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Founder

FEDERAL STATE BUDGET EDUCATIONAL INSTITUTION
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INFORMATION ASYMMETRY AS A RESULT OF THE OPACITY OF THE INTERNAL ENVIRONMENT OF A COMPANY

Igor V. Anokhov

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The article is devoted to the study of information asymmetry that affects all areas of activity of a production company. The purpose of the article is to find ways to reduce it by using information that comprehensively covers the company's activities. To do this, the author identifies the factors that most affect the uneven distribution of information and proposes indicators for reducing it. The article concludes that the relationship between the seller and the buyer can occur at several levels: physical, legal, power, external and ethical. Accordingly, indicators that characterize the transaction at these levels

can dramatically reduce the asymmetry of information. The asymmetry of information is affected by the duration of interaction of market transaction participants: the longer the experience of market relations with a particular subject, the lower the degree of uncertainty and the higher the level of trust. This significantly reduces the cost of transaction execution and support. The analysis shows the need to include the indicators proposed in the article in the standard methodology of economic analysis of a production company. The results of the study can be used to develop strategies for regulating the Russian economy and increasing its transparency.

Keywords: *information asymmetry, quality, duration, trust, price discrimination*

THE ROLE OF ACCOUNTANTS IN THE INTEGRATED RISK MANAGEMENT OF THE ECONOMIC SUBJECT

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The purpose of the study is to argue the need for the involvement of accounting and analytical specialists in the process of making effective decisions on managing risks of an economic entity. Today, economic entities manage the ever-changing economic, political, technological “landscape”, and they face significantly increased risk and uncertainty. This creates a very complex portfolio of potential risks that, if poorly managed, can lead to missed opportunities, damage, and sometimes destroy the business model and brand of the business unit. One of the key competencies of accountants today is the ability of timely identifying potential risks in order to avoid them or to be able, if they arise, to determine the mechanisms for managing them. Elements of scientific novelty consist in substantiating the feasibility of attracting accountants to the center of the decision-making process and developing a policy for integrated risk management of an economic entity and maintaining its value.

Keywords: *accountant, accounting, risk, management, sustainable development goals.*

PROJECT MANAGEMENT OF INCREASING EFFICIENCY OF FUNCTIONING AND DEVELOPMENT OF PROPERTY COMPLEXES

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Petersburg

The paper discusses the current problems of companies' property management. The aim of the study is to analyze methods for assessing the effectiveness of managing property complexes and determining the conditions for increasing the efficiency of their development. The author grouped the regions of the Russian Federation on the basis of a synthesis of data on the structure of investments in fixed assets. The study is based on the use of quantitative information and expert assessments, which allows us to characterize the approach used by the author as a combination of positivistic and phenomenological philosophy. The scientific novelty of the results is to justify the feasibility of combining the methods of strategic planning and project management in the development of property complexes in various areas of economic activity.

Keywords: economic assessment, management, property complex, efficiency

METHODICAL APPROACH TO EVALUATING THE EFFECTIVENESS OF LOCAL INITIATIVE SUPPORT PROJECTS¹

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The purpose of the article is to develop an approach to assessing the effectiveness of a project supporting local initiatives using the example of the Tver region. Scientific novelty consists in the formation of a methodological apparatus for assessing the effectiveness of the studied projects, shifting priorities from the financial to the social component, containing the basic and variable parts, with the suggestion of the name of the variable criteria, their values and weight coefficients. The development was implemented on the basis of the current regulatory framework for the implementation of projects to support local initiatives in the Tver region.

Keywords: project, LISP, performance evaluation.

COMPARATIVE CHARACTERISTICS OF CORPORATE FORM OF BUSINESS IN RUSSIA AND ABROAD

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The purpose of the article is to consider the structure and distinctive features of corporate governance in the Russian Federation and abroad. Market relations have changed the substance of corporate finance management practices. The element of scientific novelty consists in the attempt that has been made to consider the corporate form of economic management in the entire system of its problems related to the State, finance, production, management, organization both in the Russian Federation and abroad.

Keywords: corporation, corporate finance, corporate management, models of corporate management, joint-stock company, capitalization, organization, structure of the capital.

