state exams. All of the above types of activities are faculty members' classroom contact teaching. Contact teaching work outside the classroom includes various kinds of students' performance evaluation and academic advising on graduation theses and dissertations. Time allotted for these types of work is different. This is due to a big variety of types of work that differ from each other significantly.

Contact teaching work outside the classroom includes holding entrance examinations and marking exam papers of applicants, administering midterm tests and exams, post-graduate exams, reviewing abstracts and dissertation research materials, participating in the work of state examination boards for bachelor's, specialist's and master's programs, state qualification boards for postgraduate programs and appeal boards. Usually, the time allotted for these types of work is set per student, the most time-consuming among these types of work is the reviewing of abstracts and dissertation research materials of post-graduate students.

Another area of contact work outside the classroom is academic advising in higher education programs. As a rule, only the academic staff of sub-departments responsible for the students' major have this type of workload. This type of workload includes academic advising on graduation theses in bachelor's, specialist's and master's programs, scientific supervision of a post-graduate student or applicant assigned to the faculty member in order to prepare a dissertation for a degree without mastering postgraduate programs; supervision of course papers and practices. The largest number of hours in this case is allotted to the scientific supervision of post-graduate students. By a special regulatory legal act an educational institution may set a limit on the number of students supervised by one faculty member. As a rule, this norm specifies the maximum number of course papers, bachelors' and specialists' graduation papers, the maximum number of graduate and post-graduate students supervised by a faculty member. These norms are established to eliminate distortions in the distribution of workload between faculty members.

Usually contact work in continuing education programs outside the classroom is viewed as a separate block, since in most cases the calculation of time there is not made by the number of students, but is allocated to a group. The overall teaching workload (the first half of the working day) is centrally distributed among the sub-departments, with regard to the subjects that are assigned to them. The workload id distributed between faculty members within the sub-department. This distribution takes into account the basic education and academic degree of each faculty member, their personal preferences and the continuity of the educational process. The distribution is carried out in accordance with the norms of the workload, enshrined in the local legal act of the organization. When distributing the workload, the head of the sub-department should also act based on the federal regulatory document that defines the qualification requirements [5]. There are significant restrictions for assistant professors and lecturers in certain types of workload. One should take into account the necessary requirements academic staff should meet to comply with federal state educational standards. Today the scientific and educational work of faculty members should go in line with the disciplines taught. In a number of universities, a strict ratio is established between classroom teaching workload and teaching outside the classroom, which makes the process of compiling a card of educational assignments for a faculty member for the academic year very complicated. If such strict requirements are met, the quality of the educational process suffers. In order to achieve the ratio, faculty members are forced to teach subjects that are non-core for them or perform types of teaching workload they are not used to. With the dominance of extramural and part-time forms of education, the card of educational assignments for the first half of the working day is very unstable. Due to the fact that students are sometimes expelled, they can change their majors, miss exams and tests there is a discrepancy between the planned and the fulfilled workload. Despite the fact that there are a huge number of documents regulating the work of higher-education teaching personnel, a number of points have not yet been legally fixed and are dealt with just through common sense. One of these significant points is the number of academic disciplines, a faculty member should teach.

The specificity of pedagogical work implies the presence of the second half of the working day, which is filled with research, teaching and methodological, organizational and methodological, educational, educational and methodological work and career guidance. The research work of academic staff includes speaking at scientific and practical conferences, preparing publications of various levels, working in the editorial boards of scientific journals, reviewing scientific papers, organizing and holding scientific conferences. Teaching and methodological work involves the designing of new educational programs and academic course working programs, the creation of online courses, the development of assignments for midterm assessment, preparation for classroom teaching.

Organizational and methodological work involves the management of a department or sub-department, being in charge of organizing practices, internships and advanced training of academic staff; participation in scientific and methodological seminars, meetings of the sub-department, sessions of the Academic Council, in the work of qualification and fellowship committees; mutual attendance of classes and reviewing video lessons.

Educational, organizational and educational work and career guidance include working as a study group mentor, preparing and organizing intellectual contests and competitions for students and applicants for admission, supervising students' research activities, holding sports competitions, organizing and holding Open Days, etc.

The number of hours allotted for each type of work in the second half of the working day varies considerably. The largest number of hours is allotted for the development of new educational programs, the management of a department or sub-department. As part of research work, the most significant number of hours is allotted for writing monographs and articles in top-rated journals. The workload in the first and second half of the working day divided by type of work is fixed in the faculty member's individual plan, which is drawn up for the academic year. An faculty member's individual plan is a mandatory document in the file register of a higher education institution.

The variety of types of activities to be carried out outside the classroom allows academic staff to choose the most suitable options. Within the second half of the working day some faculty members are more focused on scientific activities, others - on educational and methodological activities. The norms of time allotted for the fulfilment of the workload of the second half of the working day can vary significantly between educational institutions. Together, all these norms are designed to ensure the implementation of federal state educational standards, accreditation and monitoring indicators, norms of Federal Law 273 and other normative legal acts that regulate educational activities. At least once every three years, every faculty member must take an advanced training program, which should be mentioned in his individual plan, as this is determined by federal legislation. Academic staff who have not taken any advanced training program over the past three years, cannot be allowed to participate in educational activities.

In fact, during the academic year, academic staff are engaged in labor activity for 10 months, since they have a 2 months' vacation. When a new member of teaching staff is hired in the middle of the year, his workload decreases in proportion to the number of months worked. The legislation determines that for each month worked, a teacher must fulfil 1/10 of the total annual workload [6]. The educational process in higher education is organized in the way that leads to the uneven distribution of the workload throughout the year. An average monthly level of remuneration is set for the faculty member regardless of the workload performed within a particular month [6].

There is a fairly broad regulatory legal framework in the Russian Federation, that regulates the work measurement of the higher-education teaching personnel. A reduced working week and extended paid vacation are established for them. Flexible hours and longer vacations for many are the main priorities when choosing a teaching job.

The legislation sets limits for the total workload and for the workload of the first half of the working day. Higher educational institutions publish normative legal acts that regulate the types and norms of the teaching workload annually. The volume of the total workload does not change, and its distribution between the first and second half of the working day may vary within the same educational institution depending on the positions held by the faculty member. There may be significant differences in the workload of the first half of the working day between different universities.

Such a strict standardization of the work of higher-education teaching personnel is aimed at the fair distribution of the teaching workload between the teaching staff. Establishing the maximum load rate in the first half of the day makes it impossible to constantly increase the amount of contact work for the teacher. The university's approach to the content of the local regulatory act is largely determined by the characteristics of the staff, the specificity of the educational programs being implemented, the established tradition, the student body and their choice of majors. Thus, on the one hand, all these legislative norms protect the rights of the academic staff. On the other hand, the more additional measures are introduced at the level of federal legislation and organization's local acts, the more formalized the process of distribution and fulfilment of teaching and non-teaching workload by the teaching staff becomes.

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ON THE ROLE OF PROJECT ACTIVITIES IN THE FORMATION OF MORAL AND PATRIOTIC FEELINGS IN CHILDREN OF EARLY AGE

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Abstract. *The article presents innovative forms of work in project activities with children of early preschool age. It is advisable to use the chain method for planning project activities in the DOW. The basics of patriotic education are laid for preschool children from the age of 2-3 on emotional and associative material based on the musical perception of Russian classics by children, through virtual acquaintances, gaming activities.*

Keywords: *patriotic education, project activity, musical perception, early age, virtual excursions.*

Modern preschool education is based on patriotic development of the younger by rising love for the country, by conscious attitude toward people and the world around, by developing solid ties between generations [3]. Building such values is achieved by intentional and systematic work with a child in specific aspects.

Patriotism - means not only to love a powerful, beautiful and huge country, but to love a country in hard times: facing poverty, internal conflicts, during war. Developing of patriotic feelings, civism and responsibility for the fate of your country is one of the main problems of creativity and of the highest relevance right now.

K.D Ushinskiy wrote: “A child has nothing to deny, he only needs a positive mental food. The only one who feeds him with anger, despair and disdain knows nothing about the needs of childhood” [5]. Focusing on the importance of this topic, moral and patriotic education is of the highest priority in DOW performance.

Patriotism is a kind of a basis for social and government building, it is support for his vitality, one of the main conditions for effective performance of social and government institutes. Childs have an emotional attitude toward their motherland.

The strategy of education development of the Russian Federation till 2025 is based on principles of moral and civic identity and focused on building an effective system of patriotic education of kids and youth. That's why research projects are an important part of teacher activity in preschool education organization [4].

The project method - is a pedagogic technology that relies on autonomous child activities: researching, gnostical, result-oriented. When a child analyzes a project task he comprehends the world around (people, things, actions etc.) and converts it to personal life experience. Project activities give childrens a chance to generalize new knowledge, to develop creative and communication skills and also makes it possible for teachers to adapt to the new preschool education reality [2].

Project activities, during science lab "Childhood. Genius. Development" approved advantages of chain methodology. We planned a sequence of projects which were interconnected, based on children's interests, but exposed the subject matter from a new point of view through another educational activity.

Creating the poetical image of Russia is tied to revealing different feelings, emotions, developing emotional attitude toward folk toy, diving into russian folklore, imagining music, acquaintance and games, etc.

Every activity in early ages becomes a game. There is dominant educational activity in project methodology - musically-artistical. That activity proposes to get knowledge through perception, emotions and sound memory. Even sensorics, constructing and developing of speech can be done with a music background or with short songs, nursery rhymes. It also calls for musical and smooth teacher voice.

When implementing a project teacher uses different form of interactions with childrens and parents: talks, stories, watching images, listening music, learning about different traditions of russian peoples through the parents stories, reading, memorization, productive activities, exhibitions, education, gaming activities, physical games, role games, photo reports, consultations for parents, producing booklets, virtual excursions.

An example of a project chain method for introducing early age pupils to the Russian artistic heritage is shown in Picture 1.

Picture 1. *Example of usage of projects chain methodology for introducing russian artistic legacy for preschool educatee.*

During project activities of preschool educatee sensitivity through musical images, when music is not a part of an integrated whole, but a dominant element which integrates different educational activities is the main binding element.

For example project “About Russia with love” unite elder preschool educatee, teachers and domain experts of preschool organization, and parents. During the project preschool educatee “traveled” around important Russian cities (“Taganrog is my small motherland”, “Moscow - my and yours capital”, “The soul of Crimea”, “Roll and roll my ring”(cities of Golden Ring), “The proud of Caucasus”, “I will take you away to tundra”). This project solved several goals: get preschool educatee wise to history, landmarks, traditions of cities, make conditions for gnostical and creative childrens proactivity, develop patriotism among them, love to their motherland, broaden their mind and active and passive vocabulary.

Virtual excursions bring great interest to both childrens and their parents. Virtual tours to cities and museums of Russia have been created. Getting to know the matreshka became the most interesting tour. One of the museums is situated at Sergiev-Posad(the place of birth of the russian matreshka). Virtual excursion made it possible to dive into the history of the toy, get to know about the first Russian toy - a girl with a rooster.

It is a tradition to paint on toy a woman in a red summer dress and headscarf. In Polhovskiy Maidan the little ones see for the first time the matreshka without summer dress. These matreshkas are like large bunch of flowers with big, magnificent flowers. In gzhelskaya matreshka we see special aspects of gzhel painting technique. With the help of virtual excursion childrens had a chance to visit Moscow matreshka museum.

They got to know the history of birth of these russian beautiful toys, about their species, about modern matreshka and themes for painting them like fairy tail creatures, images of girls, family, portraits. Adding regional component into the main program brings projects tied to history of cossacks, hometown, life and activities of Anton Chekhov and Peter The Great.

Every project represented in the form of informational, gaming, educational travel charges childrens with emotions, tells them past and present in a language they are familiar with, teaches them to take responsibility and use their experience.

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COGNITIVE ACTIVITY AND INDEPENDENT ACTIVITY OF STUDENTS IN MODERN SOCIETY

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Abstract. *The article deals with the issues of cognitive activity and independent activity of students in modern society.*
Keywords: *independent activity, independent activity, independence, cognitive activity.*

The humanization and democratization of modern education as a prerogative presupposes a student-centered learning process, in which the student's personality, its development and intrinsic value take the leading place. It is legitimate to consider the readiness for educational independence of students as one of the important criteria for the quality of modern education.

It is important to identify ways to improve the effectiveness of teaching mathematics to students, to ensure that as many young people as possible believe in their abilities, their creative powers and find a worthy application for them.

Independent activity is one of the most important personal qualities of students, an integral part of the educational process and one of the forms of organization of students' free time. Independence is a personality trait characterized by a conscious choice of one or another action and determination in its implementation, which, of course, activates the student's cognitive activity.

Independent activity is one of the main methods of educating students, a means that provides the harmonious development of the personality of each student. The question of independent activity of students is naturally closely connected with such didactic principles as the principle of consciousness and activity in learning, the principle of an individual approach. Cognitive activity is the highest form of activity and consciousness of students in the learning process. The implementation of a conscious and active learning process in teaching inevitably forms such an important personality trait as independent activity, which is the most important characteristic of a student's activity in the educational process [1].

Independent activity as one of the effective means of enhancing the cognitive activity of students.

The organization of independent activity, its management is a responsible and complex work of every teacher. The education of activity and independence must be considered as an integral part of the education of the student. This task appears before every teacher among the tasks of paramount importance.

Speaking about the formation of independence among schoolchildren, it is necessary to have two closely related tasks:

- the first is to develop students' independence in cognitive activity, to teach them to acquire knowledge on their own, to form their own worldview;
- the second is to teach them to independently apply the available knowledge in practice: in teaching and everyday practical activities [2].

Independent activity is not an end in itself. It is a means of fighting for deep and solid knowledge of students, a means of forming their cognitive activity and independence as personality traits, and developing their mental abilities.

In the process of learning, the student must achieve a certain, sufficiently high level of independence, which opens up the opportunity to cope with various tasks, to get something new in the process of solving educational problems.

And, perhaps, the main function of independent activity is the formation of a highly cultured personality, because Man develops only in independent intellectual and spiritual activity.

Independent activity is not a form of organization of training sessions and not a teaching method. It is legitimate to consider it rather as a means of involving students in independent cognitive activity, developing creative abilities, a means of its logical and psychological organization.

Analysis of monographic works devoted to the problem of organizing independent activity of schoolchildren, P.I. Pidkasistiy, I.A. Zimnyaya, showed that the concept of independent activity is interpreted by the authors ambiguously: from the point of view of P.I. Pidkasistiy, independent activity is such work that is performed without the direct participation of the teacher, but on his instructions, at a time specially provided for this. At the same time, students consciously strive to achieve their goals, using their efforts and expressing in one form or another the result of mental or physical (or both) actions.

Independent activity is most fully defined by A.I. Zimnyaya. *According to its definition, independent activity is presented as purposeful, internally motivated, structured by the object itself in the totality of the actions performed and corrected by it according to the process and result of the activity. Its implementation requires a sufficiently high level of self-consciousness, reflexivity, self-discipline, personal responsibility, and gives the student satisfaction as a process of self-improvement and self-knowledge* [3].

