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ANALYSIS OF THE CHRISTIAN IMAGES USAGE IN MARKETING COMMUNICATIONS

Abstract. The article is a small part of the study about how mythical images are used in marketing communications, and focuses on the working with Christian images features. An attempt is being made to systematize the cases of the Christian mythical images' usage, to identify the main motives for their use, to build groupings based on quantitative and qualitative analysis of sample units, which will form the basis for building a general methodology for the mythical images' usage in marketing communications. Thus, the authors propose a grouping based on the image essence, which determines its assessment from the consumer's point of view and, in our opinion, determines the appropriateness of using a particular product in advertising. It was decided to name the groups allocated on this basis «Light», «Dark» and «Mixed». As it turned out, some product groups can use all three selected types in establishing communications with the consumer, while others can use only a special type. The fact is that each mythical image has its own history, its own character and associations, and therefore the very fact of its use without any explanation causes one or another reaction to it (for example, if we call cement «Hercules», this will be enough to read our intentions - the product durable, resistant, indestructible). For this reason, not all associations will be appropriate for advertising, for example, funeral services, sports organizations, etc. In addition to the proposed grouping and its foundations, we found some features of Christian images' usage: the need to take into account their «vitality», sacredness (unlike ancient mythology, for example, which is thought of as a cultural product) when used in marketing communications; their effectiveness for illustrating the extreme degrees of image qualities; their ability to smooth out the unsightly for the audience; their the potency to create a holistic narrative, which is necessary for focusing on the product, remembering it.

Keywords: marketing communications; Christian image; mythical image; commercial; branding; content analysis.

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CONTROLLING SYSTEM AS THE COMPETITIVENESS INCREASING FACTOR AT AGRICULTURAL ORGANIZATIONS

Abstract. The article discusses the controlling system formation for the agricultural organizations' economic sustainability, where it is proposed to make an agrochemical service as an information and analytical department, which will support management decision-making. The authors present an agricultural organizations' system for controlling the economic sustainability as a cybernetic system with two feedback loops. The existing areas of agrochemical service's activity at all stages of production tests are listed. The article proposes to create an agrochemical service to control the agricultural organization's economic sustainability; for this purpose, the main functions of the department are identified in the management context: planning function (development strategy, budgeting), accounting function (management accounting), basic analytical function (analysis of the core activities' effectiveness), control function (internal control and risk management), regulatory function (efficiency and cost management), research function (initiation of agrochemical experiments, experiences analysis, a strategy development for introducing innovations), marketing

function (participation in the product's creation, promotion and presentation process on the market). For each of the functions, the organizational structure of the agricultural service, policies, procedures, regulations and information systems are proposed. The necessary competencies for service employees are also disclosed.

Keywords: controlling; agrochemical service; economic sustainability; agricultural organization; agrochemical service functions.

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ON SOME ASPECTS OF THE MULTI-CONTEXT APPROACH TO THE ENTREPRENEURSHIP'S STUDY

Abstract. Youth entrepreneurship acts as a driver of the regional economy and contributes to the competitive ideas' implementation in the new realities of the modern world. The article discusses approaches to defining the youth entrepreneurship context. The world studies analysis of the multi-contextual approach to the youth entrepreneurship has been carried out. The article was written in order to identify the least studied areas of youth entrepreneurship research from the point of view of the contextual approach and to offer the authors' vision of some theoretical and methodological aspects of the multi-contextual approach to the study of both young people' entrepreneurial intentions and behavior. The authors' approach is presented to: (1) defining the unit of context analysis, that is, certain boundaries of the context that must be taken into account when assessing its influence on the young people entrepreneurial behavior; (2) substantiation of the approach to structuring the regional context of entrepreneurship. The types of youth entrepreneurship context are identified and systematized: business, social, spatial, institutional, technological. A graphical multi-contextual youth entrepreneurship model is proposed. The indicated approaches are elements of the scientific novelty and are of practical importance for the effective management decisions development aimed at increasing the young people involvement into entrepreneurship.

Keywords: context of entrepreneurship, internal context, external context, youth entrepreneurship, youth, regional economy, entrepreneurial behavior.