BASES OF COMPETENCE CENTERS FORMATION AS INTELLECTUAL CAPITAL MANAGEMENT STRUCTURES AT THE REGIONAL LEVEL

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The relevance of the presented article is associated with the issues of improving the efficiency of the use of intangible resources at the regional level, since they can currently become a driver of the territory growth in the conditions of limitation and scarcity of material resources. The aim of the work is to present a comprehensive model of the competence center as a structure necessary for the management of intellectual capital in the region on the platform of the structure that owns the largest volume and is capable of its constant generation-the leading

¹ The work was carried out within the framework in the project № 18-410-690002 «Interbudgetary equalization: effectiveness and efficiency evaluation approaches, involving participatory budgeting», with financial support of the Russian Foundation for Basic Research

University - based on the results of previous studies. As a key result, the article presents a model of the competence center and the direction of its development. This model is a scientific novelty, since the issues of practical interpretation of the theory of intellectual capital management in modern conditions are practically not presented in the literature.

Keywords: *intellectual capital, region, development, competitiveness, knowledge, innovative economy*

ATTRACTING INVESTMENTS IN THE INNOVATIVE SPHERE IN THE CONTEXT OF DIGITAL ECONOMY

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Acceleration of innovation processes contributes to the high technology of production, which means investing significant financial resources in the innovation sphere. The article analyzes the transformations of the investment process in the context of the digitalization of the economy. The authors consider main transformational trends; carry out SWOT - an analysis of digitalization impact on the investment process in the innovation sphere. The authors show that the development of a digital interaction format and its coverage of the vast majority of investors and recipients significantly expands the opportunities for the investment process in the innovation sphere by reducing transaction costs, increasing competitiveness, and ensuring the possibility of involving small and medium-sized companies in innovation. The study investigates quantitative indicators that determine the intensity of the influence of digital technologies on the investment process. The directions of attracting investment in innovation in the context of the digital economy are proposed, consisting in increasing the role of non-standard instruments for attracting investment in the field of innovation: online consulting and interaction, the use of network investment schemes, the use of Big data financial models, the implementation of non-bank emission support for innovation investments, consolidation Consumer investment resources under the idea of an innovative product.

Keywords: *innovation, investment, digitalization, globalization, competition*

RESEARCH ON RUSSIAN FEDERAL DISTRICTS' ECONOMIC DIGITALIZATION

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The relevance of the topic of the study is due to the peculiarities of the development of the territories during the period of digitalization of the economic sphere. The purpose of the research is to study the level of actual readiness of the federal districts of the Russian Federation for the introduction of digital technologies. The article studies theoretical approaches to the interpretation of "digitalization." concept. Based on the calculated current and dynamic indicators of computer equipment and the level of innovation activity of organizations in the selected federal districts, the results of high-tech development and differentiation of key characteristics of interregional space have been studied. For this purpose, statistical analysis methods have been used, which has revealed the results and variability of high technologies' spread in the economic space. The resulting map of the main components interprets key factors of territorial development and provides an idea of the degree of readiness of the territories for digitalization. The tools used in the

work can serve as a basis for the preparation, monitoring and adjustment of programs for the socio-economic and innovative development of the regions.

Keywords: *Federal district, the results of digitization, differentiation.*

EFFICIENCY OF APPLICATION OF DIFFERENT DOSES OF “NANOSILICON” PREPARATION IN THE SYSTEM OF OPTIMIZATION OF COWS NUTRITION

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The purpose of the article is to study the specifics and problems of the development of dairy cattle breeding in the conditions of the introduction of food and economic sanctions and to justify key factors to improve the efficiency of milk-raw production. Scientific novelty consists in identifying the level of development of dairy cattle breeding in Russia and the Tver region; improving reserves to increase the efficiency of raw milk production; classifying the main measures of financial state support for the industry in the context of accelerated import substitution; confirming the zootechnical and economic efficiency of raw milk in the use of the drug "Nanosilicon" in the system of optimization of the nutrition of cows.