First, this definition takes into account the psychological components of independent activity: self-regulation, self-activation, self-organization, self-control, etc.

Secondly, attention is focused on the pedagogical aspect: independent activity is associated with the work of the student in the classroom and at home; - is a consequence of the correct organization of educational and cognitive activity of the teacher and the student in the classroom.

A.I. Zimnyaya emphasizes that the student's independent activity is a consequence of his properly organized educational activity in the classroom, which motivates its independent expansion, deepening and continuation in free time. For the teacher, this means a clear awareness not only of his plan of educational activities, but also the conscious formation of it among schoolchildren as a certain scheme for mastering a school subject in the course of solving new learning tasks. But in general, this is a parallel existing employment of a schoolchild according to a program chosen by him from ready-made programs or by himself, developed by him for the assimilation of any material.

Thirdly*, independent activity is considered as the highest type of educational activity, requiring from the student* conscious involvement in the educational process and a sufficiently high level of personal qualities of self-awareness, reflexivity, self-discipline, responsibility, and giving the student satisfaction, as a process of self-improvement and self-awareness.

The cognitive activity of primary school students of a general educational organization is an important factor in improving and at the same time an indicator of the effectiveness and efficiency of the learning process, since it stimulates the development of independence, a search and creative approach to mastering the content of education, encourages self-education.

To date, there are two ways to enhance cognitive activity: extensive and intensive. Moreover, both of them have the same ultimate goal: the education of an educated, moral, creative, socially active person capable of self-development. But the approaches to achieving the goal are different. The *extensive* path is implemented primarily through an increase in the number of academic disciplines or, in other words, an increase in the amount of knowledge communicated to students. The *intensive* path is based on the formation of a subjective, personally interested position of the student, and this involves changing the very structure of curricula and intensifying teaching methods (developing, student-centered learning, etc.) [4, p.75].

The formation of cognitive activity of students is one of the urgent problems of the entire educational process. In the process of developing cognitive activity, Yu.P. Gryaznov, L.A. Lisina, P.I. Samoylenko distinguish three groups of stages of knowledge assimilation: initial (actualization of basic knowledge, motivation and goal-setting, perception and comprehension), middle (consolidation and application) , final (generalization and systematization) [5, p.31].

Activation of cognitive activity involves a certain stimulation, strengthening the process of cognition. Self-knowledge can be represented as a sequential chain consisting of perception, memorization, preservation, comprehension, reproduction and interpretation of the acquired knowledge. Obviously, activation can be carried out simultaneously at all successive stages, but it can also occur at any one. Stimulates, activates knowledge, especially the teacher. His/her actions are to strengthen each of the stages of cognition (less often, one or more) with the help of various techniques and exercises. It is according to this logic that developmental education programs are built: through the constant organization of conditions for intensive cognitive activity to the usual cognitive activity, and then to the internal need for self-education. Consequently, we can talk about different levels of cognitive activity of younger students in educational activities. It is obvious that activity is connected with the strengthening of the student's subjective position.

Based on the analysis of the works of researchers E.I. Artamonova, V.A. Slastenin, L.S. Podymova, T.I. Shamova, G.I. Shchukina, several types of students' positions in educational activities can be distinguished. Our findings made it possible to conditionally identify four main types of cognitive activity and develop tactics (immediate pedagogical interactions) and strategy (prospects for the development of the student's position in the educational process) of pedagogical activity: *zero activity* (pronounced object position); *situational activity* (mainly object position); *performing activity* (mainly subjective position); *creative activity* (pronounced subjective position). The teacher is obliged to "see" and include in cognitive activity both the student who takes a passive position, and the one who from time to time "turns on" to interactive learning, and the student with a pronounced readiness for joint learning. Let us analyze the identified types of manifestation of cognitive activity from the point of view of pedagogical tactics and strategy.

First type. The student is passive, reacts poorly to the teacher's demands, does not show interest in either joint or individual work, and is included in the activity only under pressure from the teacher. Emotional, intellectual and behavioral skills for learning in interaction are not developed. There is a pronounced object position in the educational process.

The teacher's tactics in working with such students is based on creating an atmosphere of classes that would remove the student's feeling of fear and constriction. Such students are classified as "neglected" (primarily by the teacher himself). By "scrolling" past failures, they themselves reduce the ability to constructively approach a new learning task in advance, and therefore it is very important to neutralize the student's negative memories. The main technique that helps to establish such relationships will be the so-called "emotional strokes" (calling by name, kind affectionate tone, etc.). When working with this group, the teacher should not wait for immediate inclusion in the work, as their activity may increase gradually. Do not offer them training tasks that require a quick transition from one type of activity to another. Give them time to think about the answer, as improvisation is difficult for them. Do not knock down during the answer, asking unexpected and tricky questions. Be prepared for the fact that after the change, these children rather slowly switch from intense motor activity to mental activity.

The strategic direction in working with these students is their transfer in educational interaction from a pronounced object position to a predominantly object position. This is possible due to the special atmosphere of the lessons, focused on the psychological liberation and emotional inclusion of students in common activities. Then a chain is born: a state of comfort, openness, removal of fear of joint work, readiness to engage in cooperation with a teacher or classmates, expectation and emotional readiness to master a new type of activity and cognitive activity.

The second type is realized mainly in the student's object position. Characteristic indicators are the manifestation of interest and activity only in certain situations (interesting content of the lesson, unusual teaching methods), which is rather associated with emotional excitability, often not supported by acquired skills for independent work. During the lesson, these students prefer explaining new material to repetition; they easily connect to new types of work, but they can also easily lose interest if they have difficulties. They may surprise the teacher with quick, correct answers, but this only happens sporadically. The tactics of educational interaction with these students is to reinforce their subjective (active) state in learning activities not only at the beginning, but also in the process of work. Here, the help of a teacher is invaluable, who, if necessary, can help relieve intellectual fatigue, overcome volitional apathy, and stimulate interest. Here are some activation examples. "Delayed guess". At the beginning of the lesson, the teacher offers students a riddle (an amazing fact), the answer to which (the key to understanding) will be opened in the process of working on a new topic. Another technique is the "Crossword Questionnaire": students fill out a crossword puzzle on the topic being studied (prepared in advance by the teacher himself or his assistants); "aerobatics" can be called a situation when part of the concepts of a crossword puzzle "prepares" a new topic. Schoolchildren of this type are characterized by haste and incompleteness of actions, which is why it is important for them to be able to use an answer plan, rely on reference signals, create algorithms for a particular educational action, drawings-hints ("cheat sheets"), tables. But there is one feature: they are easier to remember and use those schemes that they create themselves (or together with the teacher). Thus, the teacher's action strategy in working with situationally active students is not only to help them get involved in learning activities, but also to maintain an emotional and intellectual atmosphere throughout the lesson. Then the student experiences a feeling of joy and elation not only in the perception of the learning task, but also in the course of its implementation. And having experienced a sense of success once, he will want to repeat and strengthen his achievements and for this he will show certain intellectual and volitional efforts. If subsequent lessons do not deceive his expectations, then prerequisites will arise for a gradual transition to a performing-active type of cognition.

The third type - students with an active attitude to cognitive activity, as a rule, are loved by teachers. They systematically do their homework and are readily included in the forms of work offered by the teacher. It is on them that the teacher relies when studying a new (especially difficult) topic, and they also help the teacher out in difficult situations (open lessons, visits to the administration, etc.). The main advantage of these students is stability and constancy. However, they also have their own problems. For perseverance and diligence they are often called "crammers". And some think that these children study is easy. There is some truth in this, but for some reason they forget that such apparent ease is the result of earlier efforts: the ability to focus on the task, carefully study the conditions of the task, activate existing knowledge, choose the most successful option, and, if necessary, repeat (and not once!) all this chain. These students need careful attention from the teacher. Sometimes they start to get bored if the material being studied is quite simple, and the teacher is busy with weaker students. If the teacher does not notice this, then gradually they get used to limiting themselves to the framework of the educational task and no longer want or lose the habit of looking for non-standard solutions [6]. A little later, they realize that the teacher's approval can be obtained not for something "overtime", but simply for a job well done that does not require the search for additional material. The main techniques that stimulate active students are all problematic, partially search and heuristic situations that are created in the classroom. For example, "problem dialogue", when, discussing the wording of the lesson topic proposed by the teacher, students predict its content. Or a "brainstorming" consisting of the following steps: creating a bank of ideas (a mandatory rule is no criticism!), analyzing ideas (search for a rational kernel in each, even the most fantastic proposal, selecting the most productive ideas), presenting the results of the group's work and further selection suggested ideas by experts. Often when ideas are presented, new proposals are born, which are immediately included in the discussion. You can offer students special role-playing situations. Students can connect to the technology for evaluating the oral and written answers of classmates, that is, take on the role of an "expert" (just remember to arm the "experts" with the requirements for evaluating answers so that there are no significant disagreements).

Fourth - the creative type of manifestation of cognitive activity is characterized by a pronounced subjective position of the student. These schoolchildren have non-standard thinking, vivid imagery of perception, purely individual imagination, and a unique attitude to the world around them. However, it is they who often create problems in educational activities, which are based on consistency, logic, and thoroughness.

The activity of the teacher at this level of cognitive activity consists, first of all, in the development of the very need for creativity in schoolchildren, in the desire for self-expression, self-actualization. To help achieve this goal, individual techniques that activate the creativity of students, and special creative lessons: KVN, sports clubs, etc., can also help. But when working with children of a creative type, the teacher must remember about equality: every child has the right to creative self-expression. There is no need to divide children into talented and "other", even if creative manifestations do not suit teachers in some way.

Thus, the cognitive activity of primary school students as a *purposeful, internally motivated, highly productive cognitive activity that depends on the student's conscious involvement in independent activity is a complex personal formation based on axiological and functional criteria.* The axiological one is associated with cognitive interest (curiosity, enthusiasm, perseverance), motivation, value orientations (the value of knowledge and skills, the value of an academic subject, for example, mathematics), etc. The functional criterion is associated with the manifestation of the position of the subject (the personality of a consciously and actively learning junior schoolchild, teaching techniques and methods), independence, productive activity (creative thinking, control). It is in the power of the teacher to help the student move from the zero type to situational and, possibly, performing and creative cognitive activity.

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COMPARATIVE STUDY OF THE COMPONENTS OF PEDAGOGICAL TECHNOLOGIES FOR THE FORMATION OF SOCIAL AND ENTREPRENEURIAL COMPETENCE

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Annotation. *Training in social entrepreneurship today is an integral part of the development of the economic cluster of socially-oriented business. Educational programs for training social entrepreneurs have been developed by leading research centers in Russia for more than 10 years. The effectiveness of such programs is confirmed by the development of real-life entrepreneurial projects. This article examines the programs that have become the result of scientific and pedagogical research and development of scientists from leading universities of the country and analyzes the educational technologies used. Educational programs are considered from the point of view of a technological approach, their main characteristics, goals, content, forms and conditions of implementation are described, the main trends in the construction of educational technologies in the field of training social entrepreneurs are highlighted.*

Keywords: *pedagogical technologies, social entrepreneurship training, mentoring, project training, coaching, motivation, individualization of training.*

The specifics of the sector operating at the junction of classical business and the social sphere require special knowledge, non-standard cases and methods. Despite the relative youth of the domestic social entrepreneurship, the educational services market has already formed a number of proposals focused on the needs of this new business segment. There are not many of them yet, but every year the number of programs is growing, which means there is a choice. What, how and where to study depends on the specific tasks of the future entrepreneur.

In modern education, a technological approach has been widely used, that is, the application of the concept of "technology" to the field of education, pedagogical processes.

The application of the technological approach and the term "technology" to social processes, to the field of spiritual production - education, culture — is a new phenomenon for social reality in our country. According to the Japanese teacher T. Sakamoto [4], the technological approach is the introduction of a systematic way of thinking into pedagogy. At the same time, it should be borne in mind that the technological approach to educational and pedagogical processes complements other scientific approaches of pedagogy, psychology, sociology, social pedagogy, political science and other areas of science and practice.

In our opinion, the definition of G.K. Selevko most fully reflects the essence of the concept of "pedagogical technology".: "Pedagogical (educational) technology is a system of functioning of all components of the pedagogical process, built on a scientific basis, programmed in time and space and leading to the intended results [4, p. 38].

In relation to the conditions of teaching social entrepreneurship, pedagogical technology is aimed at creating a system of interaction of pedagogical and psychological methods aimed at the effective formation of the competencies necessary for a social entrepreneur, both professional and personal, as well as the formation of competence as the ability to implement the formed competencies in practice.

In the study of pedagogical technologies that are currently used in teaching social entrepreneurship, the most well-known educational programs were considered:

The National Research University Higher School of Economics was one of the first to start research activities in the field of social entrepreneurship, back in 2008, when it was more associated with non-profit socially-oriented practice.

The research of social entrepreneurship was carried out by the Center for Social Entrepreneurship and Social Innovation – a structural division of the Higher School of Economics. In fact, the research group began to be formed in 2006, with the project SocPolitika.ru , and the Center as a structure has existed since 2011 and specializes in research, training and consulting in the field of social entrepreneurship, social innovation, social responsibility of business, commercialization of social projects and their evaluation.

Today, training in social entrepreneurship is implemented under the program of additional education "Management in social entrepreneurship: social innovation and entrepreneurship". It is aimed at gaining knowledge about entrepreneurial activity aimed not only at making a profit, but also at solving social problems, its forms and legal foundations of functioning; about the possibilities of developing social innovations as one of the tools for solving social problems; about the features and resources of business development in the social sphere. The educational program is implemented by the HSE division of the Center for Research on Civil Society and the Non-Profit Sector, in the direction of “Management”.

In 2021, the program became the winner in the nomination “For the best Russian educational program in the field of social entrepreneurship” as part of the annual “Impulse of Good” award of the Fund for Regional Social Programs “Our Future” [7].

The program of additional education is aimed at existing entrepreneurs or employees of socially oriented organizations interested in the development of social business. The cost of the course is 230 thousand rubles, the duration is 11 months, the main form of implementation is full–time, in Moscow. There are also conditions for preferential financing of training by the Fund “our future” on a competitive basis. Thus, it is obvious that applicants entering this training program:

• are already studying or have completed higher or secondary special education. And although there is no direct connection with the social specialty in the admission conditions, it can be assumed that in most cases they have a special education related to the subject of social and entrepreneurial activity;

• have work experience in a socially-oriented field of activity;

• maximally motivated in getting education and practical results in the form of business development;

• have the initial resources and financial capabilities necessary to pay for tuition and accommodation for the period of study, and the development of a business project.

Such selection at the admission stage, in our opinion, contributes as much as possible to the quality and effectiveness of training due to the high motivation of students.

The teaching technology combines both traditional methods – lectures and practical tasks, and innovative ones – mentoring and the method of project training. At the same time, the training is practical and as individualized as possible: upon admission to the training program, participants determine a specific individual project that they develop during the training program [3].