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BUSINESS PROCESSES IMPROVEMENT OF OIL AND PETROLEUM PRODUCTS' TRANSPORTATION AT AN INDUSTRIAL ENTERPRISE

Abstract. Modern challenges of the industrial economy aggravate problem situations associated with the transport services provision quality and completeness by service companies. Improving the transporting oil and petroleum products processes is aimed at minimizing risks/hazards/ accidents during the equipment and devices operation, increasing the competitiveness and sustainability of the Russian economy. The purpose of the study is to develop a set of measures to improve business processes for transporting oil and petroleum products. The subject of the study is

these processes mechanisms. The study used an integrated approach to understanding transportation business processes and applied a systematic approach to assessing the oil and petroleum products transportation system efficiency at an industry enterprise. Based on the study, the complexities of the processes under consideration are identified, modern approaches to understanding the business processes essence and research methods are presented, including processes factor analysis and main indicators of an industry enterprise assessment. The efficiency indicators of the hydrocarbon transportation process comparison were carried out. The proposed approach to digitalizing the delivering oil and petroleum products processes to an industry enterprise was tested by introducing a digital arrangement of the control point, which will reduce risks, costs, and increase the oil and petroleum products transportation efficiency.

Keywords: business processes; oil and petroleum products transportation; industrial enterprise; digital technologies; risks.

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MODERN APPROACHES TO THE EXECUTIVE COMPENSATION SYSTEM DEVELOPMENT AT THE HIGH-TECH ENTERPRISES

Abstract. The paper discusses the main approaches to the monetary incentives system development for management at high-tech enterprises. High-tech companies and their connection with innovation are identified. The non-fixed part of a manager's salary formation criteria, quantitative and qualitative characteristics that influence its structure and value in absolute terms are outlined. An approaches' analysis to the executive compensation formation and their application forms made it possible to substantiate that the optional contract is not applicable due to the difficulty of assessing the current value of companies and corporations in such high-tech sectors of the Russian Federation as aviation, rocket and space, nuclear and radio-electronic industry. An approximate list of key performance indicators included into the executive compensation at high-tech enterprise's development is proposed. We proposed a variant of distributing indicators among groups of managers using a two-level remuneration system as the example. The considered approaches can be used in the designing complex executive compensation systems at high-tech enterprises and corporations, as a subsystem of the organizational monetary incentives system.

Keywords: executive compensation; high-tech enterprise; corporation; top management; key performance indicator; innovative development program.

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SOME CONTRADICTIONS OF SMALL BUSINESS DEVELOPMENT IN RUSSIA

Abstract. The paper is devoted to the study of the contradictions in the entrepreneurship development in modern socio-economic conditions of the Russian Federation, therefore the paper does not discuss those contradictions that constitute the nature of entrepreneurship and are common to all countries. First of all, we conducted a bibliometric publications' analysis in the Russian scientific database eLibrary on the entrepreneurship development contradictions, determined the number of publications' dynamics and the most cited ones. After that, a statistical analysis of data on the small businesses development in Russia was carried out in the period from 2019, which is a relatively economically calm pre-pandemic period, to August 2023. The analysis showed that Russian small businesses recovered from the shock of 2020 and continued to develop, and labour productivity also increased. Next, two contradictions were explored in detail: between the proclaimed core modern

value of entrepreneurship and the historically felt core traditional values; between the large amount of energy requirement in developing a small business, which is more typical for young entrepreneurs, and the successful startups of pensioners over 60.

Keywords: entrepreneurship development; startup; development contradictions; Russian entrepreneurship; age of entrepreneurs.

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NEW APPROACHES AND TOOLS IN YOUTH EMPLOYMENT PROMOTING

Abstract. Ensuring the student youth employment is an urgent task of the modern state youth policy of the Russian Government, aimed at employment and increasing its competitiveness in the labor market. The scientific article presents the results of the latest approaches and mechanisms analysis in the field of the student youth employment promoting in Russia. The main changes in the labor legislation of the Russian Federation that regulate the remote employment are identified, which is relevant in view of the students' employment promoting. The methodological basis of the study was such theoretical approaches as subject-object, structural-functional, as well as system and comparative analysis methods. Statistical data on youth employment and unemployment in Russia were used as an information base. As a result of the study, the author found that new approaches and tools in the field of student employment promoting include improving the remote work regulation, which will allow this labor resources category to become more in demand for Russian employers. Also, the author refers to the students' universal competencies development as new tools, which makes them more competitive in the labor market.