Keywords: *food security index; dairy farming; mineral supplements; import substitution state support; efficiency.*

INNOVATIVE DECISIONS IN THE FIELD OF SPORTING GOODS PROMOTION ON THE RUSSIAN MARKET IN MODERN CONDITIONS

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The topic of the study is relevant in modern conditions, in particular, to provide opportunities for human self-realization, as the promotion of a healthy lifestyle in our country determines the growing interest in various sports and, as a consequence, the growth of sales of sports industry enterprises. The study focuses on the need to assess such features of consumer behavior that will help the business to retain regular customers, i.e. to identify and anticipate the expectations of the consumer, to form the necessary habits in the early stages of familiarity with the product: customer support throughout the life cycle. In this regard, it is recommended to constantly interact with each user of the so-called «smart» sports systems and «smart» sports equipment to realize the possibility of bringing complete information from the manufacturer to consumers.

Keywords: *sport goods, market, consumers, market structure, «smart» sport systems.*

WAYS OF THE EFFICIENCY IMPROVEMENT OF AGRICULTURAL GROUND USE IN THE TVER REGION

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The purpose of the article is, on the basis of an analysis of the situation with regard to the use of arable land in the Tver region, to propose measures aimed

at more efficient use of agricultural land and to prevent its further degradation. The scientific novelty of the study is to justify the most rational directions of using the financial, labor, material and technical resources of the agricultural sector of the Tver region, in order to increase the productivity of agricultural land. More complete and efficient use of agricultural land of the region is possible only by attracting investments in the development of industries with competitive advantages in fragile (non-black) regions.

Keywords: *agricultural land, Tver region, degradation of trough, efficiency of land use, cattle breeding, flax farming.*

ASSESSMENT OF THE DEVELOPMENT LEVEL OF TVER REGION SMALL AND MEDIUM-SIZED BUSINESSES ON THE BASIS OF STATISTICAL ANALYSIS TOOLS

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At present, small and medium-sized entrepreneurship is the most priority area of economic development, both in Russia and in certain regions, in particular in the Tver region. The purpose of the article is to assess the level of development of small and medium-sized enterprises in the Tver region. Using statistical methods, the authors analyze in dynamics the number of SME entities of the region, the development of small and medium-sized businesses in municipal districts of the region, and estimate the level of development of small and medium-sized businesses in terms of various spheres of the economy. The decline in the number of SME entities in the region since 2014 requires the implementation of certain measures of state support in this sector of the economy. This will undoubtedly have a huge impact on the socio-economic situation of the region, as small and medium-sized businesses provide the population with new jobs, stable income levels, significantly expand the range of produced goods and services provided, contribute to the development of competitiveness of the Tver region and establish a market balance.

Keywords: *small and medium-sized enterprises, state support, federal program, economy of the region.*

STRUCTURE OF THE TUTOR'S PROFESSIONAL COMPETENCE IN THE WBL SYSTEM OF HIGHER EDUCATION

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The purpose of the publication is to consider the features of the modern form of WBL training (training combined with work) and to determine the structure of the tutor's professional competence. *Methods.* The methods of system and comparative analysis, generalization, comparison, and synthesis were used in the work. *Results.* The article lists the main characteristics of the WBL; provides an overview of the key functional responsibilities of the tutor in the WBL system; reflects the structure of professional competence, taking into account the considered functions and requirements of the WBL. *Scientific novelty consists in* the structure of professional competence of the tutor in the WBL system of higher education, which is innovative for the Russian Federation, but has become widely spread in English-speaking countries. *Practical significance.* The results of the study can be successfully applied in

the selection of candidates for the appointment of Tutors in the higher education system in the Russian Federation.

Keywords: *training combined with work, tutor, functional responsibilities, structure of professional competence, professional knowledge, "Hard skills", "Soft skills".*

EDUCATIONAL PROCESS OF FOREIGN STUDENTS AT A REGIONAL UNIVERSITY (ON THE EXAMPLE OF THE M.K. AMMOV NORTH-EASTERN FEDERAL UNIVERSITY)

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The authors analyze the experience of working with foreign students at the North-East Federal University named after M.K. Ammov (hereinafter - SVFU). The methodology of the study is based on empirical and general medical methods. Based on the survey conducted among foreign students studying according to basic educational and exchange programs, the research identifies the reasons that attract foreigners to SVFU, as well as the factors that encourage them to stay in Yakutia. The authors give recommendations for increasing the university effectiveness with the regard of foreign citizens, as well as of their adaptation to studies. The main strategic steps on which foreign students are recruited and promising directions of development in the field of education in the region are proposed are disclosed.