One of the most common training programs for social entrepreneurship has been developed at the National Research Tomsk State University. For the development of the educational program, a structural unit “Park of Socio-humanitarian Technologies” was created, whose activities are focused on consulting and informational support of student social projects that are distinguished by long-term and sustainability. An educational program “Startup Social” based on the “Social Accelerator” technology was developed and tested experimentally on the basis of the “TSU STG Park”. The structure of the technology includes educational activities, consultations, mentoring support and access to equipment and other resources intended for the implementation of projects [5].

Another program of additional professional education “Social Entrepreneurship” [8] of Tomsk State University is being implemented within the framework of the national project “Demography”. The program works within the framework of the Employment Promotion project, designed to retrain people in need of employment assistance. A two-month program in the amount of 144 hours is conducted for students free of charge, funded by a federal grant, the form of – online, learning technologies are traditional, including lectures and seminars.

In the North Caucasus Federal University, in order to develop social entrepreneurship, an entire Ecosystem of social and entrepreneurial education has been organized, by which developers understand “an integral set of structural and functional components (purpose, content, technologies, subjects, environment of social and entrepreneurial education), the interrelation between which is determined by the orientation towards the formation and continuous updating of the competencies of social entrepreneurship entities based on the values of their horizontal-network interaction in an open educational environment in the context of advancing socio-innovative development of the local and global community [1].

NCFU popularizes the ideas and practices of social entrepreneurship, trains professional personnel to work in the field of social entrepreneurship, implements educational programs aimed at training social entrepreneurs and forming a sustainable economic business model of social enterprises in the region, develops methodological support for the process of training and functioning of social entrepreneurs.

The humanities Master’s degree programs of six institutes of the University include the discipline “Social Entrepreneurship in education”. The Institute of Economics and Management implements the program “Social Entrepreneurship and social innovations in the region”. The discipline “Fundamentals of Social Entrepreneurship” has been introduced into more than 300 educational programs of various directions and training profiles in four institutes of the University. An additional educational program “Effective social entrepreneurship” is being implemented, which trains beginning and existing entrepreneurs, students and teachers of universities and organizations of secondary vocational education. At the end of the training, students receive a diploma of professional retraining with the right to conduct activities in the field of social entrepreneurship.

A special place in the ecosystem of social and entrepreneurial education of NCFU is occupied by the annual Summer School of Social Entrepreneurship, which trained more than 300 teachers, graduate students and students of the North

Caucasus Federal District, as well as representatives of the state and non-profit sectors of the economy of Kabardino-Balkaria, Karachay-Cherkessia, Ingushetia, North Ossetia-Alania, the Chechen Republic, Dagestan, Adygea and Stavropol Krai [6].

During the study of various social entrepreneurship training programs, it was revealed that most educational institutions use so-called "accelerators" - practice-oriented technologies for the formation of socio-entrepreneurial competencies, which include 3 main components of technology: mentoring; traditional training - the formation of knowledge, skills and professional competencies; project activities.

The analysis of the practice of using these programs indicates the high efficiency of such technologies, and arouses interest in the study of its components in order to increase the effectiveness of teaching social entrepreneurship to young teachers (Table 1).

Table 1

Technology analysis

Technology element	Purpose of application	«Pros»	«Минусы»
Traditional training	Formation of professional knowledge, skills, and skills necessary for the current business activities.	Formation of the entrepreneur's competencies for current activities	Low level of individualization of learning, creativity and innovative activity of the student
Project training	Gaining experience formation of competence in the implementation of the acquired ZUN and competencies in practice	Generates practical results that clearly indicate the achievement of training goals and the quality of the formation of competencies and competence of a specialist	The result of the task cannot be predicted with 100% probability
Mentoring (mentoring)	Optimization of practical training, transfer of positive practical experience	Transfer and implementation of positive experience with a proven result	Reduction of personal creativity and innovativeness of the student's activity

Coaching	Individualization of the educational route, increase of internal motivation	Promotes awareness in learning, development of innovative thinking, entrepreneurial initiative	There is a risk of a decrease and loss of interest in connection with the identification of more important values and goals for the student. It does not directly serve to obtain a ZUN. The quality of the result depends on the professional quality of the coach.

Let's briefly consider each of the main components:

Traditional forms of education include lectures and seminars. With the use of digital technologies, including in online learning, lectures can be in the form of video or audio recordings, notes, presentations, available for self-study.

The technology of project-based learning (project method, project-based learning) is the development of ideas of problem-based learning when it is based on the development and creation of new products (goods or services) by students under the supervision of a teacher-mentor that have subjective or objective novelty and have practical significance.

The project method is a way of organizing students' independent activities to achieve a certain result [2]. The method of projects is focused on interest, on the creative self-realization of a developing person's personality, the development of his intellectual and physical capabilities, volitional qualities and creative abilities in activities to solve any problem of interest to him.

Design is a purposeful activity that allows you to find solutions to problems and implement changes in the environment (natural and artificial). The essence of project training is that the student in the process of working on the project comprehends real processes, objects, etc. It involves the student living in specific situations of overcoming difficulties; introducing him to the penetration into the depths of phenomena, processes, the construction of new objects, processes.

In modern pedagogy, project-based learning is used not instead of systematic subject-based learning, but along with it, as a component of educational systems or technologies.

Mentoring (or mentoring) has become widespread in recent years, after the implementation of non-formal education training projects and practice-oriented business training.

Mentor (from Lat. mentos – intention, purpose, spirit, mon-i-tor – the one who instructs) – leader, teacher, mentor, educator, persistent supervisor. "Mentoring" implies a mentoring relationship between a person who has no experience in some field and a more experienced person. In education, mentoring is traditionally understood as a dialogical, personal, long-term relationship between an experienced mentor and a novice student who allow the latter to develop professionally, academically or personally.

Mentoring gives the student the opportunity to adopt the current knowledge, skills and abilities of a more experienced colleague, and opens the door to new opportunities for him. This is a form of long-term purposeful development of young specialists, which benefits an organization interested in a balance between existing production traditions and technologies, and the gradual development of innovative thinking.

In practical training, mentoring is often confused with coaching, since these technologies have similar features in the very process of activity: they are individualized in nature; focused on the implementation of practical actions for the implementation of the project; dialogical.

In some programs, elements of coaching methods are used to individualize training. However, coaching is rarely distinguished as an independent technology, and is not used by professional coaches, but only in the form of certain psychological techniques during goal setting, motivation formation, in the form of a "Socratic dialogue".

The coach works on the assumption that the client has all the resources, including the ability to discover and use these resources to achieve their goals, and deduces them from the client's subconscious. Coaching is used for a limited time and is focused on achieving a specific goal and result [9].

Coaching is extremely useful when a specific and immediate result is being pursued on tasks in the work. Such a system will lead to the activation of the implementation of the strategic direction (vision, mission and values) of the entrepreneur.

Both coaching and mentoring are highly effective tools, so they should be used very carefully, and always the goals of coaching and mentoring should be subordinated to the strategic goals of the organization. The advantages of mentoring are associated with a broader framework and a richer knowledge about processes, about the world, about relationships, about business in general, which can really enrich a person in many cases more in different directions, as well as in personal contact.

Together, these two methods are best suited for the transfer and development of knowledge, skills and experience in the organization in solving specific technological problems, effectively solve the problems of providing human resources. For example, in a situation when an educational organization operating "under a franchise" on the basis of a developed author's program attracts young specialists to work and conduct training: novice employees have motivation for professional growth, and a mentor has a pedagogical technology or methodology of work, which, if properly implemented, reproduces the educational result.

It is not enough to blindly follow technology and transfer someone else's experience to form entrepreneurial skills, since market conditions, competition, constant changes in the external environment imply constant professional, creative and psychological adaptation through innovative approaches. The uniqueness of entrepreneurial activity largely lies in the uniqueness of the entrepreneur himself as a creative creative person. At this moment, in addition to professionalism, it is necessary to develop personal, unique qualities. And this work on the verge of psychology and pedagogy takes on an exclusively individual character.

Thus, analyzing the existing training programs for social entrepreneurs, it is necessary to note the following features:

• the most effective educational programs are based on acceleration technologies;

• programs combine traditional and innovative methods;

• most of the social entrepreneurship training programs are conducted within the framework of additional professional education;

• an important role is played by the factor of motivation and personal interest of students already at the stage of admission to the training program;

• most programs are aimed at practical results in the form of real social business projects, and provide additional conditions for project support, using an integrated approach to the development of the institute of social entrepreneurship.

To generate a new wave of entrepreneurs, higher education institutions face a number of challenges.

Firstly, it is the identification of persons capable of entrepreneurial activity in order to further assist them in improving the relevant interest, through professional tests, career guidance work.

Secondly, the transfer of the necessary complex of knowledge, skills and abilities necessary for doing business – in various fields of sciences – management, marketing, economics, law, personnel management, and others

Thirdly, the creation of a creative atmosphere in educational institutions, in which the possibilities of awakening industrial independence, initiative, activity will be realized; the desire to identify problems of great practical importance and capable of seriously captivating students, as well as to intensify the business communication of the latter with the best specialists. In this direction, a broad demonstration of various forms and types of entrepreneurship, the fate and practices of existing successful entrepreneurs is welcome. It is important to acquaint students with the creativity and experience of entrepreneurs manifested in various fields.

The practice-oriented nature of acceleration technologies implies an individual approach to the creation of social business projects of students. Today, the individualization of the educational route is provided through mentoring and spontaneous use of coaching techniques. The use of personal interest and motivation of students, as well as the individualization of training, in our opinion, should contribute to improving the effectiveness of training, and be studied as an element of educational technology.

The solution of these tasks can increase the conscious interest in the effectiveness of entrepreneurship training, but requires the organization of systematic purposeful work with students through various forms and methods of pedagogical work: for example, social surveys, the study of experience (cases), technologies from the entrepreneurial environment, participation in scientific and practical events with existing successful businesses, involvement in practical activities related to with the implementation of ideas through business projects, acquaintance and even mentoring of successful business leaders in similar professional areas.

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E.M. REMARQUE'S FICTION AND ITS RUSSIAN TRANSLATIONS

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Abstract. *On the material of the language of artistic prose of the German writer E.M. Remarque and its Russian translations, the establishment of linguistic correspondences between the source and target languages is considered. Linguistic forms, linguistic vision of the world, communication situations are compared along with a wide range of extralinguistic factors that determine not only the contact of two languages, but also the contact of their cultures. The purpose of the article is to analyze ways to solve the problem of equivalence of translations, the success of recreating modal, semantic and stylistic analogies in them. When processing textual material, a complex methodology was used, including component, contextual and comparative types of analysis. It turns out that the obvious differences between the texts of the original and the translation are often due to the discrepancy between the images of the world of the author of the text and his translator. The scientific and practical significance of this work is determined by its innovative nature, due to the fact that the specificity of translations based on the material of literary texts by E.M. The remark remains as yet little studied. It is concluded that individual figurative meanings of equivalent words may coincide, but words with absolutely the same composition of figurative meanings are practically never found in the original and translations.*

Keywords: *fiction, translation, pragmatic component, language picture of the world, emotional and evaluative characteristics, author's modality.*

Erich Maria Remarque, whose breadth of creativity and originality of language are the subject of heated debate not only among his contemporaries, but also continue to be the focus of attention of linguists of the 21st century, is one of the outstanding masters of German literature of the 20th century. The reason for such a wide popularity of the writer lies in his life art canvases of numerous novels, the language of which absorbed all the brightest from the language of the masses and reflected in a concentrated form on the pages of these works.

A large number of scientific works of domestic and foreign philologists are devoted to the literary prose of the writer in Russia. And more than forty translators worked on translations of his prose and dramaturgy. This is especially acute at the turn of the XX-XXI centuries, when the need for careful consideration of the problem of communication and mutual understanding of different peoples and cultures becomes more and more urgent. At the same time, translation acts as one of the sources of obtaining information, providing access to texts containing messages created within a different culture. Particular attention should be paid to the translation of literary texts, since they are inseparable from the concept of culture, have been preserved for many centuries, being in continuous contact and interaction. And since language contributes to the formation of a sense of national unity and the identity of an ethnic group, translation, providing the emergence of a sense of a higher unity - the unity of mankind, also has an important socially creative role [Tchaikovsky 1997].

To designate the phenomenon of "translation" in modern linguistics, there are a number of terms: *variant, version, free translation, literal translation, transcription*, etc., the purpose of which is to more adequately reflect the essence of the phenomenon, to find a definition that most unambiguously and fully conveys the characteristics of each individual type of translation.

In his research, V.S. Vinogradov, for example, defines "translation" as a process caused by social necessity and the result of the transfer of information (content), expressed in a written or oral text in one language, by means of an equivalent (adequate) text in another language [Vinogradov 2006].

We meet a similar kind of definition in D.E. Rosenthal: “Translation is the transmission of the content of an oral statement or a written text by means of another language” [Rosenthal 2000: 275]. And the founder of the domestic linguistic theory of translation A.V. Fedorov is of the opinion that translation means the ability to express correctly and fully by means of one language what has already been expressed earlier by means of another language [Fedorov 2002].

It is impossible not to notice that the abundance of definitions of the term "translation" is explained, first of all, by the research goals and views of this or that scientist and his belonging to a certain scientific school.

In the process of translation, linguistic correspondences are established between the source language and the target language, not only linguistic forms are compared, but also the linguistic vision of the world and the situation of communication, along with a wide range of extralinguistic factors defined by the general concept of culture. Consequently, when translating, not only the contact of two languages takes place, but also the contact of their cultures. And what is understandable to a native speaker of one language may be incomprehensible to a native speaker of another language, for example:

Hier ist auch Wodka, ***Kümmel*** *und was du sonst willst* [Remarque. Zeit zu leben und Zeit zu sterben]. / *But there is also vodka, kümmel, and whatever your heart desires* [Transl. by I. Karintseva, V. Stanevich]. In this example, the lexeme «**der Kümmel**» does not have a semantic equivalent in Russian, so the translation uses either the descriptive version «caraway vodka» or the literal translation «**kyummel**», which is not always clear to the Russian reader.

Russian speech, as you know, is replete with high emotional intensity and richness of linguistic means that serve to express emotions and their shades. So, in the novel by E.M. The remark "Im Westen nichts Neues", the statement *"Hier ist nichts zu holen / You won't get anything here"*, the translator Yu. Afonkin, trying to convey semantics and emotive content to the Russian reader as much as possible, attracts for this the idiom "Here, even with a rolling ball": *"Hat sich was! Hier ist nichts zu holen. Keine Brotrinde holst du hier» [Remarque. Im Westen nichts Neues]. / – Look what you want! Here at least roll a ball! Here you won't even get a crust of bread* [Transl. by Yu. Afonkina].

