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#### PROFESSIONAL STANDARDS USAGE IMPACT ON THE ORGANIZATION'S HR STRATEGY FORMATION

**Abstract.** The article is devoted to the theoretical and practical aspects development of the professional standards application in the organization's activities. The introduced professional standards system in Russia changes the requirements for the employees' qualification level and their functions content. This study provides a theoretical justification and presents developments for the methodological tools practical application for developing an organization's HRM model in the professional standards introduction context. The results of the study were tested in the inter-district Pension Fund of Russia Department (PFRD). From the theoretical point of view, the article presents the dependence of the HR strategies principles on the basic organizational strategy and substantiates the professional standards role in its implementation, as well as the organizational and methodological HRM model in the professional standards introduction context. From a practical point of view, a comprehensive analysis of the factors influencing the development of the organization's HR strategy was carried out, which showed the human factor significant influence on the inter-district PFRD activities, this factor is the main risk-forming factor. Further, the balanced indicators system developed by the authors is presented to detail the HR policy goals. A risk map of HR management based on professional standards was compiled, and a comparison of risks was made before and after the proposed model implementation.

**Keywords:** professional standard; HR strategies; HRM model; qualification requirements; HR efficiency; HR risks.

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#### INSTITUTIONAL MECHANISMS FOR THE DEVELOPMENT OF INDUSTRY IN ECONOMICALLY ISOLATED TERRITORIES

**Abstract.** The development of their own industrial production is of strategic importance for the regions, which, as a rule, are in conditions of economic isolation for political reasons. The study purpose is to substantiate the institutional mechanisms of industrial development in South Ossetia. A descriptive analysis of industrial development for 2016-2020 was carried out, which showed that today the light and food industry enterprises have the best indicators. The main features and problems of industrial development are identified, including a lack of capacity, a shortage of personnel, limited "investment attention", etc. It is proposed to consider the institutional mechanisms of socio-economic self-development as a set of elements that determine the configuration of relations between economic entities in order to ensure endogenous self-development and the maximum possible reduction of costs and risks caused by the economic isolation. The features (barriers), the key principles of the mechanisms formation are highlighted. The institutional mechanisms of industrial development are understood as a set of interrelated elements that ensure the regulatory, normative and cognitive stability of the industrial production

development. The concept of an institutional mechanism for the industry development of states in the economic isolation conditions is pro-posed, where the contours, the main elements, including the institutional intermediary, are high-lighted.

**Keywords:** institutional mechanisms; principles; structure; economic isolation; self-development; industry; South Ossetia.

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#### SOCIAL AND LABOR CONFLICTS SPECIFICITY DURING THE COVID-19 PANDEMIC

**Abstract.** The article examines the social and labor conflicts specifics, the main reasons for them under the COVID-19 pandemic peculiarities influence. Based on the statistics analysis, it was revealed that the socio-economic changes caused by the COVID-19 pandemic increased the number of conflicts in organizations. The reasons for the social and labor conflicts exacerbation are: violations of the wages, staff dismissal, violation of working conditions and regime. The factors that determine the instability of the social and labor situation and relations, which, together with the changing epidemiological situation, have a negative impact on the country's economy and the social order as a whole, are considered. The territorial differences of social and labor conflicts are determined; the subjects of the Russian Federation and federal districts are identified, in which the number of social and labor conflicts is higher, as well as sectoral features of the number of conflicts; The analysis showed that much more labor conflicts are observed in public sector organizations. Based on the analysis of the conflicts results, it was revealed that a third of conflicts end in a refusal to meet the workers' requirements, which allows us to conclude that a high potential for conflict in Russian organizations remains.

**Keywords:** social conflicts; labor conflicts; conflict potential; COVID-19 pandemic; social and economic changes.

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#### LABOR RATING FEATURES IN ORGANIZATIONS WITH A VARIETY RANGE OF TYPICAL PRODUCTS

**Abstract.** The scientific problem relevance is explained by the fact that the existing regulations and other regulatory documentation for production in organizations do not contain instructions for determining the standard labor intensity of products, so the actual labor intensity is often overestimated, which reduces the competitiveness of the company. The scientific problem is the lack of an adequate scientific methodology for labor rationing in the production in organizations with a diverse range of standard products, and the purpose of this paper is its development. The study used the principles and methods of system analysis, description, measurement, comparison, and data processing methods: formalization, analysis, generalization, calculation. The result of the study is scientific and practical recommendations on the regulation of labor costs for production in organizations with a diverse range of standard products. The recommendations suggest solving the establishing time standards problem, when the use of microelement rationing is greatly hindered by the small-scale production nature, continuous observations are unnecessarily labor-intensive, and experimental statistical methods do not allow increasing labor productivity. Of practical interest may be a table for determining the time standard and the final norm calculation.