Keywords: youth employment; youth placement; youth unemployment; youth labor force; student youth; employment promotion.

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DOMESTIC AND FOREIGN EXPERIENCE OF INTELLIGENT TECHNOLOGIES APPLICATION IN CUSTOMS AUTHORITIES

Abstract. This article analyzes the experience of using artificial intelligence technologies in the Russian Federation customs authorities and in the foreign countries' customs authorities such as China, the United States of America, Latvia, Finland, Estonia, Turkey, Australia and Japan. A comparative analysis of the intellectual technologies used by the customs authorities has been carried out. The main areas of artificial intelligence usage in Russia and other countries are highlighted, and the main currently used technical means with artificial intelligence elements in customs authorities are identified. The author calculated the intellectualization degree of customs processes in Russia and foreign countries. The potential for creating a "smart" gate in the Russian Federation similar to the United States or Australia has been assessed. This article draws conclusions about the possibility of adopting foreign experience of intellectual technologies using in the field of customs authorities' activities in order to increase the efficiency of customs control and speed up customs operations.

Keywords: artificial intelligence; intelligent technologies; Federal Customs Service; customs control; inspection complex; intelligent checkpoint; international experience; customs control; prototyping.

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VENTURE FINANCING FEATURES IN BUSINESS

Abstract. This article reveals the essence of venture financing, which is an important financial source for business development. The article also reveals the main venture financing features in business. The difference between venture financing and other types of financing is determined; secondary features of venture financing are noted. The venture financing types are analyzed: investment in a startup, investment in development, investment in operations and revival of an enterprise. The features of each type are highlighted. The main problems of venture capital in the economic modernization context are separately highlighted, the authors analyzed the legislative acts regulating the venture financing and identified the lack of legal grounds. Next, the authors compared indicators characterizing the venture investment development in the United States and the Russian Federation for the period 2020 – 2022. It was revealed that despite the growth of venture investments, the Russian economy lags significantly behind in this area. Based on the analysis and identified problems in the venture investment development, we suggest ways to solve them in the conclusion of the article, relating not only to improving legislation in this area, but also to creating public-private partnership mechanisms.

Keywords: venture financing; venture capital; investment process; venture financing features; private business.

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INDUSTRIAL DEVELOPMENT OF THE DONETSK PEOPLE'S REPUBLIC ON THE BASIS OF INTEGRATION PROCESSES ACTIVATION IN THE INNOVATION SYSTEM

Abstract. The article analyzes the current state of the industry of the Donetsk People's Republic and examines the trends in the main industries' development. The dynamics of such industries development as: metallurgy, coal mining, food and processing industry, mechanical engineering, chemical, light and pharmaceutical industries are analyzed. It has been established that the industry of the Donetsk People's Republic is gradually recovering and developing, but the industrial enterprises' innovative activity remains low. The analysis of the innovation system's constituent components was also carried out according to the proposed subsystems: science, education, business, innovation infrastructure and government. Based on the analysis, it was established that today the Donetsk People's Republic has only separate fragments of the innovation system that are not coordinated with each other. The most demanded forms of the structural elements integration forming the innovation system are considered on the "triple helix" model basis. To create appropriate conditions for this model implementation in the Donetsk People's Republic, it was proposed to act as a catalyst for integration processes by state executive authorities and, in particular, the State Committee for Science and Technology of the DPR. The authors have developed and presented a scheme of integration processes in the innovation system of the Donetsk People's Republic.

Keywords: industry; industrial development; innovation system; network partnerships; integration processes; catalyst for integration processes.