In the process of translation, it is important not only to take into account the pragmatic component of the statement, but also to adapt the text, taking into account socio-cultural differences between the readers of the original and the translation. At the same time, it should be noted that achieving maximum adequacy in translation is an extremely complex and important task, the solution of which requires constant consideration of the individual artistic manner of the writer, due to his worldview, the boundless variety of both lexical and grammatical means of the language in their various relationships with each other. on the other hand, the variety of combinations of written and oral speech in literary refracted stylistic varieties, the connection between the historical situation and the images of the work reflecting it, and other features. For example, to convey the attitude of the heroes of E.M. Remarque, translators each time resort to the help of all kinds of linguistic means: *Die Augen des Alten bekamen einen fast irren Ausdruck. Er verschluckte sich und wurde krebsrot. „Ich lasse Sie verhaften", keuchte er. „Das können Sie nicht, das wissen Sie selbst. Und nun lassen Sie mich in Ruhe, ich habe andere Sorgen." „Das ist doch..." Der Major wollte aufs Neue lostoben, aber plötzlich trat er einen Schritt näher und begann mit weitgeöffneten, haarigen Nasenlöchern zu schnüffeln. Sein Gesicht verzog sich. „Ah, jetzt verstehe ich", erklärte er angewidert. „Deshalb sind Sie nicht in Uniform! Das dritte Geschlecht! Pfui Teufel! Ein Weibsbild! Parfümiert! Eine mannliche Hure!"* [Remarque. Zeit zu leben und Zeit zu sterben] /*The Major's eyes went almost wild. He choked on saliva and turned purple all over. „I'll have you arrested," he croaked. "It's not in your power, you know very well. Now leave me alone, I'm not up to you. "Yes, you…" The major was about to shout again, but suddenly he took a step towards Graeber and began sniffing, flaring his hairy nostrils wide. His face twisted into a* *grimace. „Ah, I understand," he drawled in disgust. „That's why you're not in the army!" Third floor! Ugh, devil! Granny is pissed off! Whore in trousers* [Transl by. I. Karintseva, V. Stanevich].

Identity between the artistic worlds of the original and the translation, as you know, cannot be. We can only talk about the presence of a certain analogy. Therefore, in the above example, between the original text and its translation, we observe a certain balance, which is due to the creative abilities of translators, although the original and translation exist in different cultures, and each of them has its own specifics. According to V.S. Vinogradov, a translation can only endlessly approach the original, because a literary translation has its own creator, its own linguistic material and its own life in a linguistic literary and social environment that differs from the environment of the original. Consequently, literary translation, having its origin in the original and being dependent on it, at the same time has a certain degree of independence [Vinogradov 2006].

One of the significant differences between the German original texts of E.M. Remarque and their translated Russian versions manifest themselves, according to our observations, in the expression of different attitudes to reality, probability, necessity and different subjective attitudes of the speakers, including in the expression of sometimes ironic attitude to any situation. True, it should be noted that in the presence of, in principle, relatively the same means of explication of irony in the texts of the original and translation, a specific and more pronounced ironic meaning is more typical for the German language, for example: *Sie gingen durch die Halle. Ein Major und zwei Hauptleute kamen an ihnen vorbei. Graeber grüßte. „Er soll hier von Generälen wimmeln", erklärte er. „Im ersten Stock sind die Büros von ein Paar militärischen Kommissionen" [Remarque. Zeit zu leben und Zeit zu Sterben]. / They entered the hall. A major and two captains walked past them. Graeber stretched out before them. „It's probably full of generals here," he said. - The ground floor houses the offices of several military commissions* [Transl. by I. Karintseva, V. Stanevich].

Acting as a linguistic intermediary in interlingual communication, the translator should strive to ensure that his personal attitude does not affect the accuracy of reproduction in the translation of the original text: *"Bin ich im Gefängnis?" Der Blonde war eine einzige Beleidigung. „Ich bin in Haft! Kennen Sie den Unterschied nicht?" „**Doch, doch**..." [Remarque. Liebe Deinen Nächsten]. / Am I in prison? The blond was truly offended. - I'm under arrest. Don't you know the difference? **We know, we know!*** [Transl. by E. Nikaeva]

*Am I in prison? The blond spread his arms indignantly. - I'm under guard! Do you know that these are different things? **It is known, it is known**...* [Transl. by I. Schreiber].

Both translators implement the expressiveness of a statement in a response in different ways. If E. Nikaev manages to achieve a relatively high equivalence of the original, then I. Schreiber's translation lags behind in this. The remark in the context of his translation carries a shade of irony or irritation about the question asked, which entails the loss of the original expressiveness of the original.

The art of comprehension of reality is an indispensable condition for creative translation. For example, such a technique as irony consists in implying the opposite in outwardly positive characteristics. If two contrasting elements in the source text require transformation during translation, then complications arise in the translation process. Quite often, such elements in a transformed form do not give the text the necessary ironic expressiveness, for example: *Potzloch grinste geschmeichelt. „Verlegenheit ist schwer darzustellen, das weiß ich als* ***alter Bühnenhase****. Echte Verlegenheit schön schaffen» [Remarque. Liebe Deinen Nächsten]. / Potzlokh smiled, flattered. Embarrassment is hard to convey,* ***I'm an old theatrical hare****, I know that. I mean sincere embarrassment* [Transl. by E. Nikaeva].

It is extremely difficult to portray embarrassment. I, **an old stage figure**, have long known this. Of course, I mean genuine embarrassment [Transl. by I. Schreiber].

In this example, Potzloch is ironic. It should be noted the stylistic and expressive inequality of translations. E. Nikaev quite accurately conveys both the expressive meaning and the metaphorical statement of Potzloch with a touch of irony - I am an old theatrical hare. The expressive meaning and irony of the original in I. Schreiber's translation are somewhat underestimated, so this translation cannot satisfy us: something artificial, strained is immediately felt, Potslokh's statement sounds academic and dry.

It should also be noted that the direct influence of the extralinguistic context is closely connected with the problem of identifying a certain feature, on the basis of which the metaphorical transfer is carried out. At the same time, to understand this kind of metaphors, no special cultural commentary is required. One and the same phenomenon of reality conjures up other pictures in the imagination of representatives of different languages, for example: *Kern bemerkte, dass er die Augen offen hatte. Er kannte die Art von Zuständen; er hatte sie oft unterwegs gesehen. Es war am besten, den Mann in Ruhe zu lassen. «Verdammt!» schrie plötzlich in der Ecke der Kartenspieler das Poulet auf. «****Ich Ochse! Ich unerhörter Ochse****!" „Wieso?" fragte Steiner ruhig. „Die Herzdame war genau richtig!" „Das meine ich ja nicht! Aber dieser Russe hätte mir doch mein Poulet schicken können! Herrgott, ich* ***dämlicher Ochse****! Ich ein fach* ***wahnsinniger Ochse****!"* [Remarque. Leibe Deinen Nächsten] / *Kern noticed that his eyes were open. This state of mind was familiar to him. It wasn't the first time he'd seen him. In such cases, it is best to leave the person alone. - That's a curse! the hen playing cards suddenly cried out. -* ***What a donkey I am! More such donkeys to look for****! - Why? Steiner asked calmly. - You went queen of hearts, that's absolutely right. -*

*Yes, I'm not talking about that! After all, this Russian could send me my chicken! Lord, **what a miserable donkey I am**! **Just incredibly stupid donkey!*** [Transl. by I. Schreiber]

*He stared at Kern with unseeing eyes. Tom was familiar with this condition. This man was best left alone. - A curse! - suddenly came the voice of the Chicken from the corner of the gamblers. - What an ass I am! What an awfull of donkey I am! - Why? Steiner asked calmly. - The Queen of Hearts was just playing! - Yes, I'm not talking about that! After all, this Russian could send me my chicken! Oh my God! **What an ass I am! Just a real donkey!*** [Transl. by E. Nikaeva]

The context of the original and its translations into Russian are a clear confirmation of the above. The lexeme «Ochse» in German means bull or ox. In a figurative sense, the German associates the semantics of this word with the abusive concept of a fool, a blockhead. Therefore, to convey the modality and expressiveness of the original, this lexeme is not suitable in Russian. And as an expressive equivalent-explicator of this metaphor in the Russian version, the lexeme donkey is used, which in a figurative sense denotes a stupid, stubborn person.

In Russian contexts, both translators managed to preserve the author's modality and expressiveness of the original, however, I. Schreiber's translation somewhat wins in terms of expressive content due to the involvement of additional intensifiers, for example, the modal particle, the adjective pathetic and syntactic construction. The structure of the arrangement of simple sentences allows both the author himself to express his attitude to what is happening, and the translators to preserve the modality and expressiveness of the fragment in the Russian context.

The text is a part of extralinguistic reality and, in essence, appears as an indirect reflection of some fragment of the surrounding reality, therefore, it should be recognized that we are dealing not only with a bilingual translation, but also with a bicultural, interpretive translation. In many cases, the translator has to overcome the linguo-ethnic barrier that arises due to the lack of norms and customs of the original language and the target language, which is due to a cultural difference, for example: *Er hatte deutsch gesprochen. «Ich habe nichts dagegen, wenn Sie sich noch einen Augenblick unterhalten wollen», erklärte der Kontrolleur zuvorkommend. «Ich werde für Ruth sorgen, bis Sie wiederkommen», sagte Marill auf deutsch. «**Hals- und Beinbruch**, alter Junge»* [Remarque. Liebe Deinen Nächsten]. / *Kern said in German. I won't mind if you talk a little longer, the official from the ministry said helpfully. I'll take care of Ruth while you're away, said Marill in German. **No fluff, no feather**, an old tramp* [Transl. by E. Nikaeva].

You can talk a little more, I don't mind, the controller cautioned. I'll take care of Ruth until you return, Meryl said in German. **No fluff, no feather,** old man! [Transl. by I. Schreiber'

To translate the aphorism *Hals- und Beinbruc*h, one should remember the Russian proverb: *There would be no happiness, but misfortune helped*. In order not to spoil some business, the Russians spit three times, and the Germans, on the contrary, want to break their neck and leg, hoping to get the opposite. Both translations sound equivalent both in terms of semantics and expressiveness.

One of the biggest challenges a translator faces is translating particles. Referring to the available bilingual dictionaries to select the appropriate translation equivalent in Russian only partially overcomes this difficulty. However, contrastive studies, for example, of German and Russian particles make it possible to identify similarities and differences in the semantics of these discursive words that are so important for translation, but not recorded in dictionaries: *Wir hielten. Ich (Robbi – J.N.) stieg aus und sah meinen Feind fest an. «Sie müssen* ***doch*** *zugeben, daß der Wagen sich wie Butter fährt, Herr Blumenthal.» „Was heißt* ***schon*** *Butter, junger Mann“, entgegnete er sonderbar freundlich, „wenn die Steuern einen auffressen. Der Wagen kostet zu viel Steuern»* [Remarque. Drei Kameraden].

We stopped. I (Robbie - Yu.N.) got out of the car and looked into my opponent's eyes: - Mr. Blumenthal, ***you must agree*** *that the car goes perfectly. "****Let's be perfect, but what's the point****, young man?" he retorted to me with incomprehensible affability. After all, taxes eat up everything. The tax on this car is too high* [Transl. by I. Schreiber].

*We stopped. I got out of the car and firmly looked my opponent in the eyes. "****You must admit****, Herr Blumenthal, that the car runs like clockwork. "****What kind of oil is there,*** *young man," he objected in a strangely friendly way, "when a person is devoured by taxes* [Transl. by Yu. Arkhipova].

This example very clearly demonstrates some of the transformational shortcomings of translators. The first flaw concerns both Russian translations - the lack of an emotionally expressive tone of the original, which is created due to the illocutionary function of the *doch* particle. The person who sells the product will not be so categorical in dealing with the buyer, since this can cause the client to have a negative opinion and, as a result, refuse to make a purchase. It is this shade that we note in Russian translations due to the categoricalness of the replicas: *you must agree* / *you must admit*. In the original, however, a completely different emotionally expressive tone is implied: *you still need to agree / you still have to agree* / *you, however, cannot but admit tha*t ... etc. The second flaw in the translation is that the car cannot run like clockwork. Something can roll easily like clockwork, but not a car in the Russian concept. Under such conditions, she simply will not be able to move. Therefore, I. Schreiber uses the expression: "the car runs perfectly", thus maintaining an adequate shade of the original.

In the following example, seemingly uncomplicated tropes nevertheless play an important semantic and expressive role: *Am Tisch des Landgerichtsrats Epstein* *saß eine gedunsene Jüdin.* ***Sie hielt die Hände gefaltet und starrte Epstein, der salbungsvoll dozierte, an wie einen unzuverlässigen Gott****. Vor ihr auf dem Tisch lagen fünfzig Groschen.* ***Epsteins haarige linke Hand lag dicht daneben wie eine große lauernde Spinne*** [Remarque. Liebe Deinen Nächsten]. / *A Jewish woman with a swollen face was sitting at the table of the land councilor of justice Epstein.* ***Folding her hands, she looked at Epstein, who was broadcasting something and especially authoritative, as if he were a god who should not be trusted.*** *On the table lay a prepared fifty groschen coin.* ***Epstein's hairy left hand rested next to her, looking like a huge spider waiting for prey*** [Transl. by I. Schreiber].

A puffy Jewess sat at Counsel Epstein's desk. ***Crossing her arms, she stared at Epstein as if he were an untrustworthy god****. He spoke loudly and clearly to her. There were fifty groschen on the table in front of her.* ***Epstein's hairy left arm next to them was like a big spider*** *waiting for a prey* [Transl. by E. Nikaeva].

Possessing an emotional-evaluative characteristic and performing a modal function, the trope directly and unambiguously expresses the attitude of the speaker to the subject of the utterance, namely, the negative-ironic attitude of the author to the *authoritative Epstein*, *who, nevertheless, should not be trusted*. It turned out that one comparison was enough to associatively evoke a corresponding attitude towards it in the reader. In the analyzed example, there is another comparison: *Epstein's hairy hand next to them was like a big spider.* This trope is much more expressive. The use of this figurative expression as part of a sentence speaks volumes. First of all, he testifies to the dual nature of Epstein, flawless at first glance. We believe that I. Schreiber managed to more accurately transform the comparison into Russian. *Folding her hands, she looked at the purely authoritative Epstein, who was broadcasting something, as a god who still should not be trusted and,* thereby, give him the maximum both modal and expressive shades of the original.

Often a literary text turns out to be multi-layered: behind the surface level of the plot, deeper levels of symbols, images, ideas, etc. can emerge. That is why it is so difficult to translate a truly talented literary text. It has a lot of things that are difficult to convey in a different cultural and aesthetic environment, and it is practically impossible to preserve the entire volume of artistic means and meaningful plans. That is why even the great translators and artists of the word went to extremes, denying the possibility of literary translation, and at the same time of translation in general [Popovich 1980].

Thus, the analysis of semantic changes revealed obvious differences between the texts of the original and the translation, due to the discrepancy between the images of the world of the author of the text and his translator. Russian-language translations of the novels by E. M. Remarque differ from the originals in greater verbosity, expressiveness, ease, figurativeness of the language, less distance from the recipient of the text, explicitness and hyperbolism.

Comparison of the original texts of E.M. Remarque and the texts of their translations into Russian allowed us to analyze the ways proposed by translators to solve the problem of translation equivalence; evaluate how successfully they coped with the task of recreating the figurative artistic means of the original in the language of translation and preserving its national coloring.

