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TOOLS FOR IT-SPECIALISTS' RETAINING IN THE LABOR MARKET TRANSFORMATION CONTEXT

Abstract. The labor market for IT specialists is in a transformation state associated with a number of contradictory trends: the experienced professionals' relocation, a large influx of low-skilled and inexperienced programmer courses graduates, a wide salaries' spread for IT specialists in different economic sectors. The labor market state gives rise to a rather intense staff turnover, including its flow from state organizations to large business structures with more favorable salary offers. The article contains an analysis of the reasons for the IT-specialists' dismissals from large federal organizations that have regional divisions in Yekaterinburg. Based on the data for 2020-2022, interpreted for this study purposes, it is concluded that the main reasons for this category layoffs are high salary offers from other employers, the lack of opportunities for vertical mobility within companies, poor intra-team interaction in remote work conditions, poor quality of feedback. The results of the staff engagement assessment conducted in October 2022 and the analysis of the current retention showcase were also analyzed. In order to retain valuable employees, we propose a tools system that allow to solve partially the problem of excessive IT personnel turnover upon retirement.

Key words: IT specialists; IT specialists' labor market; IT specialists' turnover; layoff reasons; retention tools.

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BUSINESS MODELS USED BY MODERN MARKETPLACES

Abstract. Marketplaces have existed for a long time, but in the last couple of years they have become especially popular. The reason for this was the information technology development, the accelerating society pace and, of course, the global pandemic and quarantine restrictions over the past three years. The entrepreneurs use marketplaces as a means of communication with customers, that can be considered as a business model, and therefore it is important to understand the marketplace features as a tool for creating value for customers. From the point of theory, marketplaces are studied as electronic platforms, as electronic systems and as a business model in this article; the universality of the latest approach is revealed, and the electronic trading platforms' operation methods are determined. Four marketplaces' business models have been identified: commission, subscription model, model with a fee for placement and mixed. A characteristic is given for each model, its advantages, disadvantages, a way to attract customers are analyzed, marketplaces' examples are given. The largest marketplaces in Russia were identified, their analysis was carried out in terms of the number of entrepreneurs, sales volume, average customer check, active audience and the business model.

Key words: marketplace; business model; value proposition; commission model; subscription model; accommodation fee; mixed model.

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RUSSIAN TAX POLICY IN THE SANCTION PRESSURE PERIOD

Abstract. The economic sanctions imposed by unfriendly countries, along with the impact of the COVID-19 pandemic consequences, have led to significant changes in the economic, financial, political and other spheres of Russian society, and could not but affect the tax policy pursued in the Russian Federation. Tax policy affects various areas of companies' activity, both large, small, and medium-sized. The article examines the Russian tax policy during the period of strong sanctions pressure. In the first part of the article, based on the consideration of the modern Russian tax system essence, the fiscal significance assessment of special tax regimes was carried out based on the tax burden in the Russian Federation indicator. A macroeconomic assessment of the special tax regimes' fiscal function in the Russian Federation led to the conclusion that such regimes usage does not have a high fiscal significance in the country. Further, an experiment of a special tax regime "Automated Taxation System" for small and medium-sized organizations is analyzed. In the second part of the article, the main small and medium-sized businesses taxation problems, as well as the advantages and disadvantages of the Automated Taxation System regime, are identified.

Key words: tax policy; opposition to European countries; tax authority; taxpayer; fiscal function; tax incentives.

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ON THE ISSUE OF THE CREATING ONLINE STORE FEATURES IN 2023

Abstract. In this article, the author discusses the online store creating issues in 2023. It is emphasized that today the prospects for the e-commerce market development are made up of a whole system of factors, which determines the wide possibilities for the company to create an online store. The e-commerce market volumes in the Russian Federation are analyzed. The advantages and disadvantages of Internet trading compared to offline trading are highlighted, as well as some problems and prospects for integration into the Internet trading system. Additionally, the advantages of Internet commerce are systematized in three areas: overcoming "traditional" trade barriers, the specifics of online sales, and situational advantages in 2022-2023. The article also focuses on the system of legal and regulatory acts and features that determine the online store functioning. The result of the study was the algorithm proposed by the author for creating a store on the Internet and a step-by-step method for creating online store, consisting of four stages and including long-term development trends; it takes into account the flexibility and adaptability of

creating a business model development policy and forming the basis for the business entity activities when integrating into the e-commerce market.