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FUNCTIONAL AND QUALIFICATION PARAMETERS OF THE INFORMATION TECHNOLOGY SPECIALISTS' LABOR ACTIVITY

Abstract. The article discusses the intellectual work definitions, and also proposes the author's approach to the intellectual work concept and the intellectual work product in the field of information technology. A scientific approaches to intellectual work analysis has been carried out, it has been determined that for the IT technologies there are still no recognized scientific studies on the content and results of intellectual work, and the author's approach to the intellectual work in IT technologies definition has been proposed. Analytical comparisons of Russian and international qualification systems in the IT technologies were carried out, the comparable criteria were identified as a result, according to which correspondence was made between Russian and international qualification levels and grades. The requirements analysis of the professional standard "Testing specialist in the field of information technology" for various qualification levels and comparison with vacancies' descriptions was carried out using vacancies for the group "IT systems tester" in the Samara region for the most popular job sites as the example. A significant discrepancy was revealed in the requirements for candidates in this professional group, both in terms of qualification requirements and in the range of performed functional duties. The need for further methods development for assessing the software testing specialist's intellectual work in the Samara region is revealed by comparing the requirements in vacancies and labor functions in the professional standard.

Keywords: intellectual work; information Technology; software testing specialist; labor functions; labor qualifications; labor assessment.

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METHODOLOGICAL APPROACHES REVIEW TO THE REGIONAL ECONOMY BALANCE ASSESSMENT

Abstract. The "balanced" concept interpretations heterogeneity, both in the scientific environment and in the public administration, led to a variety of ways to measure it. The article defines the ratio of the "stability" and "balance" concepts, their main characteristics are highlighted. In the main part of the paper, a systematization of methods for assessing the regional socio-economic systems development balance was carried out based on the analysis of Russian scientific literature. The author identified four main approaches to the assessment (administrative, factor, factor-target and proportional), their advantages and disadvantages are described. The analysis allowed to confirm the inequivalence of the economic system elements balance and the regional balanced development, since when determining regional proportions, it is necessary to strive not to equal structural elements, but to the most correct proportion. The conclusion was made about the need to build a comprehensive approach to assessing the regional economy balance, as well as the scientifically based development of balance proportions, which should be based on the place in the regional labor division, the level and approved targeted guidelines of its socio-economic development, as well as on the application of the comparability of regional economic systems principle.

Keywords: regional economy; balance; socio-economic development; balance of economics assessment; balance proportions.

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IMPROVING THE CONSTRUCTION AND TECHNICAL EXPERTISE'S EFFICIENCY OF RECONSTRUCTED BUILDING BASED ON ITS IDENTIFIED FEATURES

Abstract. The article is devoted to the improvement the actively developing narrow sphere of expert activity in the construction industry. The features of the conducting reconstructed buildings examination process and the increasing its economic efficiency possibility are considered. The object of the study is the objects' examination process that have undergone the reconstruction procedure. The article highlights the reconstruction concept and examines reconstructed objects located both on the territory of the Russian Federation and abroad. The main emphasis is placed on the theoretical and legislative basis for conducting the examination. An analysis of three construction and technical examination conclusions of reconstructed objects, normative and methodological documentation in the examination sphere was carried out, and personal experience in conducting professional activities was generalized. The procedure for carrying out construction and technical examination of reconstructed objects is examined in detail, using practical material; and such examination features are highlighted. The features of construction and technical expertise identified by the author act as a scientific novelty element and can be used for writing normative and methodological literature aimed at the expert work quality improving. A conclusion is drawn about the efficiency increasing possibility of construction and technical examination of reconstructed objects based on its implementation identified features.

Keywords: construction and technical expertise; expertise features; buildings reconstruction; examination efficiency; expertise conclusion.

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DIGITAL HUMAN RESOURCES MANAGEMENT IN HOTEL INDUSTRY: A BIBLIOMETRIC STUDY

Abstract. This study analyzed the scientific publications of digital Human Resources Management in the hotel industry in terms of: chronological evolution, authors, and geographical distribution. The analysis was made using the VOSviewer software for visualizing data. Bibliometric research indicators were used for the papers included in the Scopus database during the last ten years (from 2013 to 2023 period). An analysis has conducted for Digital Human Resources Management in Hotel industry to find out the development of the topic and the number of researches and documents published annually over the last 10 years. The results of the study showed an increase in scientific interest in this topic. The article presents not only the number of publications dynamics, but also a map of words. The main publications about Digital Human Resources Management in Hotel industry are also systematized. The study showed the development of the topic considering co-occurrences of keywords, co-authorship between the countries.