**Keywords:** labor rationing; normative labor intensity; time norm; timing; methodology of labor rationing.

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#### FOREIGN EXPERIENCE OF REGULATING DEMOGRAPHIC ASYMMETRY OF TERRITORIAL DEVELOPMENT

**Abstract.** Uneven development is an integral property of the economic space. Hence, the concept of asymmetry is a complex category reflecting the disproportions of the demographic dynamics of territorial development. That is why socio-demographic asymmetry falls directly or indirectly into the sphere of state regulation and regional policy both in Russia and abroad. Thus, this article is devoted to analyzing the foreign practices of spatial policy in the field of demographic development. The author identifies three fundamentally different approaches to the regulation of socio-demographic asymmetry associated with the equalization of imbalances, increasing unevenness or ensuring harmonized demographic development. Then, the key advantages and disadvantages of such approaches are highlighted. In the second part of the article, the author formulates the factors determining the conceptual choice of demographic development in the context of the implementing the spatial policy. In conclusion, some features of the regulation of socio-demographic asymmetry in Russia are noted.

**Keywords:** demographic asymmetry; territorial development; spatial policy; alignment of imbalances; harmonized development.

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#### DYSFUNCTIONS IN THE MANAGEMENT OF VARIOUS TYPES CHANGES: IMPROVEMENT, TRANSITION, TRANSFORMATION

**Abstract.** Based on the modeling abstract ideologized objects method and the included observation method, organizational and managerial dysfunctions and pathologies in the processes of improvement, transition, transformation that are being implemented in higher education today are identified in the article. The dysfunctions manifested themselves in the lack of final result conceptual certainty, orientation to quantitative rather than qualitative results, decentralization of responsibility for the result quality, lack of resources calculations for the project implementation. The paper shows that the mobilization informatization model could not be implemented, but mobilization measures were taken to solve this problem. In essence, the managerial interest is reduced to adapting the available standard analog materials and teaching methods to the digital operation mode. Education follows the path of socio-cultural and socio-structural simplification by launching mechanisms for adapting analog education models. This is a stabilizing factor in the education system, but the question of Russian state priorities remains open, where stability is key to the development detriment.

**Keywords:** improvement management; transition management; digital transformation management; managerial dysfunction; managerial pathology.

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#### INSTITUTIONAL ENVIRONMENT OF INDUSTRIAL ENTERPRISE'S INNOVATION ACTIVITY: CONDITIONS, FACTORS, PROBLEMS

**Abstract.** The article is devoted to the analysis of the innovation activity institutional environment. With the help of general scientific methods and systemic and institutional approaches elements, the article examines the conditions and factors of industrial enterprise's innovative development that form the institutional environment of innovation activity. Based on the study, the definition of the innovation activity institutional environment is given. The activation directions and improvement of the innovation activity efficiency and its externality in the conditions of an imperfect institutional environment are determined. Four groups of innovative development complementary institutions of are identified. The institutional factors of innovative development are grouped. The classification of institutions of the institutional environment of innovation activity is presented. A systematic generalization of the obtained results made it possible to form the author's model of the innovative activity institutional environment of an industrial enterprise. The proposed model, created on the institutions' integration basis of the state, science, legal and financial areas, as well as individual manufacturing enterprises and other participants in foreign economic relations, is aimed at providing a search for directions for the effective accumulative effect formation of integration inextricable ties and partnerships and the search for economic instruments production of competitive science-intensive products.

**Keywords:** institute; industry; institutional environment; complementary institutions; factors of innovative development; institutes of innovative development.