Keywords: *foreign students, education in Russia, adaptation of students, Republic of Saha (Yakutia), educational organization*

FACTORS AND REGULATOR OF INTER-PROFESSIONAL WAGE DIFFERENTIATION

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The purpose of the article is to determine the factors of inter-professional differentiation of wages and its connection with the existence of simple and complex work. Based on Internet data for 42 professions in Russia, the research considers their average monthly wages for the period. The scientific novelty consists in identifying the profession with the simple labour. For the rest of the professions, the author calculates labour difficulty factors. Since wages in each profession may not correspond to the actual difficulty of work, a regulator has been identified to bring them into line. This regulator helps to transfer workers from "unfavorable" professions to "profitable."

Keywords: *wages, labour cost, professions, factors of salary size, simple and difficult work, deviations of wages from its law, regulator of elimination of.*

PROBLEMS OF IMPROVING THE EFFICIENCY OF SOCIAL PROTECTION OF THE POPULATION

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The effective development of the country's economy and the solution of social problems is an important task not only of the government of the Russian Federation, but also of regional government bodies, whose role in the formation

of the effective potential of social protection of the population is constantly increasing. This is especially important in organizing work to create decent living conditions for the population; application of social protection methods for low-income families; creating the potential for improving the quality of life of the population and the introduction of safe working conditions at enterprises. The purpose of the article is to study the problem of assessing the level of management of the potential of social protection of the region's population to improve its formation and development. Scientific novelty consists in a new approach to the definition of the concept and essence of the economic categories "management of social protection of the population" and "potential of social protection of the population of the region"; conducting a comparative analysis of the level of social protection potential management of the population of the Yaroslavl and Tver regions, recommendations are given on improving the formation and use of the social protection potential of the population of the Yaroslavl and Tver regions.

Keywords: *social protection of the population, economy, potential of social protection of the population*

IMPROVING THE EFFICIENCY OF EVENT MANAGEMENT BASED ON METHODS OF SUPPORTING MANAGEMENT DECISIONS

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The article discusses modern methods of supporting management decision-making in the field of event management. The purpose of the study is to analyze various groups of methods and to determine the directions of their influence on improving the management efficiency of event management. The authors consider efficiency on both consumers' and companies' level. The research identifies components of commercial and budgetary efficiency. The study is phenomenological in nature, as it is based on the use of qualitative information and expert assessments given by modern Russian and foreign authors. The scientific novelty of the obtained results lies in the justification of the expediency of combining methods of project management and organizational development in the field of event management.

Keywords: *management, event management, services, organization of events, efficiency.*

INTEGRATION OF EVALUATION METHODOLOGIES IN TO BUSINESS MODELS OF COMPANIES

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The current problem of assessing the value of property and business in the context of the increasing role of investments in the modern economy is considered. The increasing number of transactions with firms' enterprises and assets require reasonable confirmation of their value. The object of the study is modern companies and their activities to increase the efficiency of the business processes implemented. The aim of the study is to develop a model of integration of evaluation mechanisms into business models of companies by the author. The article analyzed the established practice of evaluation activities in Russia and abroad, considered aspects of regulatory regulation of this type of activity. The importance and need for a more detailed assessment of the business to increase the competitiveness of the company is justified. The scientific novelty of the study consists in the author's development of a

functional model of integration of evaluation mechanisms into the business model of the company, which is based on the developed scheme of distribution of personnel responsibilities in the corporation. The author highlighted business planning areas in their relationship with specific evaluation tools.