In the process of translating the language of E.M. Remarque language possibilities do not always coincide. Separate figurative meanings of equivalent words may coincide, but words with absolutely the same composition of figurative meanings are practically never found in the original and translations.

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LINGUISTIC PECULIARITIES OF MEDIA TEXTS IN DIFFERENT LANGUAGES

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Annotation. *The article focuses on revealing the essence of the media texts in Russia and in English-speaking countries. The authors explore not only the differences, but also the similarities in the construction of slogans. As a result of the study, the distinctive features of English-language and Russian-language media texts were identified. Based on the analysis, it was revealed, that depending on the language in which the media text is presented, the method of presenting the material is modified.*
Keywords: *media texts, slogan, linguistic features, parceling, rhetorical question, idiom.*

With the development of the Internet, advertisement gets into our lives more and more. At the request of users, the target audience is identified, which is further provided with necessary product. And, if this product or service was subsequently purchased by a person, then we can talk about effective advertising. However, not all advertising is able to affect a person's feelings. Each individual has certain pain points, by pressing on which the creators of advertising can influence the consumer's consciousness. Ineffective, in turn, is advertising, which has incorrectly identified the target audience, and as a result, a text has been compiled and a product has been provided that does not meet the needs of this group. As part of this article, we would like to answer the following questions: is the advertising text different in English-speaking countries and in Russia? How is it different? Is the advertising text changed during the translation?

Having studied the information that was considered by scientists earlier, certain features of Russian and English media texts were revealed.

1. Speaking about the most significant feature, when we compare English and Russian media texts, it was revealed that the presentation of material in the

advertising text is rapidly approaching the oral-conversational form, and messages are increasingly taking the form of short, but informative and understandable to the audience media products.

For example, “Ferrero SpA”, an Italian manufacturer of chocolate and other confectionery products, which produces Ferrero Collection candies, uses the slogan: “Coming out”. Brand of fruit-flavored chewable candies “Skittles” of “Mars Inc”. has released the following advertisement “Taste the Rainbow”. Using these examples, we can observe how the authors of advertising slogans use short constructions, the purpose of which is to reflect the idea, the main idea of the company briefly, clearly and vividly. The first slogan reflects the social status of people: “Ferrero” sweets are perceived by people as more refined and, as a result, the buyer is willing to pay a large sum to get closer to the “gourmet people”. The second slogan is also based on people’s associations. The call “try the rainbow” is very bright and emotional, the author initially says that after trying the “Skittles” candies, you can feel a wide range of emotions. The manufacturer encourages us to eat and enjoy the process. In other words, these candies are something “bright” for people, which makes their lives richer.

However, short slogans do not always have the correct interpretation. An incorrectly formulated slogan can sound rude, and sometimes, playing with the shades of words, you can change the phrase beyond recognition. Let’s consider this judgment by example. In the market of Europe, the USA and North America, the brand “Axe” of the Unilever company was in great demand for sales of men’s perfumes. In 2011, an advertising company was launched, the main slogan of which was “Wake up and stay alert”. If translated verbatim, we get the following slogan: “Wake up and stay alert”. However, PR specialists decided to correct the slogan and for the Russian-speaking audience it sounded like “Wake up at once, get it at two”. Naturally, this slogan was not to the taste in Russia and did not find much response. The potential target audience, which may have been positive about the product, was disappointed after what they heard. After all, the slogan no longer motivated a person. The slogan has a dismissive attitude towards the customers, which negatively affected the sale of this product.

2. Further, comparing English and Russian advertising materials, the following feature was revealed - the use of jargonisms, slang expressions, idioms, “floating” punctuation is much more common in English culture than in Russian. So, for example, to justify our position, let us turn to the American magazine for teenagers “Seventeen”. It used the slogan “Do you want to have a blast at that blow out? Do you feel up to going there?”. When translating, we must take into account that the author wanted to get closer to the youth environment, using the expression “have a blast”, characteristic of the teenage environment, not in the literal sense of the word, as “blow up”, but in a more free form, the following turns out – “Do you want to come off at this party? And do you have the strength to go there?”

Consider another example. The online store “Ebay” has launched an advertisement that sounds like this: «Do you want to buy my iPod for 100 quid? − Do me a lemon. I could get one eBay for 50». The translation of this advertising text is as follows – “Do you want to buy my iPod for 100 pounds? – No need. I can afford to buy one on eBay for fifty pounds.” The expression “Do me a lemon” is nothing but a phraseology. The target audience of the “Ebay” online store is young people. That is why this expression is more understandable to the audience. Therefore, we can conclude that this expression will cause a response in the hearts of potential customers.

3. During the analysis of advertising texts, we have identified a wide range of stylistic techniques and analyzed their frequency of their using in Russian and English advertising slogans. Because, the epithet refers to stylistic semasiology, rhetorical exclamation and parceling to stylistic syntax, and alliteration to stylistic phonetics [2], we can conclude that companies strive to get the attention of every reader or viewer so that he necessarily looks at the advertised product using a number of stylistic techniques.

In advertising slogans, the main task is the correct placement of accents. For example, epithets help to create a positive image of the product, to emphasize its strengths. Epithets help the consumer, without having bought the product yet, to feel its taste and aroma, to enjoy its functionality. For example, the advertising slogan of the lipstick “Loreal Color Rich”, which sounds like this: “Crystal radiance”. The presented slogan is simple, short, but at the same time very bright. It helps to consolidate in the consumer’s mind that it is with this lipstick that the girl will look great. Another advertising slogan of a famous Russian jewelry company “Aesthete”, which sounds like this: “Eternal Values”. A catchy and colorful slogan that will definitely get attention and response in the hearts of the buyer. The strong word “values” combined with the epithet “eternal” touches the soul. The consumer, after what has been said, can no longer doubt to buy jewelry, because he knows that values play a decisive role in his life, forming a worldview and perception itself. Thus, the jewelry company “Aesthete”, a priori, becomes a part of a human life.

English advertising slogans also often use epithets to attract attention of the audience. However, according to the research of Sandalova N.V. and Alyushina E.A. [1] this stylistic technique is less used in English advertising slogans than in the Russian advertising industry. Here are some examples of such use. The “Viola beauty salon” in Washington uses the slogan: “Everyone is beautiful, we just make it obvious!” It means: “each of you is beautiful, we will only emphasize it”. The use of the epithets “beautiful”, “obvious” shows the uniqueness and peculiarity of each woman. Either, for example, the advertising slogan of the mascara “Luxurious Lengths” from the cosmetic brand “Revlon” it sounds like this: “Take your lashes to Luxurious Lengths". The use of the bright epithet "luxurious" focuses the attention of the consumer, demonstrating the strength of this mascara.

An interesting technique used in advertising slogans is parceling. Its main task is to attract attention of buyers to each part of the advertising text, to interest people, to become a part of the spiritual world of a person and make him buy a product.

Let us consider the method of parceling placement in Russian advertising. For example, the "N-ergo Fitness Club" in Moscow uses the slogan: "Energy. Beauty. Life". This slogan could easily be arranged in one sentence, but the company had a different task, dividing the information into small sentences consisting of one word. The effect of perception at the same time intensified. Or, for example, the advertising slogan of the UAZ Patriot sounds like this: "UAZ Patriot. Truthful. Reliable. Friend." Every word carries a deep semantics. Focuses on the strengths of the company: reliability and trustworthiness.

An interesting fact is that the method of parceling is often used in advertising of "serious" goods and services. For example, the most expensive car brands, luxury housing (including suburban settlements), banking services, etc. At the syntactic level, with the help of parceling, the language becomes extremely clear and structured [1].

Let us consider examples of parceling in English advertising slogans. For example, the American cosmetics brand "Revlon" used the slogan "Twist. Glide. Shine". Here the company did not only describe the sequence of actions, but also emphasized that with above-mentioned lip-gloss everyone can shimmer and shine.

The technique of parceling is closely intertwined with the frequency of prevalence of different parts of speech in advertising texts, depending on the language of the narrative. For example, in English advertising texts adjectives are used to a greater extent, in Russian - verbs. We can prove this idea with the following example. The American company for care and spa treatments "Butterfly Kisses Beauty Salon" uses the following slogan: "Be bold. Be daring. Be simply beautiful". In this example, we can notice that the sentence consists mainly of adjectives. The main purpose of adjectives here – to convey the meaning, the idea, the mission of the company. Another important task is to motivate consumers to buy a product or service.

The principle of motivation is implemented in a slightly different way in Russian advertising texts. Through the verbs of action, it is possible to force a person to commit an act. The slogan of the automotive brand, owned by Subaru, is a vivid example of this – "Think. Feel. Manage". These verbs are aimed at making cardinal actions, making quick, but at the same time meaningful decisions. They are full of motivation, determination and confidence.

4. Despite the richness of the Russian and English languages, advertising texts use the vocabulary of other countries. For example, in Russian advertising

texts, English words can often be found, while their content no longer has to be interpreted, since it is clear and understandable to the audience. As an example, consider the following slogan – “Enjoy. Fitness for pleasure” from the company of the fitness club “Enjoy”. In the above slogan, the foreign term “fitness” was used. However, this did not cause misunderstanding among the audience, since this word is already clear and widespread in Russian society. It is also worth paying attention to the spelling of the foreign words themselves. For example, the word “enjoy” was written in English, which is not very good for the company, since there is a high probability that a person passing by studied German at school, and therefore he will not understand the meaning of the written word. Otherwise, the word “fitness” works not the same. This term has already managed to take root in the Russian language; it is clear and easy to understand, which means its English version is not required.

Alternatively, in English words with French roots are often used, like the word “coffee”. It is worth noting that this term is often used in English advertising slogans. Here are some examples of the use of this term: the company “Nabob coffee” (Canada) has released the slogan “Better beans. Better coffee. Better planet.”, in turn, “Gevalia” introduced the slogan “Let’s coffee”, and “Taylors” – “Home of the world’s finest coffees”. However, not everyone knows that the word “coffee” has its roots in France and is perceived as native English. That is why it is very easy to perceive, does not cause dissonance or misunderstanding.

5. Identifying the features of foreign and Russian advertising texts, the following should be highlighted – narrative sentences are preferred in Russian advertising texts, motivational ones in English ones. As examples, we can cite the following slogans: 1) “Schhh... You Know Who!” - the brand of soft drinks “Schweppes”, 2) “They’re great!” – the food company “Weetabix”, which is responsible for the production of flakes, 3) “Smile. Happy Meal” is an American corporation operating in the field of catering “McDonald’s”.

After analyzing these slogans, we can conclude, that English advertising slogans have a greater impact on human emotions. They try to give “food” for thinking, to push a person to further visualize and think about the material. Russian advertising slogans are more direct and informative.

6. And the final difference between English and foreign advertising texts is the use of rhetorical questions to a greater extent in English slogans. The following slogans were taken as examples: 1) “What are you eating today?” - the American fitness company “Do You Yoga”, 2) “Where do you want to go today?” - the largest multinational company producing software for various kinds of computing equipment “Microsoft”, 3) “Hungry? Why wait?” - brand of chocolate bars “Snickers”, 4) “Dreyer’s. What could be better?” - Dreyer’s brand, which produces ice cream.

These slogans encourage a person to think, connect our sensory perception, after which a person begins to think about the meaning of life and other global things, and the material component, in turn, is pushed into the background. As a rule, at such moments a person ceases to think rationally, but sees an exceptionally tempting ad and immediately follows the specified template.

7. However, foreign and Russian advertising texts have not only differences, they also have a common component – the subject names act as an addition to the content, occupy a subordinate place. As an example, we can cite the following advertising slogans: 1) The Ford automotive platform uses the slogan "Towards change", 2) The American company working in the beauty industry "Anita's Beauty Centre in Milton Keynes" has released the following slogan – "Helping you look good", 3) The Russian brand "Clean Line" has launched the slogan: "To the world – the world! To everyone – ice cream!". Explaining the reason for choosing this particular style of sentence construction and presentation of the material, it is worth saying that it is more profitable to use verbs or adjectives to motivate a person to any action. Nevertheless, at the same time is extremely rare that subjects can play on people's feelings, evoke vivid and lively emotions.

Summing up, we would like to note that the following distinctive features of English and Russian media texts have been identified: 1) the presentation of material in advertising texts in Russian and English advertising slogans is rapidly approaching oral-conversational forms; 2) messages become shorter, but more informative and understandable media products; 3) wider use of slang expressions, idioms, "floating" punctuation in English culture; 4) the use of parts of speech varies depending on the language of the narrative; 5) the use of the vocabulary of other countries, despite the richness of their own languages; 6) narrative sentences are mostly used in Russian media texts and motivational ones in English advertising texts; 7) the use of rhetorical questions prevails to a greater extent in English slogans; 8) subject names act as an addition to the content, occupy a subordinate place in both English and Russian media texts.

Thus, the advertising text changes and takes on a new form, depending on the audience. In other words, depending on the language in which the media text is written, the way of presenting the material is modified. The English-speaking audience is more relaxed, as a result, the advertising message is presented in a free and open form, often with elements of humor. The Russian-speaking audience prefers a more accurate advertising text, minimizing the use of slang.

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RUSSIAN-CHINESE COOPERATION AS A FACTOR OF GEOPOLITICAL DOMINANCE IN A POLYCENTRIC WORLD

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Abstract. *The meeting between Xi Jinping and Vladimir Putin in Moscow in March 2023 determined the new rules for building a world order based on international law and a coalition strategic partnership between China and Russia, who made joint statements and signed a number of fundamental documents on a polycentric world of equal civilizations and cultures that form more fair and legitimate future for modern states.*

Keywords: *Russia, China, USA, multiculturalism, geoeconomics, polycentricity, strategic partnership, Industry 4.0., AI, Big Data.*

The world is changing again and new crises become a continuation of old conflicts and unfulfilled ideas, which, as before, hold back the limits and growth of national economies and do not allow each participant in the process of human existence to find their place in an era of change. The latter is not only a generally recognized Chinese curse, but is presented as a time of turbulence and the substitution of one concept for another, promising to make everyone happy, healthy and in demand, according to their unique sacred destiny. And all this is old under the Sun and is a vanity of vanities, for everything, as in Ecclesiastes, ends with a new vexation of the spirit and the scattering of Sisyphean stones. You can add a lyrical note from Colleen McCullough's «The Thorn Birds», which, in the arms of instinct, are ready to die singing their best song, but humanity is so far from perfection that the cacophony of sounds and tears of unfulfilled dreams pushes every nation to its own path. historical survival surrounded by their own kind. At the same time, the parameters of the personal success of each nation, the limits of its beliefs and the readiness to the end to consistently and stubbornly preserve the foundations of its sovereignty give rise to it either the best traits of a tendency to self-sacrifice, or from seeming hopelessness pushes it into a series of madness and crimes that justify the instinct of self-preservation in a community of their own kind.