Key words: online store; online store creation; Internet commerce advantages; legislative regulation; sanctions; new niches' opening; opportunities for developing activities in a crisis.

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IMPACT OF MODERN TRENDS IN THE BANKING SECTOR OF THE RUSSIAN FEDERATION ON RISK DISCLOSURES IN FINANCIAL STATEMENT

Abstract. The article describes the modern processes taking place in the banking sector, which make certain adjustments to the banks' activities and confront them with new risks. From the generated risks point of view, such modern processes as the geopolitical situation, banking processes digitalization and changes in banking regulations are analyzed. The factors (SMO, pandemic, sustainable development, etc.) that lead to instability in financial markets and high economic uncertainty, which result in such risks emergence as sanctions risk, information risk, cybersecurity risk, technology risk and climate risk, are considered. These risks impact both on the state and banking sector further development and on the information disclosure about risks in the financial banks' statements was assessed. Banks are advised not to limit themselves to mandatory information disclosure about risks, but to assess the risks materiality arising from new processes in terms of their potential impact on the financial position and banks' performance in order to understand whether the risk disclosure omission may affect the financial reporting users' economic decisions.

Key words: bank; financial statement; information disclosure; geopolitical situation; digitalization; green bonds; sanctions risk; information risk; cybersecurity risk; technology risk; climate risk.

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EDUCATION ECOSYSTEM AS A KEY INNOVATION SUSTAINABILITY ASPECT IN THE RUSSIAN FEDERATION

Abstract. Over the past year, the Russian economy has experienced tremendous external and, as a result, internal economic pressure: on the one hand, an unprecedented number of sanctions that directly affect the economy, on the other, as a result, the disruption of existing economic ties and supply chains. All this entails a significant increase in costs for both business and the state, especially in knowledge-intensive areas, as well as complicating innovation and industrial production. The active innovative development importance for the Russian economy is also due to the number of advantages presence over our competitors in the field of staffing. The main idea of the article is: the most strategically correct to ensure the country's economic and innovative sustainability will be the development of a unified "ecosystem" policy in education, which will gradually ensure intellectual import substitution in all sectors most dependent on

external factors, thanks to the development of the Russian citizens' intellectual potential, starting from schools to universities. The article analyzes the education system transition to an ecosystem and concludes that the education sector's "ecosystemic" level is still in its infancy and is fragmented at this development stage.

Key words: general education; higher education; innovation; national projects; national economy.

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PROBLEMS OF REGIONAL POSITIONING (TOMSK AND THE TOMSK REGION CASE STUDY)

Abstract. This article is devoted to the study of the Russian regions' positioning on the example of Tomsk and the Tomsk region. During economic sanctions and serious changes taking place in the structure of Russian market, a regional brand can become an important strategic tool to help reduce budget deficits, increase the attractiveness and improve the regional economy. Creating a strong regional brand is impossible without its competent positioning. The article analyzes the current state, priority areas and problems of Tomsk and the Tomsk region positioning. The results of the study concerning the perception of the region peculiarities by Russians are presented. A sociological study was conducted with the authors' participation by interviewing Russian residents about their attitude towards domestic goods and associations that they have with the Siberian region and the Tomsk region. The study showed a discrepancy between the associations of the region with the strategy for Tomsk positioning. The reasons are identified and the necessity of using design tools to increase the Tomsk region investment attractiveness and to promote the region in the positioning context is substantiated. According to the authors, three areas of design tools application in the region promotion are relevant: the identity of the region, environmental design, and communication design.

Key words: regional brand; import substitution; positioning; design, Tomsk region; brand communications.