Keywords: *business assessment, asset assessment, evaluation activity, property complex, business strategies, business plan, business planning.*

LEGALIST FACTORS OF "GREY" SHADOW ECONOMY DISTRIBUTION IN MODERN RUSSIA

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The author considers the problems and trends of shadow economy development in the Russian Federation from the point of economic theory. The research analyzes the legalist factors of distribution of "grey" shadow economy in modern Russia including: reform of taxation system; reforming of the labor law; Improving licensing procedures and reducing the costs involved; Providing entrepreneurs with the necessary business information; improvement of enterprise infrastructure; reforming of the mortgage legislation; Changing the strategy for private enterprise development. The scientific novelty consists in SNW-analysis method and comprehensive assessment of the influence of legalist factors on the development of grey shadow economy in modern Russia.

Keywords: *legalist factors, "grey" shadow economy.*

TRADE ACTIVITIES MODELLING AT THE DIGITAL ASSET STOCK EXCHANGE

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The research develops a mathematical model of the trading platform. The purpose of the work is to study the market of securities and digital assets, to identify the possibility of expanding the existing model by adding new, unknown elements to the circulating instruments. Special attention is paid to changing the behavior of economic agents and their response to new terms of trade. The formed model implements a self-supported process of mutual trade activity of counterparties, with formation of a price exclusively by means of internal parameters of the trading platform. The novelty of the study consists in the application of new variables in the mathematical model of financial and securities markets and analysis of the results of their implementation. The result of the study allows to obtain adequately corresponding real time series, statistical parameters which are satisfactorily consistent with the data on real exchanges.

Keywords: *digital assets, stock exchange business, mathematical modeling, crypto.*

ANALYSIS OF BUSINESS PROCESSES OF THE ENTERPRISE AS A METHOD OF IDENTIFYING GROWTH POINTS OF ITS EFFICIENCY

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The article discusses the need to transform existing methods of business system analysis. One of the ways of such transformation is to use the SBPM-approach, which is not actually used today in Russian enterprises. At the same time, for a more complete and in-depth assessment of the firm's growth points, an integrated approach to the selection and development of methods of analysis of the effectiveness of its activities is proposed. The aim of the study is to prove the necessity of using SBPM-approach in analysis of business processes in order to identify points of growth of efficiency of the company in order to optimize its activity and strengthen position in the market. The scientific novelty of the article is to prove the necessity of integrated use of methods of evaluation of growth points of the firm with mandatory inclusion of SBPM-approach, which allows to maximize the possibilities of its effective development. The study below will allow: 1. Review the application stages of SBPM within the company's activities and the characteristics of each; 2. Assess the feasibility of adaptation within an enterprise; 3. Consider software products that can only be evaluated through SBPM; 4. Develop a strategy for moving from process analysis to real optimization; 5. By means of subjective analysis of business processes, identify the main risks associated with implementation and use of new software products (innovations) for the enterprise.

Keywords: *transformation, risk analysis, SBPM, SAP, introduction, expert approach, process consideration, business processes, efficiency assessment, assessment methods.*

STALIN AND WE, TODAY (JOINING THE DISCUSSION)

V.A. Gordeev

FSBEI HE "Yaroslavl State Technical University", Yaroslavl

The author expresses his opinion on two articles published in the Bulletin of TvSU for further discussion. The research investigates monography conclusions especially on the issue of the relevance of Stalin's industrialization for today's Russia. Attention is drawn to the publications of a network site edited by the author and devoted to this topic which has aroused interest among specialists in 47 countries. The study proposes an interpretation of this topic from the perspective of the concept of theoretical economy developed by the author and his colleagues as a new paradigm mainstream in economic research.

Keywords: *theoretical and economic views of Stalin; problems of relevance to Stalin's industrialization; Stalin's theory of anti-inflationary economic development; theoretical economy.*

AN INNOVATIVE VIEW OF THE METHODOLOGICAL AND ANALYTICAL POTENTIAL OF CLASSICAL POLITICAL ECONOMY PART I. BOOK ON ENHANCING THE UTILITY OF SCIENCE FOR SOCIETY AND ECONOMIC PRACTICE

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The review of the new book of Victor Timofeyevich Ryazanov "Modern political economy is submitted: the prospects of neomarxist synthesis" [1] – the famous

scientist-political house-keeper, the Doctor of Economics, professor, the honored worker of the higher school of the Russian Federation, the head of the department of the economic theory of St. Petersburg State University, very significant, according to us, on depth of the professional analysis of the methodological and analytical potential for its development and modern use put in classical political economy; Research into contemporary problems of global monopolistic capitalism and its economic practices, prospects and directions of social and economic development; By the number of interesting ideas, methodological and theoretical shots, reflections and conclusions. The first part of the review is devoted to the analysis by scientists of the problem of the crisis situation in economic science, the justification of the need for reversal in economic theory, as well as new approaches both in social sciences, ideology and social and economic practice