The era of American hegemony is coming to an end with the coming vacuum of the "American world" ideas, which did not justify the conservation of colonial management by the system of international relations of sovereigns and servants, masters and slaves, who are not ready either for dialogue or for changes in the half-thousand-year-old status quo of the "white man's burden" . The process itself initially gave a picture of the inevitable and universal exploitation of man by man, a "war of all against all" in the context of the philosophy of Thomas Hobbes or the Zamyatin-Orwellian tyrannies of futurological theocracies, where instead of God, in the center of the ecosystem of the developing genesis of an eternally young and not tired of itself society became then the "aggressively obedient majority" of the scientist A.D. Sakharov, then a host of algorithms of a catechistic sense, the inseparability of power and the environment that feeds it, blinding people with the brightness of slogans and rich colors.

The planet is tired of the eternal showdowns of Atlanteans and Lemurians, Ariana and Hyperborea, atheists and believers who are unable to recognize their own sudden mortality and therefore clinging to being all ugly forms of their unfortunate and lonely inner spiritual state. And only those who for thousands of years have been searching for unity with nature and with the gods, defended the birthright to their own system of values and the hierarchy of historical memory, which for thousands of years forged our character and humane attitude towards our neighbor through love and mercy, were able in troubled times of growing de-dollarization and the inclusion of their own ideas of development through the institutions of public trust and credit to find their commandments on the tablets of modern history, which removes the influence of the weakening «invisible hand of the market» and puts forward the expediency of strategic partnership as a mechanism of trust powers for building the infrastructure of a new world order based on the foundation of self-sufficiency and complementarity.

It is this example, after 30 years of stagnation in upholding the best tasks of the evolution of the planetary world order, instead of one red hegemon, the

USSR, another appeared and self-realized, the red dragon of the Celestial Empire, which did not miss the main essence of the Stalinist economy, the incarnation of Mao Zedong and Deng Xiaoping, instead of Sun's market capitalist aspirations Yatsen and Chiang Kai-shek, who have lost the relevance of the Kuomintang transformation of Chinese lands through purges and American instructions. Xi Jinping, who arrived, brought to Russia not only a mandate for the next, and the third, previously never received term of leadership in the CPC, but also the very opportunity, together with Russia, to pay tribute to the enemies of the ideas of freedom, equality and brotherhood for civilized peoples and give them a chance for peace , based on the triumvirate of Russia, China and India, the guarantors of any transformations useful for civilization [1]. And it is precisely this sincere faith of the growing giants of the East in the world of equal opportunities that today will be opposed to the ideas of Plato, as the herald of «democratic freedoms», best of all, allegedly proclaimed by the United States itself. At the same time, the battle for India by the Anglo-Saxons is just beginning, and therefore, neither Narendra Modi nor his supporters from the West are facing sanctions for the absence of sanctions against Russia yet. However, an objective picture of the world of different poles of interest, integration alliances and military blocs of technological competencies divided into "us" and "them". At the same time, China and Russia are waiting for India to build a single contour of global collective security and solve strategic issues of technological cooperation (for example, on blocks and assemblies of various technical devices and spare parts for them in the field of electrical engineering and communications, for the modernization and repair of defense and space infrastructure (remote sensing of the Earth (RSE) for satellite information and data transmission lines), which are spelled out in 84 joint bilateral contracts worth close to 8 billion yuan. Cooperation in the field of cyber threats was especially named as a priority, given that all 3 states are leaders not only in the field of ICT -sector, but also cryptography and hacking capabilities, which only the US and South Korea, and especially North Korea, can give an appropriate competitive response.Moreover, the latest IT specialists are fixated on joint Chinese priorities and are not bound by strict regulations on the legitimacy of their actions in connection with the introduction imposition of a whole set of international sanctions against their state [2]. Therefore, China, taking into account the growing risks of the world Putin, led by NATO countries, is already starting the development and installation of test system firewalls from cyber attacks in the leading innovation cities of Russia (Moscow, Kazan, St. There are also signed technological and production contracts on partial localization in the aviation industry (air chassis and airbags), Chinese automobile concerns in cities producing robotics and ICT devices (Kaluga, Zelenograd, Yelabuga, Novosibirsk), in the energy sector with PJSC Gazprom and PJSC «Rosneft», defense concerns SC «Rostec» and SC «Roscosmos», the Ministry of Defense of the Russian Federation itself [3].

If we add high value added chemistry and manufacturing industry to this variety of emerging activities of converging innovative industries, then immediately in the logic of the regional and cross-border chains being created, one would also like to see attracted Indian big business, which has long and confidently been a leader in these globalized sectors of the economy. Therefore, the emerging metauniverse of a set of polarized ecosystems gives the three states a logically emerging axis of mutual interest and access to ready-made markets for their goods and services for Africa and the countries of South America, long and deeply invested by Chinese state corporations and actively included either in the North-South corridors, either the One Belt, One Way routes accepted by the participating states, or its water safety version of the Northern Sea Route [4].

At the same time, geo-economics, as part of the triad with geopolitics and geostrategy, through the policy of mutual zoning around the poles of mutual interests, builds a potential triad of China, India and Russia in three oceans at once, transferring the Eurasian continent to the origins of containing the Atlantic policy of unlimited dominance of the Anglo-Saxons, according to the doctrine Admiral M. Monroe, who returned less than 10 years ago by prudent D. Trump to the arsenal of legal concepts and doctrines of the United States.

The aerobatics of the logic of truncating the vigil of the policy of stupid gunboats of the vigilant American interests emerging in the Asia-Pacific region could be a move to open a Russian military base on about. Taiwan with the simultaneous support and reopening of the same units in Cam Ranh, in Vietnam, as well as a similar military construction project in Goa, in Indian territorial waters, as the center of the geopolitical water division of the growing ambitions of the AUKUS and ANZUS countries, to admonish the rapidly militarizing RCEP and APEC, as true partners in BRICS and SCO [5].

These plans, even in the absence of the declared bloc and military orientation, can help both the Celestial Empire and the country of the Buddha, together with Russia, to consolidate the main task of their security - to delineate the waters of the world ocean and the Eurasian continent into zones of their responsibility and market and investment interests, allowing the formation of new global markets and financial centers of possible megaprojects to hold industries and resources of affordable production in the interests of the trinity of agreed leaders, with an eye to their future confrontation with the Anglo-Saxons in the Arctic, and in the struggle for the final redistribution of the resources of the «black continent» [6].

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THE INFLUENCE OF THE ADF ON EMERGING TRENDS IN THE GLOBAL ARMS MARKET

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Abstract. *In the article, the authors analyze the military-technical perspective in the global sector of weapons and special military equipment, assess the opportunities that have opened up after the communication between the leaders of China and Russia in Moscow in March 2023.*

Keywords: *W and ME, AMSPE, Russia, China, USA, Industry 4.0., global arms market, SCO, BRICS, AUCUS.*

In recent decades, the arms trade has undergone a number of significant transformations and distortions, changes of intermediaries and authorized agents: those responsible for the dynamics and evolution of the munitions and military equipment markets contributed to the polarization of already historically functioning markets, reformatting the balance for the purchase of military equipment and military equipment by various regions and integration communities of the Earth.

The leading areas of the global arms market are:

1. Nuclear weapons and related technologies;
2. Aviation and air clusters, including UAVs (drones);
3. Rocket and space industry, delivery vehicles, remote sensing, satellites;
4. Small arms and melee weapons: including special equipment for special forces and for police operations;
5. Artillery complexes and multiple launch rocket systems;
6. Shipbuilding and the creation of submarines and underwater-based facilities and the protection of existing water communications;
7. Armored and special equipment that determines local and regional operations of motorized infantry and shooters.

The fastest growing and high-tech market segments are aviation and UAVs, which is caused by the entry into the global arms markets of 5th generation aircraft and, accordingly, the sale, modernization, transfer and partial disposal of old models, as well as the growing requirements for safe maritime logistics in the field of various construction a wide range of ships and submarines created on various physical principles, as well as the accelerated involvement of fleets and flotillas of the Navy in ensuring the national security of states[1].

Moreover, as can be seen from the experience of conducting military operations in the Russian ADF in Ukraine, it is too early for states not to take into account and forget the modern role armored and light armored vehicles, as the basis of the ground forces and the increasing multifactorial and target positioning of multiple launch rocket artillery systems, and howitzer-type artillery itself. Against the backdrop of the increasing transfer of significant volumes of the previously mentioned types of weapons to Kiev, it is necessary to take into account the hysterical memorandum of V. Zelensky to PACE in March 2023 on “the inadmissibility of delaying the transfer of weapons to the Armed Forces of Ukraine, especially long-range ones”, which, according to a number of weapons experts and analysts, speaks of requests for “weapon of radical change”.

In particular, in the current period 2023 - 2025. W and ME manufacturers should take into account the surge in the volume of relevant special orders in the European and American arms and military equipment markets, especially “required aircraft that are more modern than MIGs” and “increase pressure on Russia with new packages of sanctions, and especially accelerate Ukrainian European integration, as the basis for the military success of the Armed Forces of Ukraine[2].

In the periods from 2012-2016 to 2017-2021, there was an increase in the volume of arms supplies to Europe (by 19%) and the Middle East (by 2.8%), while

[1] Galazova A.T. Features of the world market for arms and military equipment // Forum of Young Scientists, 2020. No. 1-1(29), pp. 874-879.

[2] Zelensky’s ultimatum to PACE. March 24, 2023. https://www.rbc.ru.

exports to the countries of North and South America (-36 %), Africa (-34%) and Asia and Oceania (-4.7%) decreased[3].

The increase in AMSPE imports by European countries was due, according to Peter D. Weseman, Senior Fellow of the SIPRI Arms Transfer Program, to the fact that "the serious deterioration in relations between most European states and Russia has become an important driving force for the growth of European arms imports, especially for states that do not can satisfy all their needs through their national arms industry. Arms deliveries also play an important role in transatlantic security relations''[4].

The APEC and RCEP countries, especially Asia and Oceania, remained the largest importing region of the main types of weapons, which accounted for 43% of global supplies in 2017-21, and 6 states of the region were among the ten largest importers of military equipment in the world: Australia, India, China, Pakistan, South Korea and Japan.

Deliveries to the region, as a whole, began to slightly decrease (-4.7%), but between various subregions and territories, as well as water areas, there were significant differences and formed commodity imbalances in W and ME.

AMSPE imports to South Asia decreased by 21% and to Southeast Asia by 24% between 2012-2016 and 2017-2021. Over the same period, imports of HRDs to Oceania grew by 59%, mainly due to **Australia** (+ 62%), while imports to East Asia grew by 20%.

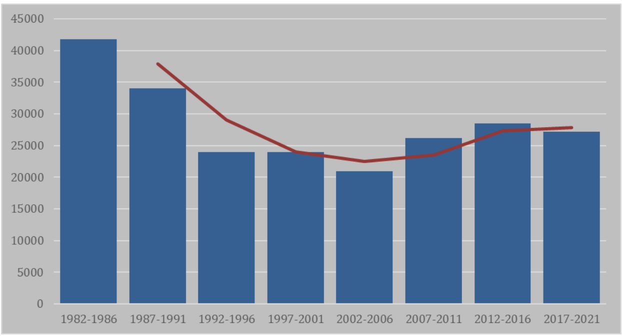

Figure 1. *Trends in international AMSPE transfers in billion TIV (trend indicator values), 1982-2021*[5]

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As Russia's exports decline and the global arms supply system transforms, China has acquired significant potential. China is already the world's largest shipbuilder, so the natural next step is to export more naval vessels. The country is expanding its niche in unmanned aerial vehicle technology and is trying to use a program to re-equip its air force with domestically produced aircraft to increase exports in the relevant segment.

In 2017-2021, **China** was the fourth largest exporter of military products, and Germany was the fifth. China's AMSPE exports fell by 31% between 2012-2016 and 2017-2021, while **Germany's** exports fell by 19%.

At the moment, only three of the world's top 40 arms importers - Pakistan, Bangladesh and Myanmar - buy most of their weapons from China. The situation could change if Beijing takes advantage of Russia's weakness to position itself as a reliable partner in the field of national security, economics and politics - a key element of its Belt and Road Initiative.

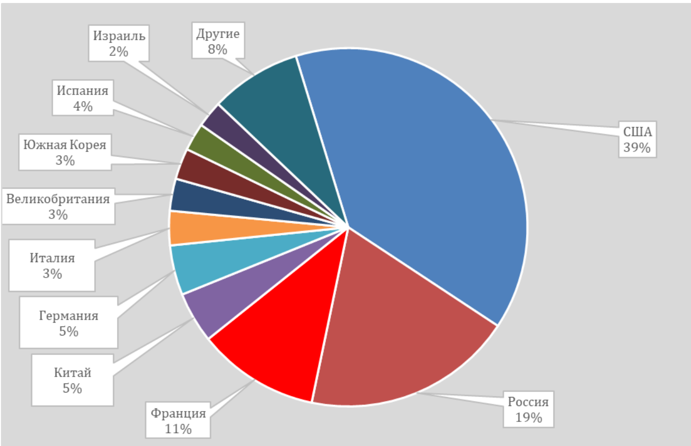

Figure 2. *Distribution of the share of arms exports among the main exporting countries (statistics for 2017-2021)*[6]

China is not able to displace American and European weapons, which are considered "top-end" because of their high quality and price. But China may well take over the niche market dominated by Russian arms manufacturers, thereby boosting Beijing's role as a major arms exporter - and reaping the political and economic benefits that come with it[7].

[6] Trends in international arms transfers, 2021. URL: https://www.sipri.org/sites/default/files/2022-03/fs_2203_at_2021.pdf

[7] Global arms industry getting shakeup by war in Ukraine – and China and US look like winners

The change in the role of France was notable, which accounted for 11% of global arms exports in 2017-2021, making it the third largest arms exporter. France increased its arms exports by 59% between 2012-2016 and 2017-2021.

Thus, the following conclusions can be drawn.

Firstly, the main branches of the world arms trade have retained their format, and, despite the development of weapons, have clearly defined boundaries.

Secondly, in the world market, due to the reduction of the role of the Russian Federation, there is an active increase in the role of other actors that were not previously among the main exporting countries.

Thirdly, China's policy is currently rather wait-and-see, it carefully enters the arms markets of other countries, mostly neighbors, while not offering them weapons that can compete with American, Russian or European ones.

However, after Xi Jinping's visit to Moscow[8] at the end of March 2023 and after the signing of a number of contracts in the field of import substitution and joint technological exchange for the Russian Technologies State Corporation and the Roscosmos State Corporation, we can talk about a strategic partnership and a competency-based approach in Industry 4.0. and the division of shares and sectors of international markets between China and Russia, which will enrich both states, exclude competition, increasing the competitiveness of military and military equipment and building a new infrastructure of trading platforms in the field of special means and military equipment of the AMSPE[9]. Further cooperation and mutual penetration of the military-industrial complex of Russia and China will lead to new types of military and military equipment for future TMA and will give such an alliance dynamism and resource self-sufficiency, which today a similar union AUKUS can only dream of[10].