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ANALYSIS OF APPROACHES TO INTERREGIONAL CONNECTIVITY STUDIES: INTERPRETATION AND EVALUATION PROBLEMS

Abstract. The article is devoted to the analysis of approaches to the interregional connectivity's interpretation and evaluation. Connectivity as one of the principles of spatial development seems to be a hot topic in modern economic research. The methodological basis of the study was general scientific methods, as well as various methods of analysis, including the scientific literature on relevant topics analysis. The information base of the study was scientific publications on interregional connectivity. Among the results of the study, it can be noted that in

the Russian scientific community, the interregional connectivity problems are at the initial stage of their study. This conclusion is made on the basis of an existing approaches analysis to the definition “interregional connectivity” and its assessment: it can be traced in the absence of a single and, most importantly, multifaceted approach to understanding and typology, as well as the use of predominantly mathematical methods for assessing connectivity. Based on the analysis, the author has identified a promising field for future research in this area, which presents the methodological basis for the interregional connectivity comprehensive assessment, as well as the definition and identification of connectivity types, taking into account various aspects of this socio-economic phenomenon.

Key words: interregional connectivity; space; socio-economic development; scientific approach; mathematical modeling.

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MANAGEMENT APPROACHES AND LABOR EFFICIENCY ASSESSMENT OF NON-TEACHING AND AUXILIARY STAFF

Abstract. The article deals with the problems of work efficiency increasing for higher education employees in the digitalization context. It should be said that if the work efficiency issues for the teaching staff in the digitalization context are widely studied by scientists, then the non-teaching and auxiliary universities employees’ work remains unexplored. In this regard, there is a need to study the features of the workers’ labor function and its transformation under the sixth scientific technological order influence, as well as the introduction of the non-teaching and auxiliary universities employees’ labor efficiency concept. This article analyzes the data obtained in the empirical study conducted by the author using a questionnaire survey of non-teaching and auxiliary universities employees. The non-teaching and auxiliary universities employees’ working-time loss is revealed also on the basis of their working day self-photographs, and potential reserves for increasing labor efficiency in the digitalization context are assessed. The article proposes the author's interpretation of the "non-teaching and auxiliary universities employees’ labor efficiency” concept; the author's approach to the calculation of the non-teaching and auxiliary universities employees’ labor efficiency is substantiated and proposed; and its application is substantiated in the bonus part of the non-teaching and auxiliary universities employees’ salary.

Key words: labor efficiency; labor stimulation; non-teaching and auxiliary employees; university; labor activity digitalization.

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EVOLUTION OF SCIENTIFIC APPROACHES TO INDUSTRIAL DEVELOPMENT OF THE TERRITORY

Abstract. Industrial development in any economic system is one of the basic conditions for ensuring a decent living standard, the solving social problems possibility, and ensuring sustainable positive economic growth rates. The features of the territories have been largely overcome in the modern economy due to natural characteristics, but the differences generated by the economy development processes itself (industrialization processes, innovative development processes, globalization processes) are becoming more and more intensified, which changes the significance

of the factors that determine the industrial development direction and efficiency. The industrial enterprises development is the dominant element in the territory development in many ways. Some industries can develop without reference to the climatic, geographical, social territory characteristics. Other industries are tied to these parameters and can be effectively created only in a number of territories. The article presents evolutionarily scientific approaches to the territory industrial development processes: A. Smith, K. Marx, J.M. Keynes, F. Hayek, A. Marshall, J. Schumpeter and modern scientists. An analysis of theoretical approaches to industrial development issues based on a synthesis of the various economic schools' views allowed the author to identify the most significant industrial development elements in the modern economy.

Key words: industrial development; regional rent; efficiency; productivity; economic growth.

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REGIONAL SPECIFICS OF LABOR POTENTIAL IN SPECIALIZED LABOR MARKETS

Abstract. The article analyzes the situation on the specialized labor market in four regions of the Middle Volga region of the Russian Federation by professional group of engineering and technical specialties. The analysis was carried out to identify the correspondence between the training volumes, the employment educational structure, the structure and dynamics of active resumes and vacancies. The purpose of the study is to identify demand trends for engineering qualifications in a strategic perspective to overcome the coronavirus pandemic consequences and sanctions restrictions with the production reformatting to import substitution. As a research result, trends have been identified for a gradual increase in the share of employees with vocational education and a reduction in the young specialists' output in the engineering group, which, according to the authors, may affect the economic development of regions adversely in the future. The structure of supply and demand in the regional labor markets of the Middle Volga region is determined, which is characterized by a moderately competitive situation with some unsatisfied demand from employers. As a result, in two regions (Samara Region and the Republic of Tatarstan), salary offers exceed the job seekers' expectations, in the other two regions the labor market is less attractive for job seekers. The necessity of advanced engineering and technical specialists' training with basic digital skills is substantiated.