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FINANCIAL ASPECTS OF INNOVATIVE MODEL OF KAZAKHSTAN ECONOMIC GROWTH IN NEW GLOBAL REALITY

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The article is devoted to the financial aspects of the economic growth of Kazakhstan through the development of its innovation model by improving the mechanism and diversifying the sources of financing of this process taking into account the world experience. The aim of the study is to analyze and identify the main factors that impede the increase in innovative activity of enterprises in Kazakhstan, such as: the high cost of innovations, the lack of own financial resources and unacceptable conditions for financing and lending. The article proves that the key problems for Kazakhstan are the issues of improving the mechanism and diversification of financing sources of innovation. The scientific novelty of the results lies in the proposed measures to financially stimulate the introduction of innovations in production, to improve the mechanism and diversify sources of financing for innovations, taking into account international experience.

Keywords: *innovative model of economic growth of Kazakhstan; innovative activity of the enterprises; Sources and mechanisms for financing innovation.*

FINANCIAL ASPECTS OF MERGERS AND ACQUISITIONS

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The purpose of the article is to highlight the particularities of corporations' mergers and acquisitions (Mergers & Acquisitions), to reveal the motives for their completion, to analyze the results of mergers and acquisitions and their effectiveness, to consider the financing mechanisms of mergers and acquisitions and to highlight a number of features. Large corporations all over the world are striving to find additional sources for expanding their activities, among which one of the most popular is conducting M&A transactions. In rapidly changing market conditions, many companies give preference to mergers and acquisitions as a growth mechanism that can dramatically accelerate this process. In this case, one of the main issues for deciding on a merger or acquisition is the issue of financing the transaction. It is the availability of free financial resources that is the starting point for initiating the M&A transaction. An element of scientific novelty lies in an attempt to highlight the motives of the mergers and acquisitions of corporations and the peculiarities of their financing for Russian companies as one of the ways to adapt to rapidly changing market conditions.

Keywords: *corporation, corporate finance, financing, globalization of the economy, mergers, acquisitions, mergers and acquisitions, Mergers & Acquisitions, M&A transactions, motives for corporate mergers and acquisitions, investment strategy, corporate governance, joint-stock company.*

DEVELOPING OF FINANCIAL ACCOUNTING IN THE RUSSIAN STATE INFORMATION RESOURCE

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The article discusses the most actual problems of the formation of the state information accounting resource in Russia. The purpose of the article is to determine the conformity of the Russian approach to the formation of the state information resource of financial statements and the process of introducing a single electronic reporting format existing in world practice (XBRL), as well as to identify the most promising areas for the development of electronic reporting. Based on the results of the analysis, the authors examine the positive and negative aspects of the domestic practice of transforming reporting data into machine-readable form. The authors use methods of comparison, SWOT analysis. The scientific novelty of the study is to justify the need for further improvement of the process of formation and use of the state information resource of financial statements based on the use of achievements of modern information technologies, which leads to an increase in its analytical value.

Keywords: *state information resource of accounting (financial) statements, GIRBO, accounting (financial) statements, financial reports, extensible business reporting language, XBRL.*

INTEGRATED REPORTING AS A REFLECTION NEW NATURE PRODUCTION COOPERATIONS

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The process of modern industrial modernization requires a review of management mechanisms and an assessment of the effectiveness of cooperative business models of Russian enterprises. The purpose of the study is to substantiate the essence, features and tools for assessing value chains in the context of the transition to 4.0 Industrial model based on a comprehensive theoretical and methodological approach. New scientific results obtained in the article: the authors have identified the features of the influence of technological advances on the interorganizational cooperation ties development for building value chains, revealed the essence of their formation in the context of the concept of global product chains within the framework of the production cooperation model, substantiated the key role of integrated accounting as a tool for assessing the cooperative business models' effectiveness.