Keywords: Digitalization; HRM; Hotel industry; Digital HR; Bibliometric analysis.

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THE ORGANIZATIONAL FACTORS INFLUENCE ON THE EMPLOYEES' ENVIRONMENTAL BEHAVIOR

Abstract. The last decades global trend in the socially responsible companies practice is the commitment to the respect for the environment issues, which is expressed in the transition to new principles and approaches in solving environmental problems. In the organizational environmental management practice, much attention is paid to improving the competence, staff involvement and their eco-oriented behaviors formation. Despite the employees' environmental behavior importance for the corporate initiatives' success in the field of environmental protection, there is a limited amount of data on the such behavior mechanisms. The article presents the study results of the individual (internal) and organizational (external) motivation factors influence for the Russian employees' environmental behavior manifestation. The theoretical basis of the research is the environmental HRM concept, the employees' environmental behavior theory, as well as the results of research by foreign and Russian authors on environmental staff motivation. Empirical base: Russian enterprises of the oil and gas industry. The research methodology included a survey of employees. Statistical analysis was carried out by the modeling structural departments method. The obtained results showed that organizational factors in the form of broad information to employees about the environmental policy and company's environmental results, as well as in the form of active support from management, do not have a reinforcing effect in the manifestation of EPS, based on individual values and the employees' attitude to solving environmental issues. The results of the study will be useful to enterprises when choosing measures to form an environment in the organization that allows employees to realize their environmental values in their daily work activities. They can also be used for a wide range of future research in the employees' environmental behavior sphere.

Keywords: employees' environmental behavior; environmental motivation; environmental values; incentives; organizational support.

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PROBLEMS OF BUSINESS PROCESSES' OPTIMIZATION AT OIL AND GAS ENTERPRISES IN RUSSIA

Abstract. This article is devoted to the business processes analysis at Russian oil and gas companies and their optimization problems' identification. Business processes' optimization is considered as a direction of continuous enterprise management system improvement to ensure an increase in its efficiency. Business process optimization includes identifying the existing process structure, its goals, used resources, identifying areas for improvement, modeling the improved process, testing and subsequent implementation. The oil and gas sector features as a key sector of the Russian economy, the specifics of the current business processes' structure are considered. The main business processes' structure, which is typical for large oil and gas producing enterprises in Russia, is analyzed. The "to be" and "as is" models' comparison in the Russian oil and gas sector was carried out and the advantages and prerequisites for optimizing business processes were identified. The paper identifies the main factors and challenges affecting the Russian oil and gas sector, identifies existing

problems of optimizing business processes, which are (1) a complex, heterogeneous organizational structure of oil and gas companies, (2) information distortion, (3) lack of feedback from workers. Based on the analysis, proposals were formulated for applying an integrated approach to optimizing business processes at enterprises in the oil and gas sector of Russia.

Keywords: oil and gas sector; enterprise management; management improvement; business processes; optimization methods; optimization problems.

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METHODS FOR ASSESSING HUMAN RESOURCES IN THE MANAGEMENT EFFICIENCY SYSTEM

Abstract. Changes in the business environment make urgent the issue of increasing the corporate management efficiency, in particular, optimizing its constituent elements. There is an increasing need to implement effective HR management as one of the key factors in creating competitiveness. This paper is devoted to the methodological basis for assessing human resources analysis, which includes mathematical and analytical techniques that make it possible to determine the employees' potential. The main management effectiveness system elements are presented. The purpose of the study is to analyze methods for assessing human resources applicable to constructing effective HR strategies. To achieve the goal, economic and mathematical methods are considered that can be integrated into the management efficiency system: regression analysis, multidimensional scaling, multicriteria optimization methods, cluster analysis, as well as approaches based on neural networks and machine learning. The analysis showed what mathematical and analytical methods can be effectively used to assess staff performance. The practical part of the paper presents the results of testing the mathematical methods usage for assessing human resources and developing the management efficiency system in an IT company developing software.

Keywords: management effectiveness; management strategies; human resource management; employee performance; human resources; human resource assessment; organizational conditions.