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STAGE PERFORMANCE OF THE NATIONAL BALLET ON THE BELARUSIAN STAGE

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Abstract. *This article is devoted to the study national ballet in the repertoire of the Bolshoi Theater of Belarus. The main components of the national ballet are considered and analyzed, as well as the most key points of synthesis that should be taken into account in the practical implementation of national musical and theatrical productions are identified.*
Keywords: *National Ballet, Bolshoi Theater of Belarus, "Passions (Rogneda)", "Vitovt", "Anastasia".*

Belarusian dance folklore began to be collected and studied from the very first months of the existence of the Belarusian State Theater, established in 1920. Existing in the Belarusian State Theater, along with a drama troupe, choir, orchestra, a small ballet troupe headed by Konstantin Aleksyutovich repeatedly traveled to the most remote regions of the republic. Belarusian folk dances were collected, recorded, studied, in order to later become one of the components in the first performances of the theater, synthetic in nature: the musical drama "On the Kupalle", "Mashenka", "Koval-Voevoda", etc. Belarusian folk art. Songs, dances, games, rituals were a colorful, brightly national background for performances. With their synthetic character, these productions continued the traditions of the theaters of V. Dunin-Martinkevich and I. Buinitsky.

In the ballet troupe of the theater, as in other dance groups, the process of theatricalization of folk dance began slowly, gradually. Maiden mermaid round dances in the play "On the Kupalye", dances of the mummers, "Pushers" in "Masheka" and various Belarusian dances in other productions of the Belarusian State Theater almost copied those existing among the people.

The national repertoire of the dance troupe of the Belarusian State Theater was gradually expanding. Belarusian dances appeared in it, which were not only an additional component of the drama and were performed in dramatic theater performances, but had a completely independent meaning and were performed in concert departments. Several such trial "concert" Belarusian folk dances were performed, for example, in 1923 at an agricultural exhibition in Moscow. And later, Belarusian dances - Lyavonikha, Yurochka, Kryzhachok and Pushers, already largely theatrical, were shown with great success on the stage of the Bolshoi Theater for delegates of the IV All-Union Congress of Soviets.

Theatricalization of folk dances on the ballet stage at first took place in the same way as in amateur groups and in professional dance ensembles. The technology of stage dance processing did not have any distinctive features at first. Folklore dances, having entered the stage, like a relay race were passed from hand to hand, from choreographer to choreographer, acquiring more and more modern stage form, more and more theatrical.

But in the future, significant differences began to emerge in the course of this process in the ballet theater and in other choreographic groups. One of these differences was that the ballet figures began to make more and more persistent attempts to introduce Belarusian folk dance into large choreographic performances, to make it an organic part of ballet dramaturgy. Belarusian folk dances were included in the fabric of ballets only as divertissement numbers. Such, for example, was "Kryzhachok", interestingly and brightly choreographed by the choreographer L. Kramarevsky and performed along with dances of other peoples in the final divertissement of Ts. Pugni's ballet "The Little Humpbacked Horse".

The fabulous world of folk fantasy was reflected by choreographer K. Muller in dance scenes from A. Turenkov's opera "The Flower of Happiness". In the mermaid dance full of mysterious charm, in the sincere girlish round dances, performed accompanied by a female choir, the lyrical image of a Belarusian girl was recreated, as it were. Through artistic associations, these dances revealed certain features of the inner world of the main character of the opera, the beauty Nadeyka [1, p. 97–98].

In 1939, the most important event for national culture and theater was the staging of the first Belarusian ballet "The Nightingale" by M. Kroshner.

With the birth of the idea of creating their own national ballet performance, the question of the relationship between folk and classical dances arose in a new way. We are already talking about the combination of classical and folk into a single whole so that the classics acquire a lively national color and naturalness, so inherent in folk dance, and folk dance becomes more generalized and complete in form.

Of course, the synthesis of folk and classical dances did not arise by chance. It appeared as a result of a persistent and long search for choreographers. His birth was logically conditioned by the need to solve new artistic problems, to embody new themes, new images on the ballet stage.

The creators of the ballet "The Nightingale" (music by M. Kroshner, script by Y. Slonimsky and A. Ermolaev, staging by A. Ermolaev) faced many complex problems. For the first time in the history of national choreography, a Belarusian guy becomes the hero of a ballet, for the first time a living mass of people enters the ballet stage [1, p. 100 - 102].

In order for the choreographic language of the ballet characters to be brightly national and universal at the same time, it was necessary to transform both classical and folk dances, to create a fusion that is inseparable in its unity. And such an alloy was created. In the ballet, a choreographic language of a new quality arose, which carried the features of Belarusian and classical dances at the same time.

"The performance, staged on July 28 in 1995 by real masters: conductor Gennady Provatorov, choreographer Valentin Elizariev, artist Vyacheslav Okunev, - the very next year at the international festival Benois de la Danse made a splash: a ballet telling about the fate of the Polotsk princess Rogneda received the highest award.

In the period from 2000-2010. On the stage of the Bolshoi Theater of Belarus, the first ballet in the world choreographic practice was performed, in which the global cultural and historical theme is revealed by original artistic means - the adoption of Christianity by the Slavic peoples "Passion (Rogneda)". Composer Andrei Mdivani is a true legend of Belarusian music. A graduate of the Belarusian State Academy of Music, he taught at this university for half a century, taught students, wrote music. There are symphonies, musicals, choirs in his creative baggage. For his success in the field of musical art, Andrei Mdivani was awarded two State Prizes, one of them is just for the ballet "Passion (Rogneda)", where, according to the composer, you can even hear Georgian notes - the memory of the historical homeland. "There was a danger of copying something from the pagan works of Stravinsky, Borodin, Rimsky-Korsakov. And our task was to find something different - our own, non-standard, and with lyrics at the level of a thousand years ago. This is ancient history, customs, rituals," admitted in an interview with Andrei Mdivani.

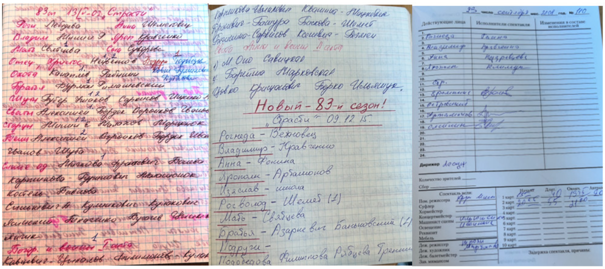

Photo from stage magazine

The performance, staged in 1995 by real masters: conductor Gennady Provatorov, choreographer Valentin Elizariev, artist Vyacheslav Okunev, - the very next year at the international festival Benois de la Danse made a splash: the ballet, which tells about the fate of the Polotsk princess Rogneda, received the highest award . On the 1996 recording, the main roles were performed by the brilliant Inessa Dushkevich (Rogneda), Veniamin Zakharov (Vladimir), Vladimir Dolgikh (Yaropolk), Svetlana Gorbunova (Anna Bagryanorodnaya). In the role of one of the Rogneda brothers, young Radu Poklitaru, then still a ballet soloist. At the conductor’s stand - Gennady Provatorov.

Photo page of the theater magazine “Parterre”

In subsequent years, the previously strong connection with dance folklore somehow weakened in national ballets. In their choreographic language, and to a much lesser extent than in previous performances, there are national touches, elements of folk dance.

It must also be admitted that the process of synthesizing classical and folk dances is complex and time consuming. It requires great ingenuity, fine taste, and intuition from the choreographer. And most importantly, the supplier needs to know perfectly not only classical, but also folk dance, the study of which requires a long time. They are not always available to choreographers in our theaters.

It is impossible not to notice the fairness and relevance of all these searches, that choreographers are still in vain completely discounting this richest reservoir of expressive means. It seems that folk dance creativity will still find its way to the ballet stage, and directors will turn to it more than once in search of inspiration.

The entire path of development of the Belarusian stage dance is a convincing proof of the richness of the spiritual culture of the people, the life-affirming power of their national art [1, pp. 107-108].

The study of national ballet performances in the repertoire of the Bolshoi Theater of Belarus is a useful contribution to the theoretical heritage of the theater.

On September 5, 2013, the premiere of the ballet “Vytautas” to the music by V. Kuznetsov staged by Y. Troyan was a grand success. The dramatic and creative fate of Belarus, the magic of folk mythology, the “golden age” of the Belarusian Middle Ages, its outstanding figures, whose personal dramas are closely intertwined with the fate of the Fatherland, exploits in the name of the Motherland, the brotherhood of rulers and people, the role of personality in history, heroism and wisdom - about this and many other national ballet “Vytautas”.

The main roles in the premiere performance were performed by: Honored Artist of the Republic of Belarus Anton Kravchenko (Vitovt), winner of the Francysk Skaryna medal Yuri Kovalev (Yagailo), Lyudmila Khitrova (Anna), People’s Artist of Belarus Olga Gaiko (Yadviga), Dmitry Shemet (Keystut), Diana Lysenko (Biruta), Ivan Savenkov (Black Man), laureate of international competitions Konstantin Geronik (Jester) [2].

Vitovt is a choreographic legend based on real events.

Composer Vyacheslav Kuznetsov recalls working on Vytautas as a difficult but exciting time - he, like everyone else who had a hand in the production, was seriously carried away by the work:

- This is a bright story, it initially had everything for a stage performance: battles, love, and jealousy ... In the theater, the main thing is that the viewer empathizes with the characters. Composing music was a serious job, I tried to somehow penetrate into the time of Vytautas, in the XIV-XV centuries, I studied Kant’s music of the Slavic Middle Ages, folklore. Although practically no musical material has come down to us since those times, everything had to be invented.

Vitovt is the national ballet. Everything is different here - the idea, characters, creators, dancers - the ballet was created by Belarusians, it is about Belarus, for Belarus. Although not only for her. Worthy choreography, bright scenography, heartfelt music.

As Vladimir Rylatko said, ballet is like an icon, where all spaces and times are laid in one plane, like an imprint of life that has absorbed too much [4].

Strong, visible, wide from the very beginning. And from the very beginning - ideological overtones, that national theme and that patriotic spirit, the lack of which is so obvious in our little ideological world. The very first thing you see is the Bison. You just don’t realize it right away. Swamp snags, sticks, stumps, gradually coming to life, begin to rise and become the head of a wild bull, the national symbol of Belarus. He rises above the stage, but does not straighten up to the end, keeping his gaze from under his brows. Seriously, but without too much pathos. Colorful, but without a loud pomp.   The ballet is symbolic and symmetrical. Sometimes these are symbolic repetitions - the battle of the brothers in the first picture and at the end of the performance. Two identical duet supports, plexuses of arms and legs, repeating the shape of a Christian cross. Two adagios of

Vytautas and Anna - in the wilderness and in a Polish prison. Two central pairs of soloists. The construction of the performance itself is two acts, largely symmetrical. Although they are oppositely symmetrical. And this opposite symmetry becomes apparent immediately after the opening of the curtain. The horns of the Bison, whitening against a dark background, are like two brothers and two principalities-kingdoms fighting each other throughout the whole performance.

The original find was the image of the Black Man - the Evil Genius in the guise of a cunning servant, a dodgy fate that pushes the heroes on the path. And Anna in white robes, as his antithesis, also makes history, turning the course of events in the other direction ...

Yuri Troyan's choreography is in many ways close to the style of Soviet choreography of the 70s. And in general, the choreographic traditions of that time are largely preserved by the entire Minsk ballet. «Vytautas» is a saturation with supports, complex and original. This is an emphasis on effective support at climaxes. This is a rich choreography, sometimes so rich that behind the ballet vocabulary there are no opportunities for relaxation for artists. This is definitely a new word for the 70s. Is it new now? And how much is this new? And what is more important - novelty or tradition? Anyway, it's your own style.

The connection between music and dance is complemented by original scenography. In addition to the non-standard decision of the head of the Bison, a successful find in the form of red strips of fabric flowing from above on the dead body of Vytautas's father - Keistut. The grate, which falls like a curtain down in front of Vytautas, also looks interesting. It is interesting, first of all, because it leaves the viewer the opportunity to decide for himself who is behind her - Vitovt or all that red-black evil spirits. True, it would be very good if the grating did not vibrate so treacherously under Vytautas' desperate throw at this «firmament» of the iron cage ... The scenery of the second act is non-standard and contrasting. Bright, juicy, creepy. So bright in their redness and black and red contrast that they remind somewhere of card games or satanic gatherings. Although, many people love rich colors. And here, as they say, the taste and color ...

On October 30, 2018, the ballet «Anastasia» to the music of V. Kuznetsov staged by Y. Troyan was successfully measured on the stage of the Bolshoi Theater of Belarus [3].

For the first time after Vitovt, all the theatrical forces were thrown into the national project, when everything in the production should be native, familiar and recognizable - from the plot and music to the performers of the main parts. One of the best composers of our time, V. Kuznetsov, boldly accepted the challenge from the choreographer Y. Troyan and wrote the music for «Anastasia» in a year and a half to the libretto by A. Delendik, the author of the memorable screenplay for the film «Anastasia Slutskaya».

«This is not a very popular product, it is quite difficult for directors, but we must talk about Belarus,» Y. Troyan always said. The main task was to create a work unlike Vytautas, since almost the same team worked on both productions.

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ACCEPTABILITY OF REHABILITATION OF PATIENTS WHO HAVE STROKE

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Abstract. *The relevance of the study is due to the fact that in the context of the development of the system for receiving medical care and medical rehabilitation (MR) of the adult and child population, the question of the actual availability of this type of service in a hospital immediately after the treatment of acute events, exacerbation of chronic diseases, injuries and their consequences is acute. Everything is aggravated by the lack of knowledge among patients about their possibilities in the field of obtaining MR at different stages. In 2021, for the first time, clinical guidelines on ischemic stroke and transient ischemic attack in adults were adopted, in which rehabilitation is divided into 3 main stages:*

– the first stage (I) of medical rehabilitation in intensive care units, intensive care units and specialized vascular units;

– the second stage (II) of medical rehabilitation in the conditions of departments of medical rehabilitation of a hospital;

– the third stage (III) of medical rehabilitation on an outpatient basis.

The purpose of the study: *to investigate the availability of rehabilitation for stroke patients and to identify the problematic field of informing and knowing patients about the availability of rehabilitation for stroke patients associated with the improvement of cognitive and functional functions.*

Keywords: *rehabilitation of patients; medical rehabilitation; stroke; informing patients; cognitive and functional functions.*

According to official statistics, 435.4 thousand strokes (primary and secondary) registered in 2019 occur annually in the Russian Federation. Of these, only 16% of patients after a stroke are registered with a local specialist within a year, this is about 68.4 thousand patients [1;2;3;4]. It is important to note that any hospitalization, including for rehabilitation (with the exception of the very first, which is possible immediately after the vascular center), can only be carried out with a referral from a district specialist. Thus, the number of patients who received rehabilitation procedures is even smaller. In the patients themselves after a stroke, it is possible to distinguish disorders characteristic of this pathology: cognitive and impairments caused by the loss of functions of neuronal plasticity processes due to a stroke, which leads to motor insufficiency, for example, walking (frequent falls, reduced walking speed or general paralysis), or movement performance due to the involvement of the hand (self-service, take a glass, brush your teeth, etc.). An important link in the rehabilitation process is the patient's relatives, who, with significant cognitive impairment in the patient, are the audience that should be influenced in terms of motivation [5]. In this regard, the question here is not so much the readiness of the country's health care system for the massive provision of comprehensive rehabilitation procedures to patients who have had a stroke, but the understanding by patients of their opportunities for receiving MR.