Key words: qualification; engineering and technical specialists; digital skills; labor potential; supply in the labor market; job market demand.

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STRUCTURAL SHIFTS ASSESSMENT IN THE POPULATION AGE COMPOSITION IN RUSSIAN REGIONS

Abstract. The article is devoted to the Ryabtsev index usage in the structural changes analysis in the population age composition. The empirical basis of the study is the Federal State Statistics Service's official data. In the main part of the article, the author calculated the Ryabtsev index to determine the values of shifts in the population age structure of Russian regions in 2002-2022. It was revealed that in the country as a whole, structural shifts in the age composition are insignificant. Three groups of regions presence has been established: with "identity of structures",

with “a very low level of difference in structures”, “with a low level of difference in structures”. The largest share is made up of regions with a very low level of difference in structures (67.8%), the number of regions with a low level of difference in structures is two times less than the number of regions with identical structures. In conclusion, the author considers the methodological problems of ensuring the structural changes assessment and concludes that it is necessary to improve the methodological tools.

Key words: structural shifts; population age structure; Ryabtsev index; structural differences measure; regions of Russia.

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GREEN ECONOMY CONCEPT ESSENCE

Abstract. The article presents the "green economy" conceptual apparatus through the analysis of foreign and Russian scientific literature. It is emphasized that this term has been actively studied since 2012. Based on the analysis, two main approaches to the "green economy" definition are identified: sectoral (as a set of economic sectors) and productive (as a result of changes in the economy), and the author's definition is presented, its differences and advantages in comparison with existing ones. Further, the article analyzes how the elements of the "green" economy correlate with the sustainable development goals and the "green economy" principles implementation's degree in the Russian economy; implementation constraints and necessary strategic changes are identified in each of the "green economy" areas (resource-saving processes, technologies and products; environmentally friendly processes, technologies and products; ensuring sustainable socio-economic development) for an effective "green transition" in the Russian Federation. At the end of the article, it was concluded that the Russian Federation has significant potential for the "green economy" development due to the raw materials diversity and the high labor resources' ability.

Key words: green economy; ecological economics; sustainable development goals; green transition; sustainable development.

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THE IT USAGE FOR THE ENTERPRISE'S ECONOMIC SECURITY ASSESSMENT

Abstract. The article is devoted to the possibilities of usage IT for assessment the enterprise's economic security in the face of growing threats to cybersecurity. The paper discusses the basic concepts and methods for assessing the enterprise's economic security using IT, and defines the enterprise's economic security. The author describes the technologies used to assess the economic security, and analyzes examples of the successful such technologies use for risk assessment and security management. The advantages and risks of using IT to assess the enterprises' economic security are systematized further. Based on the studied methods and examples, recommendations were developed for the IT use to assess the enterprise's economic security. Also, the effectiveness of such usage was evaluated based on existing research and practical results: the information security audit methodology successful implementation at Kaspersky Lab analysis, the IBM QRadar system, the integrated methodology "Information Systems Security Assessment System", risk management methodology "Factor Analysis of Information Risks". In conclusion, the factors for improving the efficiency and accuracy of risk assessment and speeding up decision-making processes using modern techniques are highlighted.

Key words: IT technologies; economic security; risks; risk management; risk assessment.

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THEORETICAL BASIS AND BACKGROUND OF CHINESE SPATIAL ECONOMIC DEVELOPMENT

Abstract. Theoretical basis and background of China's spatial economic development and globalization impact on this process as well as issues and opportunities, which appeared because of country's economic integration with the world are considered in the paper; regularities and features of China's regional development are also researched. Besides, the role of innovation and technologies in China's economic development is investigated, importance of regional development and private capital for economic progress stimulating is defined, also key factors and background of China's spatial economic development are revealed. The theoretical basis of the study was the theories: new economic geography, internal colonialism, regional development and endogenous growth. The economic directions, the successful development of which is closely connected with the China's regional development, and their interaction vectors are determined. The main of them are industrialization, increasing of export potential and private sector share in economics, as well as the orientation on producing technologically complex goods and attracting foreign investment. It is emphasized that each of those directions is reflected in the Chinese leadership policy and balanced decisions aimed at using the country's geo-economic advantages.