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CONSIDERING BUILDING STANDARDS IN EDUCATIONAL INSTITUTIONS DURING THE ECONOMIC SYSTEMS' ESG TRANSFORMATION PROCESS

Abstract. Sustainability is becoming more and more important for investors in various industries year by year: ESG-aspects of activity go beyond the business space into the non-profit and social environment. Environmental issues are in the focus of specialists' attention from various industries, including construction, which has a significant impact on the environment (about 40% of global carbon dioxide emissions are associated with the construction industry). In this regard, the

construction sector is faced with the reducing this impact task in order to curb undesirable changes in nature. The main today's construction industry trend has been the environmentally friendly technologies development and "green" construction. Russian and foreign scientists, as well as international organizations, are developing proposals for the sustainable construction practices development. Building codes, certification systems, etc. are among them. On the basis of these studies, this article theoretical part is built. The purpose of the article is to study the applying modern building codes possibilities and rules for educational institutions. The research methodology is based on the Russian and foreign scientists' papers analysis, world experience in the building codes and regulations usage, their application possibility in the education sphere.

Keywords: ESG; sustainable development; management; construction; education; ecology; sustainability; economics transformation.

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THE MUNICIPALITIES IMPORTANCE INCREASING IN THE SPATIAL DEVELOPMENT OF THE REGION MANAGEMENT

Abstract. Sustainable socio-economic development of the state necessitates managing the development of each territory. Currently, the Russian regions are highly differentiated in terms of the socio-economic development level. The same problem is observed within one region. The article identifies the effective management importance of the regional spatial development and analyzes the applied models for managing the regional economic zones, presents diagrams describing each of the models: unified management, associative management and mixed. The essence and methods of implementing the unified management of regional economic zones model are revealed. The advantages and disadvantages of the associative management model are especially emphasized. The advantages and forms of organizing regional economic zones management in a mixed model are determined, and it is concluded that this model is the most effective. Based on the analysis, the basis for creating a regional association of municipalities within the economic zone has been developed as a tool for increasing the management efficiency of the spatial development of the region: the main goals of creating an association of municipalities are systematized, the close cooperation importance of the association with representative and executive bodies of local self-government, public organizations and commercial structures is emphasized.

Keywords: regional differentiation; development management; differentiation management; regional development; association of municipalities.

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SUCCESSFUL RUSSIAN BUSINESS PRACTICES OF SUPPORTING EMPLOYEE HEALTH

Abstract. Complicated demographic setting in Russia along with negative trends and non-optimistic population health indicators call for more aggressive implementation of health support and strengthening programs by business enterprises. The goal of this paper is to analyze successful Russian business practices of supporting employee health published by the Russian Union of

Industrialists and Entrepreneurs between 2008 and 2021. Cases in two areas were analyzed in detail: “Labor safety, health in the workplace” and “Support for motherhood and workers with family responsibilities”. Results of the study show that large enterprises in Russia recognize the importance of investments in employee health capital, and corporate health care programs are implemented more and more often. However, a major restraining factor in this space is the lack of nationwide concept of work-place health care and health care for employee's family members. An important area of corporate social responsibility development is support of the reproductive health of the workforce and child-birth in their families, which aligns with Russia's national interests and contributes to the solution of the demographic problems in the country.

Keywords: employee health; occupational safety; reproductive health; Russian Union of Industrialists and Entrepreneurs; corporate practices.

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INNOVATIVE POTENTIAL OF HIGHER EDUCATION INSTITUTIONS: PECULIARITIES AND PROBLEMS OF ITS FORMATION

Abstract. A strong institutional commitment to innovation and an ongoing search for solutions to societal problems are features of the current landscape of higher education functioning. The universities' role as skilled workforce providers, generators of knowledge and technology, can only be realized if they have a sustainable innovative capacity. The article is devoted to the problems and features study of the universities' innovative potential formation. Analysis of scientific publications on this topic allowed the authors to identify unresolved issues, one of which is the lack of a generally accepted approach to determining the universities' innovative potential essence, therefore the author's understanding of it is given, and the features of the innovative potential formation process are highlighted. The article presents the university's innovative potential structure model, compiled by the authors, including the educational, scientific and innovative spheres. The practical aspects of forming the university's innovative potential were analyzed and the problems associated with it were identified. Special attention is paid to identifying the key attributes of the innovative potential formation and effective use by modern universities. The authors identified five key attributes: mission definition, operating model, iteration, coalitions, oversight. Recommendations for their development are given for each key attribute and management tools for development are presented.