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#### DEMOGRAPHIC ENGINEERING AS A METHOD FOR SOCIO-ECONOMIC DEVELOPMENT OF A REGION

**Abstract.** The article concerns the demographic engineering concept. The first part of the paper presents the results of a foreign scientific literature systematic analysis containing the term "demographic engineering" in the title and keywords. The demographic design concept definitions are analyzed to identify similar parameters. It is concluded that today there is no single definition of this concept, and the existing ones revolve mainly around forced population movements and interethnic interaction, which indicates that the concept is underestimated in terms of its application for demographic security and regional socio-economic development. Examples of demographic project activities are given. In the second part of the article, using the method of two-level triadic decryption, the author's definition of the "demographic engineering" concept is derived and justified; its significant features and basic elements are highlighted. Demographic engineering is defined as the purposeful activities of public administration bodies, public organizations and social institutions aimed at the population demographic attitudes, demographic behavior and demographic processes in order to ensure demographic security, demographic development and achieve demographic optimum in a certain territory. The subjects, objects and goals of demographic engineering are defined. The concept perspective as the research object is confirmed. The obtained result is the first step in a new direction that can grow into a methodological basis for upcoming research in the field of demographic development management. The article will serve as a basis for understanding the current context in the field of

social engineering of demographic processes, will be useful for scientists and specialists in the demographic process management, sociology, reproduction psychology and population health care, as well as all those interested in demographic and family policy issues.

**Keywords:** demographic engineering; population engineering; demographic projects; demographic design; management of demographic processes.

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#### PROSPECTS FOR THE HUMAN POTENTIAL OF TERRITORIES DEVELOPMENT: DEMOGRAPHIC COMPONENT

**Abstract.** The article is devoted to the demographic component disclosure of the territories' human potential formation. Human potential at the territory is not just living people, but also a significant factor that determines the territory's regional identity. The human potential formation and development problem is one of the most urgent humanities' problems. The territory's human potential can be assessed as a set of population' needs and abilities, as well as readiness to realize these abilities. The human potential structure analysis based on the component approach will make it possible to predict and design its further development in conjunction with various subsystems of the regional economy. In addition, in the context of an objective and comprehensive territories' competitiveness analysis, the current human potential level in itself is an effectiveness indicator of the state programs implementation for the regional development. The analysis results of high, low and medium forecasts of life expectancy and total fertility rate from the human potential formation standpoint are presented. The analysis results showed that it is necessary to use more complex integrated indicators that characterize the children's health prospective state, as well as the nature of survival, in the process of taking into account the demographic component influence on the human potential formation.

**Keywords:** human potential; demography; reproduction; life expectancy; health.

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#### MEDICAL AND DEMOGRAPHIC SITUATION IN PROVIDING MEDICAL CARE TO RURAL POPULATION IN THE TAMBOV REGION

**Abstract.** The article assesses the situation of the Tambov region among the regions of the Central Federal District according to the dynamics of changes in the main indicators of the healthcare state and demographic characteristics in rural areas. Changes in the main health indicators of the Tambov region over a 17-year period in the context of the urban and rural population were revealed: the provision of beds, nursing staff, outpatient clinics and feldsher-obstetric stations per 10,000 rural population and others. The main emphasis is placed on ranking municipalities of the Tambov region according to three medical and demographic indicators: birth

rate, mortality rate and natural population growth in order to identify territories that are dysfunctional in terms of providing medical care to the rural population. The analysis showed the persistence of negative trends in the birth rate decline and natural decline increase in rural areas. In 2020, there was also an increase in mortality; mortality rates were analyzed by cause. This study emphasizes the need for further research in order to identify the specific causes of continuing negative trends in medical and demographic situations to provide medical care to the rural population in each of the identified disadvantaged territories of the Tambov region.

**Keywords:** medical and demographic situation; ranking; medical care; rural population; health care.

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#### INVESTMENT ATTRACTIVENESS OF THE ORENBURG REGION

**Abstract.** The socio-economic situation of the region largely depends on many factors, including investments, the scale, structure and effectiveness of which largely determine its condition and development prospects. Changes in the investments quantitative ratios affect the volume of social production and employment, the growth of the population welfare, structural shifts in the national economic complex, the industries and economical spheres development. In modern conditions, when the subjects of the Russian Federation carry out significant socio-economic development programs, the investment attractiveness of the territory is especially important. Increasing the investment attractiveness and investment activity intensification in the region is a necessary condition for strengthening its competitiveness. The article presents the Orenburg region investment attractiveness analysis. It is noted that in recent years of the current 2021, the Orenburg region has significantly increased its position in the leading country ratings, which was the result of the regional authorities' systematic work. In order to minimize the identified investment risks and use the existing investment potential of the region, the author gives key recommendations aimed at increasing the investment attractiveness of the Orenburg region.