Key words: spatial economic development; spatial economics; regional economics; resource potential; issues of spatial economic development.

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ECONOMIC SECURITY OF THE REGION IN THE DIGITAL TRANSFORMATION

Abstract. The region's economic security is an integral element of the country's economic security, since the region, being a single socio-economic territorial entity, at the same time is a part of the socio-economic system of the whole state, which implies the need to maintain a balance, regional and national interests' equality. In this article, the author develops the theoretical aspects of ensuring the region's economic security on the example of the Tambov region. The "economic security of the region" definition analysis available in the scientific literature is presented, their shortcomings are identified, and the author's definition is proposed, designed to overcome these shortcomings. The available methods, criteria and indicators for assessing the regional economic security's level are analyzed, it is revealed that the proposed methods do not contain evidence-based threshold values of economic security indicators. Threats to the economic security of the Tambov region in the social, economic and environmental spheres have been identified; threats are identified, the prevention of which is of paramount importance for the regional economy. It is noted that the transition to digital transformation, which consists in the public services range formation for the consumer of the economic system, is of particular importance for ensuring the region's economic security.

Key words: economic security; threats; regional security; digital transformation; indicators of economic security.

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TOOLS FOR PRODUCTION MANAGERS' TRAINING AND DEVELOPMENT

Abstract. The purpose of this article is to study the tools for production managers' training and development. Methods: search and sources analysis, systematization. Results: the results of the study provide tools and methods that allow to develop the production manager, as well as to production department efficiency increase. Based on the study, such tools as Astral.EDO, F.Doc paperless office on the Faktura.ru platform, and the KPI scorecard were proposed. Conclusions: incentives for managers are not only monetary (payments and bonuses). The opportunity for career growth makes any specialist work more efficiently. The motivating factor has a double effect □ the manager will receive not only a salary increase, but also an incentive to reach new heights, which will affect the company's profits. Privileges and bonuses will be seen as nice additions that can increase motivation for effective work. Thanks to coaching technology, it is possible to identify the employee's potential in order to increase the effectiveness. Coaching refers to counseling, which is carried out through the conversations, questions, and the tasks formation techniques. Coaching should include game tasks, which will allow to liberate the manager's mind and get rid of stereotypical beliefs. This training will increase his/her productivity.

Key words: production manager; production; incentive; motivation; skills.

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COMPARATIVE ANALYSIS OF DEVELOPMENT TEAM WORK ESTIMATING METHODS

Abstract. It is important for every development team to properly evaluate their work in order to achieve their goals and meet deadlines. There are several methods of performance appraisal, each with its own advantages and disadvantages. Some teams use absolute hour estimates to more accurately estimate the amount of time needed to complete certain tasks. However, this can take a lot of planning time. Relative assessment in storypoints allows you to quickly assess the complexity of tasks and use this indicator as a unit of measurement, but it is not always convenient for large projects and requires a certain skill in evaluating work in relative units of measurement. On the other hand, #noestimates approach means not grading at all, which can be helpful for teams that find grading ineffective or who can't rate their work in hours or storypoints. Ultimately, the choice of method depends on the specifics of the project and the experience of the team.

Key words: Agile; management; planning; estimating; absolute estimating; relative estimating; story points; noestimates.

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STRATEGY DEVELOPMENT FEATURES IN HIGHER EDUCATIONAL INSTITUTIONS OF THE RUSSIAN FEDERATION

Abstract. The article is devoted to the study of the strategies development in higher educational institutions of the Russian Federation. The strategic management relevance for universities in the current socio-economic transformations is proved. In the course of the study, the author analyzed the current situation with strategic planning and forecasting, typical mistakes in the university's strategic management, identified shortcomings and problematic points. The article substantiates the need to move from "strategy-launch" thinking, aimed at writing and launching a strategy, to "strategy-success" thinking, aimed at regular strategy adjustment. Based on the received information and international experience, an author's algorithm for drawing up a strategic development plan has been developed, which includes five interrelated stages: understanding the current situation, determining the vision and values, concentrating strategic planning efforts on key areas, translating plans into real actions and measuring progress. The article also contains examples of the universities' activities at each of the proposed stages. Following this algorithm will allow higher educational institutions of the Russian Federation to organize their activities consistently and systematically in a competitive educational environment, which will increase the likelihood of achieving their strategic goals.