Keywords: innovation potential; university; educational institution development; knowledge; cooperation.

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CONCEPTUAL VIEW OF DIVERSIFICATION THEORY

Abstract. Modern external environment challenges are forcing corporations to reconsider the established approaches to business diversification. The author in this article carried out a critical analysis of the three main theoretical approaches to diversification, which are the basis for corporate management in formulating diversification strategies. The analysis is limited to theories of product rather than geographic diversification. The market power concept accumulates in itself the sources of conglomerate power, which allows a diversified company to obtain monopoly rents. The agency

relations concept draws a link between the firm managers' psychological and economic motives and the nature of diversification, analyzing in detail the control mechanisms over their opportunistic (sometimes) activities. The resource concept involves the creation and development of key competencies that allow the company to quickly and efficiently create breakthrough products that will get them opportunity to gain a competitive advantage in the market. Causal relationships, as well as advantages and disadvantages, are identified for each concept. As a result of the analysis, it was concluded that the resource concept has fewer drawbacks, therefore it is the main approach in science in recent years, however, the individual postulates of the other two concepts are no less relevant in the current conditions.

Keywords: diversification; market power; agents' relations; resource-based approach; core competence.

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METHODS FOR STAFF COSTS OPTIMIZATION TO IMPROVE THE METALLURGICAL ENTERPRISE EFFICIENCY

Abstract. The article presents the results of testing an algorithm for analyzing and assessing the staff costs effectiveness. Staff costs share is significant in the production cost, therefore, continuous analysis of their adequacy and timely optimization, as well as current staff costs management, are necessary, which contributes to the strategic objectives implementation and the enterprise competitiveness increasing. The results of the analysis made it possible to transpose the existing two groups of methods for reducing staff costs relative to the current enterprise's state and identify the most rational ones for the organizational conditions. Specific optimization methods can be divided into two groups: the first group is actions performed to obtain a quick effect; the second group is aimed at obtaining a long-term sustainable result in reducing staff costs. The authors believe that in turbulence conditions, ongoing changes and the impossibility of using long-term technologies for strategic planning and staff cost management, methods and tools that allow solving current production problems quickly are important. Proposed methods for optimizing staff costs, such as the introduction of organizational efficiency initiatives based on the rational methods for organizing labor and production processes usage, the set of measures introduction for technical re-equipment, the automation tools and proposals' introduction put forward by enterprise employees within the system of continuous improvements. These areas will lead to changes in performance indicators and real economic benefits; payments for seniority will contribute to increased employee engagement and loyalty.

Keywords: staff; cost optimization; cost reduction methods; metallurgical enterprise; cost efficiency.

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ENTERPRISE COMPETITIVENESS MANAGEMENT BASED ON OPTIMIZATION OF ENERGY MODERNIZATION PROJECT PORTFOLIOS

Abstract. In modern conditions, one of the most important tasks of the Russian economic policy is to increase the economy competitiveness during the transition to green energy through the energy-efficient technologies usage. This allows to create the necessary conditions for the speedy economy transition to an energy-efficient path of development. The Russian enterprises' energy efficiency problems consist of low technical equipment today, a low level of energy development management of saving processes leading to high CO₂ emissions into the atmosphere. All this leads to increased costs and, as a consequence, increased product prices, which, in turn, reduces the competitiveness of products and enterprises. The traditional approach to increasing energy efficiency is based on solving three problems: energy audit, energy management, and management accounting. The disadvantages of this approach, which hinder the increase in the enterprise competitiveness, are the lack of degree consideration of the energy efficiency parameters influence on the enterprise competitiveness, and, as a consequence, the lack of tools for managing these parameters. These shortcomings determine the need to refine and improve existing concepts, methods, models and tools for assessing and managing the competitive enterprises' development. The purpose of the article is to develop an algorithm for managing the implementation of an optimized portfolio of energy modernization projects. The leading enterprises' experience and the regulatory framework of the issue under consideration were studied as empirical material.

Keywords: organization management; competitiveness management; energy saving; energy management; energy transformation.