The official data of the Federal State Statistics Service, the Federal State Budgetary Institution Central Research Institute of Organization and Informatization of Healthcare of the Ministry of Health of Russia (Rosstat), the WHO Documentation Center (RIH), user requests through the Yandex system (Wordstat) were chosen as the bases for the study, and the order "On the formation and economic justification of the territorial programs of state guarantees of free provision of medical care to citizens for 2020 and for the planning period of 2021 and 202" (Appendix 11) [1;4].

The data of the order will allow determining the rehabilitation bed fund in 3 stages of MR, as well as the turnover of 1 bed per patient per year. Based on these data, we will be able to calculate and analyze the rehabilitation needs of the state for the provision of MR within 1 year [4].

The data of RIH and Rosstat make it possible to calculate the annual rates of strokes of various types over several years. It would be wrong to take data for 1 year, since a patient, for example, with movement disorders after 1 year will still need rehabilitation a year or more after suffering a brain catastrophe. To correctly display the number of potential patients and build a funnel, it is necessary to take into account the mortality rate in the first year after the acute period.

Another indicator of statistics will be the number of allocated quotas for MR specifically for patients with cognitive and motor impairments. Based on all the indicators mentioned above, we will be able to identify the number of patients who can potentially receive MR in a hospital setting and select from them a segment of those who have already undergone / are undergoing MR [5;6;7]. Thus, we define the segment of patients left without inpatient rehabilitation or receiving rehabilitation at the outpatient level.

Yandex Wordstat contains a quantitative and qualitative indicator of requests from patients or their relatives who want to learn more about the possibilities of rehabilitation after a stroke at different stages. Thanks to these statistics, we will be able to identify a conditional segment of potentially active users [7;8;9].

All of the above data sets and the studied information will answer the main question of this work - how many patients know / do not know about the possibilities of rehabilitation at different stages. Based on the results obtained and understanding the concept of motivation or non-motivation of patients for rehabilitation, it will be possible to form a set of recommendations for working with such patients at different stages of rehabilitation, not only in person, but also online using various available tools [10;11;12] .

The estimated number of hospitalizations (need of the adult population for MR in a hospital setting) after intensive care for acute conditions due to stroke, their structure and the number of beds for MR, as well as indicators of the average length of stay in a rehabilitation bed and bed turnover based on the order are presented in Table 1 .

Table 1.

Calculation of the number of beds in rehabilitation after a stroke

Medical care profile	Medical rehabilitation
Recommended number of hospitalizations (per 1000 inhabitants/insured persons per year)	5
Used in the calculation of the average length of stay of the 1st patient in the hospital (days)	16,5
Recommended number of bed-days (round-the-clock stay) per 1000 residents/insured	61,88
The population of the Russian Federation	147 182 123
Total recommended number of hospitalizations	735 911
Required number of beds	44 601
Estimated number of hospitalizations for MR (cerebrovascular disease) (per year per 1000 population)	8,63
Number of beds in rehabilitation after a stroke	5 411

Annually there are 435.4 thousand strokes (primary and secondary), mortality in the first year is 28%. Total - 313.5 thousand patients who survived after the first year after the brain catastrophe. In fact, over 2 years, about 627 thousand patients have already been received.

On average, with the current level of beds in rehabilitation after a stroke, it is possible to carry out about 130 thousand hospitalizations. 16% of patients after a stroke are registered with a local neurologist within a year, in 2 years this figure will approach 100,000. hospitalizations per year.

The analysis of the data was not able to determine the ratio of the number of readmissions or to find the exact number of patients who underwent rehabilitation procedures. In practice, the number of hospitalizations of 1 patient occurs no more than 2-3 times a year. In this regard, to continue the study, 130,000 hospitalizations were taken as a basis with a reduction factor of 15% to obtain a probable number of rehabilitated patients of 100,000.

Thus, the exact number of patients receiving rehabilitation at all 3 stages will not exceed 200 thousand people per year (we assume that all 100 thousand patients at the outpatient level receive one or another rehabilitation). 427 thousand patients are left without rehabilitation procedures.

Considering the analytics of queries on the Internet with the search for the phrase «rehabilitation after a stroke», we can conclude that the demand for rehabilitation is increasing from year to year. So the number of requests in December 2021 compared to December 2020 increased by 36%, and the number of requests in November 2022 increased by 27% by 2021 (Table 2).

Table 2.

Yandex wordstat query statistics dated December 27, 2022, "Rehabilitation after a stroke" [13].

Период	Абсолютное	Относительное	Период	Абсолютное	Относительное
01.12.2020 - 31.12.2020	23 006	0,000 002 241 464	01.12.2021 - 31.12.2021	31 396	0,000 002 826 065
01.01.2021 - 31.01.2021	26 228	0,000 002 705 981	01.01.2022 - 31.01.2022	34 332	0,000 003 072 085
01.02.2021 - 28.02.2021	26 494	0,000 002 853 018	01.02.2022 - 28.02.2022	35 020	0,000 003 158 489
01.03.2021 - 31.03.2021	34 211	0,000 003 374 882	01.03.2022 - 31.03.2022	42 727	0,000 003 578 848
01.04.2021 - 30.04.2021	31 942	0,000 003 168 319	01.04.2022 - 30.04.2022	40 961	0,000 003 661 336
01.05.2021 - 31.05.2021	32 940	0,000 003 417 051	01.05.2022 - 31.05.2022	39 908	0,000 003 569 233
01.06.2021 - 30.06.2021	32 661	0,000 003 509 985	01.06.2022 - 30.06.2022	40 211	0,000 004 007 213
01.07.2021 - 31.07.2021	30 551	0,000 003 363 668	01.07.2022 - 31.07.2022	35 675	0,000 003 668 738
01.08.2021 - 31.08.2021	29 258	0,000 003 116 850	01.08.2022 - 31.08.2022	34 202	0,000 003 409 267
01.09.2021 - 30.09.2021	30 766	0,000 003 060 703	01.09.2022 - 30.09.2022	33 653	0,000 003 075 256
01.10.2021 - 31.10.2021	31 691	0,000 002 973 373	01.10.2022 - 31.10.2022	39 321	0,000 003 405 669
01.11.2021 - 30.11.2021	31 277	0,000 002 876 884	01.11.2022 - 30.11.2022	39 812	0,000 003 387 500

For 2022, an average of 38 thousand requests per month or 457,788 unique requests per year for post-stroke rehabilitation. Unfortunately, there is no exact number of users either, so using a reduction factor, we will reduce the number of unique requests by 3 times to get the possible number of unique users - 152,596. This will be the number of potentially active users.

Conclusions

In the course of the analysis of open data, it was possible to identify problem points in informing, knowing and, as a result, receiving rehabilitation procedures for stroke patients related to the improvement of cognitive and functional functions. The number of patients who know about rehabilitation after a stroke and are likely to receive it is 200 thousand patients. There are 457 thousand of those patients who do not know about the possibilities of rehabilitation at different stages based on open sources, requests from patients or their relatives on the Internet. Further, 153 thousand patients are trying to find the answer for themselves on the Internet, and 303 thousand patients remain in the dark.

Hence, there is a huge layer of work associated with:

– informing patients about rehabilitation procedures at each stage;

– actualization and motivation of patients for rehabilitation, retention of motivation;

– additional burden on the healthcare system.

In order to prevent the latter, it is necessary to strengthen the positions of the 3rd outpatient stage and continued home rehabilitation. To do this, there are already several programs for practicing at home, for example, i-GSC («Guided Self-rehabilitation contract» / «Guided Self-Rehabilitation Program»), developed by Professor J.-M. Gracier with the support of Ipsen for patients with spasticity:

- motor rehabilitation, in particular exercise therapy, occupies a significant place in the rehabilitation program of patients after a stroke who have developed spastic paresis;

- the program includes videos with exercises for the upper and lower extremities of passive muscle stretching and active movements.

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NEW TRENDS IN DIGITAL MEDICINE

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Abstract. *The relevance of the study is due to the fact that digitalization has burst into our lives so rapidly and has covered all areas of activity. The healthcare system is no exception, where all structural units communicate with each other using modern digital technologies. One of the types of digitalization of medicine is the examination of temporary incapacity for work (ETI) and the issuance of electronic certificates of incapacity for work (ECI).*

The purpose of this study is to review the literature and identify the advantages and disadvantages of innovation.

Keywords: *examination of temporary disability, principles of examination of temporary disability, stages of examination of temporary disability, certificate of incapacity for work.*

Examination of temporary disability is one of the types of medical activity, the tasks of which in insurance cases caused by medical and certain social factors, based on the established diagnosis, stage of the disease, severity of the clinical picture, degree of dysfunction, taking into account the nature of the work performed by the patient, is to determine the possibility of performing labor duties, establishing temporary disability and terms of release from work, issuing and extending certificates of incapacity for work of the established form, as well as resolving the issue of referral to a medical and social examination if there are signs of permanent disability.

The basic principles for conducting an examination of temporary disability are spelled out in Art. 59 «Fundamentals of legislation on the protection of the health of citizens of the Russian Federation» (Federal Law of November 21, 2012 No. 323-FZ) [1]. In particular, it lists insured cases of temporary disability, determines the terms for the sole issue of sick leave certificates by the attending physician (paramedic, dentist) and their extension by decision of the medical commission, including with a favorable and unfavorable clinical and labor prognosis, the procedure for indicating information about the diagnosis , an agency has been determined that has the right to monitor compliance with the established procedure for issuing, renewing and correctly filling out disability certificates (Social Insurance Fund of the Russian Federation), while information from medical records in accordance with Art. 13 of the said Federal Law in cases of such control are provided without the consent of the patient.

Currently, there is a practice of staging the examination of temporary disability:

- collection of complaints, anamnesis, interpretation of objective data and results of additional studies, diagnosis, treatment;
- establishment of temporary disability, justification of the need for exemption from work in medical records;
- appointment of the type of medical-protective regime;
- determination of the terms of temporary incapacity for work, registration of a certificate of incapacity for work;
- repeated examinations, adjustment of treatment; extension according to the testimony of a sick leave, including by decision of the medical commission;
- control examination during recovery, justification for the restoration of working capacity and the closure of the disability certificate, the discharge of the patient to work.

During the existence of the certificate of incapacity for work as a document certifying the temporary disability of citizens, the form of the sheet has changed twice: from 08/01/2007, when the color of the form was changed from blue to light green in the new form of the certificate of incapacity for work, additional degrees of protection were introduced and the columns « diagnosis" and "final diagnosis", and from July 1, 2011, with the introduction into circulation by order of the Ministry of Health and Social Development of the Russian Federation of April 26, 2011 No. 347 [2] blue (background) and yellow fields with special cells for making entries, additional degrees of protection (level «B») in the form of an individual number and a barcode, special watermarks with the logo of the Social Insurance Fund of the Russian Federation, special «villi» of red, green and blue, similar to those applied to banknotes. The form of such a certificate of incapacity for work allows you to enter data both manually and using printing devices, as well as to perform subsequent processing of the entered data using scanning devices.

The procedure for issuing, extending and filling out disability certificates after the «Instructions ...» [3] of 1937 was changed in 1994, 2007, 2011 and 2020 by the relevant orders of the relevant ministry [4-9].

The certificate of incapacity for work of the established form is a document certifying the temporary incapacity for work of citizens and confirming their temporary release from work, which performs several functions. This is the document:

– strict accounting and reporting, freeing the patient from work to receive insurance financial benefits;

– used in the analysis of morbidity with temporary disability.

Currently, the specified procedure for issuing sick leave certificates is determined by order of the Ministry of Health of Russia dated November 23, 2021 No. 1089n (as amended on December 13, 2022) "On approval of the Conditions and procedure for the formation of sick leave certificates in the form of an electronic document and the issuance of sick leave certificates in the form of a document on paper in cases established by the legislation of the Russian Federation".

According to this document, from January 1, 2022, all disability certificates are issued only in electronic form. The transition to the «digit» in the design and payment of disability certificates began in 2017. It was strictly voluntary for all participants - citizens, medical institutions, employers.

The epidemic of a new coronavirus infection contributed to a more accelerated transition to electronic sick leave certificates. At a time when all sorts of restrictions were introduced every now and then (self-isolation, quarantines, not to mention remote work), both employers and employees themselves saw how much easier and more convenient it is to issue disability certificates in electronic form. "If in the autumn of 2019 only every third sick leave was received by the Social Insurance Fund (hereinafter referred to as the SIF), then at the end of last year the lion's share of such documents switched to electronic circulation. Moreover, in the past two years, due to the ongoing epidemic, Russians have begun to take sick leave more often. "In 2020 and 2021, significantly more sick leave certificates were issued, a special increase was noted in sick leave certificates issued in connection with quarantine," the Social Insurance Fund told RG [10].

Conclusions

The study shows that digitalization in medicine is a qualitative breakthrough, which involves a qualitative transformation of medicine, increases its efficiency by optimizing and automating the entire system, automatically correcting existing shortcomings. It requires a clear organization of the work of all structural units in any segment (public and private). Digitalization contributes to the improvement of the treatment process, the quality of patient care, and the management of the system as a whole.

References

1. *Federal Law No. 323-FZ of November 21, 2011 (as amended on December 28, 2022) "On the Fundamentals of Protecting the Health of Citizens in the Russian Federation" (as amended and supplemented, effective from March 1, 2023)*

2. Order of the Ministry of Health and Social Development of the Russian Federation dated April 26, 2011 No. 347n "On approval of the form of the sick leave form"

3. Instruction of the All-Union Central Council of Trade Unions and the People's Commissariat of Health of the USSR dated August 14, 1937 No. 1382 "On the procedure for issuing sick leave to insured persons" (as amended and supplemented on 01/22/1955 and 11/12/1984)

4. Order of the Ministry of Health and Medical Industry of the Russian Federation dated October 19, 1994 No. 206; Decree of the Social Insurance Fund of the Russian Federation dated October 19, 1994 No. 21 "On approval of instructions on the procedure for issuing documents certifying temporary disability of citizens" (as amended by the Order of the Ministry of Health and Medical Industry of the Russian Federation dated June 25, 1996 No. 267)

5. Order of the Ministry of Health and Social Development of the Russian Federation N 625, FSS of the Russian Federation No. 220 of September 24, 2007 "On recognizing the Instruction on the procedure for issuing documents certifying temporary disability of citizens as invalid"

6. Order of the Ministry of Health and Social Development of the Russian Federation dated August 1, 2007 No. 514 (as amended on December 18, 2008) "On the Procedure for Issuing Disability Certificates by Medical Organizations"

7. Order of the Ministry of Health and Social Development of Russia dated June 29, 2011 No. 624n (as amended on June 10, 2019) "On approval of the procedure for issuing sick leave certificates"

8. Order of the Ministry of Health of Russia dated 09/01/2020 No. 925n «On approval of the procedure for issuing and issuing certificates of incapacity for work, including the procedure for generating certificates of incapacity for work in the form of an electronic document»

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