Key words: strategy; plan; educational organization; Russia; market.

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THE TOXIC HR PRACTICES' CLASSIFICATION IN RUSSIAN COMPANIES

Abstract. The article is devoted to the theoretical provisions' development on toxic HR practices. The theoretical basis of the article is J. Pfeffer's position on the social pollution phenomenon within the social well-being concept. Empirical material for analysis was taken from the Antijob.top website, which forms a black list of Russian employers and contains feedback from employees, in most cases former ones, about the unscrupulous (toxic) management practices usage. The generalization and typology methods were used in the analysis, the empirical material was studied using narrative analysis. Based on the results of the study, the author presented a comprehensive toxic HR practices classification according to seven logical bases: compliance with legislation, practices' content, scale of use, occurrence nature, occurrence source, application result, functional subsystems of the HRM system, the latter are taken from the A. Ya. Kibanov's concept. For each logical basis, the article presents not only the groups of practices title, but also specific examples. In addition, based on the narrative analysis for each of the selected groups, narratives' examples are given that confirm the use of such toxic practices in organizations from the black list of employers in Yekaterinburg.

Key words: toxic HR practices; toxic leadership; toxic staff; toxic practices classification; functional HR subsystems.

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ENTERPRISES DESIGN BASED ON BLOCK-MODULAR APPROACH (SHIPBUILDING CASE SYUDY)

Abstract. The article deals with the issues of block-modular design at industrial enterprises based on industrial production technology as an important direction of increasing the enterprise flexibility, the ability to respond quickly and at low cost to changes in the external environment. The purpose of the study was to form the general block-modular design principles of the industrial

enterprise's structure. The objectives of the study were to study the methodological prerequisites for the formation of modern organizations' block-modular structures, as well as the enlarged list of ship-building enterprise's modules formation. The research methodology is based on methods of analogy, information structuring based on an object-oriented approach (this approach has proven itself well in computer programming and design), goals decomposition, general scientific methods of analysis and synthesis. The block-modular design is based on industry-specific production technology, divided into separate stages and within each stage further according to the functionality of individual activity areas. The minimum module capable some function performing within the enterprise is a room (or part of a room) with installed equipment and staff for work. The results of the study can be used in designing industrial enterprises and modulating existing structures.

Key words: block-modular approach; design; industry technology; modular structures; restructuring; shipbuilding; technological stages.

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OPTIONS SELECTION FOR ASSESSING THE EFFICIENCY OF THE ERP SYSTEMS' IMPLEMENTATION

Abstract. This article analyzes the existing methods for evaluating the digitalization tools implementation effectiveness on the example of ERP systems. Based on this analysis, an assessment of the methods sufficiency described in the analyzed studies was carried out. It is revealed that the Return on Investment (ROI), the economic value added (EVA), Net Present Value (NPV) calculation for an up-to-date assessment of the digitalization means implementation effectiveness is not enough and re-quires an additional assessment of the business processes effectiveness changed during implementation. The following techniques have been studied: the K.K. Chuprov's "Express method", the L.A. Kozeroed's "Methodology for assessing the economic efficiency of enterprise business processes", "Methods for evaluating the effectiveness of business processes in the agro-industrial complex" by E.V. Titova, G.A. Sergutkina, D. Martey and others are considered. According to these methods, the results' correlation of the business processes efficiency with the financial organizational indicators absence is noted. A comprehensive methodology for evaluating the digital tools implementation effectiveness is proposed by calculating the Return on Investment (ROI) and Net Present Value (NPV), as well as evaluation of the business processes functioning effectiveness changed during the ERP system implementation based on the "Methodology for evaluating the effectiveness of business processes in the agro-industrial complex" by E.V. Titova, G.A. Sergutkina, D.Martey.

Key words: digitalization; ERP; efficiency assessment; business processes; return on investment.