**Keywords:** investments; investment attractiveness; investment activity; investment potential; investment risks; Orenburg region.

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#### SMALL BUSINESS IN THE POST-PANDEMIC PERIOD IN THE DIGITAL ECONOMY

**Abstract.** The information technologies' introduction in various fields of activity has led to the creation and development of the digital economy. This article examines how the digital economy affects the modern small businesses development. IT creates proper functioning and

competitiveness in the current economic environment. The digital strategy analysis has been done. Threats and adverse consequences of the digital economy for information security, both for business and for the state as a whole, are analyzed. Modern digital technologies support and improve the customer service quality, contribute to the many processes' optimization, improve financial performance, increase business transparency, as well as increase the management decisions efficiency. The authors raise the issue of the small businesses' readiness to use new technologies. This study makes it possible to determine what core entrepreneurs' competencies may be in demand in the digital economy. The key trends in the transition to the digital economy are identified, a positive dynamics of the robotization level is established, and the small and medium-sized businesses' transition towards digital competencies is substantiated on the basis of foresight and regression-correlation analysis. A number of problems created by the digital economy have been identified: low control in the service sector, an increase in the number of fraudsters; job cuts; an increase in the threat of information and data leakage; the knowledge does not correspond to current realities.

**Keywords:** entrepreneurship; digital economy; strategy; analysis; innovation; finance.

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#### WORKFORCE' DIGITAL COMPETENCIES DEVELOPMENT ACCORDING TO THE "SMART SPECIALIZATION" OF THE REGION CONCEPT

**Abstract.** The necessary changes in the labor resources' competencies management practice are considered in this article in accordance with the "smart specialization" of regions concept. The "smart specialization" and "competence management" theoretical concepts analysis and their implementation practice in the European Union countries was carried out. The "growth engines" for the Sverdlovsk region were identified according to the Higher School of Economics. The study shows that for subjects of the Russian Federation with predominant employment in traditional manufacturing industries, the strategy of "smart specialization" is focused on industry competencies development with the innovative and digital component that increase labor productivity. An analysis of the Sverdlovsk region's digitalization level was made in terms of the Internet use, information and communication technologies, the electronic document management use in organizations, the personal computers provision for employees, as well as in households, which was supplemented by the sociological survey results' analysis: managers of 105 largest employers in the Sverdlovsk region were interviewed. Based on the competency development strategy, which includes 5 main areas: information literacy, communications and cooperation, digital content creation, information security and digital development, the educational environment elements necessary for the all strategy's areas implementation are identified.

**Keywords:** smart specialization; competence management; competence development strategy; competencies' demand and supply synchronization; digital competencies.

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#### STRATEGIZING PARADIGM DEVELOPMENT IN THE REGIONAL ADMINISTRATION

**Abstract.** The article is devoted to the substantiation of the need to change the strategizing process paradigm based on the study of the stakeholder model evolution and the identification of the risk field for the resort area development. A new strategizing paradigm in regional management is presented, based on the joint creation concept of a common value by stakeholders, which is the regional development strategy. It is shown that the strategic management system should be built on the basis of the value approach integration, the common value joint creation in the digital transformation of the strategic process context, taking into account the requirements for minimizing, mitigating the identified imbalances in regional development based on increasing the interconnection and mutual consistency of forecasting and planning parameters, a unified methodology for territorial strategic planning, implementation through project management. The strategizing process specific features at the present stage, the need to change the paradigm in connection with new trends in relationships, the network society development, the risks growth, the need for project activities balanced with strategic guidelines for the municipal economy modernization and diversification are identified. The article analyzes the creating a common value scale, carried out through project activities on the Yevpatoria urban district of the Republic of Crimea territory, presents the projects necessary for the resort city further development.

**Keywords:** stakeholders; values; strategizing; paradigm; regional strategy risks.