Keywords: *industrial modernization, Fourth industrial revolution, cooperation, business model, value chain, integrated accounting.*

AUTONOMOUS EXPENDITURE MULTIPLIER AS AN EFFICIENCY INDICATOR OF DEVELOPMENT DECISIONS IN REGIONAL ECONOMY

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The article is devoted to the development of an indicator of the effectiveness of large-scale management decisions with high sensitivity. The aim of the study is to analyze the reaction of the values of autonomous expenditure multiplier and the investment accelerator to ineffective solutions in the field of managing the economy of the region. The author has derived a formula for the autonomous expenditure multiplier, taking into account the action of the investment accelerator. The research has proved that the change in value of the autonomous expenditure multiplier is a more sensitive indicator of the effectiveness of decisions in the field of managing the economy of the region than the change in gross regional product, the number of jobs and incomes of the population. The scientific novelty of the obtained results lies in the development of a methodology that allows using changes in the dynamics of multiplicative processes as a basis for the rapid assessment of the effectiveness of decisions on managing the regional economy.

Keywords: *regional economy management, autonomous expenditure multiplier, investment accelerator, efficiency indicator, marginal propensity to save*

METHODOLOGICAL APPROACH TO THE TYPOLOGIZATION OF THE REGIONS' TERRITORIES

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The article considers a methodological approach to the typologization of the regions`territories based on the use of production factors, taking into account the peculiarities of their development. The purpose of the study is to identify the specifics of industrial or agricultural orientation of territorial development as the basis for providing the population with food. The authors examine the factors of production, their use in the sectors of the economy of the regions, determine the industrial or agricultural orientation of the territories. The study is based on the use of information from reliable sources. The scientific novelty of the study lies in the development of the authors' methodology for the classification of regions through the typologization of their territories. The presented typology makes it possible to identify the territorial specifics of the regions of the Siberian Federal district, their industrial or agricultural orientation.

Keywords: *territory, region, industry, specifics, typologization, provision of food to the population*

FREE ECONOMIC ZONE IN THE CRIMEA: FEATURES OF FUNCTIONING AND ROLE IN THE DEVELOPMENT OF THE REGION

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The article considers certain aspects of special economic zones (SEZ) operation in modern Russia. The research studies in detail the organization and the features of the free economic zone (SEZ) in the Crimea. The authors analyze the conditions for the implementation of SEZ, investments, tax and customs incentives stimulating entrepreneurial activity. The purpose of the article is to analyze the results of the functioning of the SEZ in the Republic of Crimea and, on this basis, determine its influence on the development prospects of the region. The scientific novelty of the results is to determine the reasons for the decline in the dynamics of economic indicators and identify the advantages, interconnections and factors that determine the effectiveness of a free economic zone and its significance for regional social and economic development.

Keywords: *free economic zone, region, socio-economic development, investment, tax benefits.*

THE IMPACT OF THE NATIONAL PROJECT "EDUCATION" ON THE STRUCTURE OF MOTIVATION PROFILE OF A OF HIGHER SCHOOL TEACHER

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The purpose of the article is to focus on one of the main tasks of the state - support and development of the education sector. The scientific novelty of the article is to establish the relationship between the tasks of the national project "Education" and the competitiveness of domestic higher education and the formation of mechanisms for the system of motivation and financial incentives for higher school teachers, which will contribute to achieving the goals.

Keywords: *national project "Education", teaching staff, quality of higher education, motivation system, University competitiveness.*

MATHEMATICAL EDUCATION FOR ECONOMISTS IN THE PERIOD OF TRANSITION TO DIGITAL ECONOMICS

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Federal state educational standard of Bachelor degree of “Economics” and its new project in the period of transition to digital economics don't contain expertise in the field of Mathematics. That's why the research analyzes the requirements of professional standards and employers in field of Mathematics. The scientific novelty of the article is a systematization of professional standards requirements to economists in the field of knowledge of mathematical sciences. The research allows us to prove the importance of Mathematics knowledge in economical education and demonstrate that professional standards and current requirements of employers do not take into account students' needs in mathematical skills, that are very actual in digital economics. The results can be very important for development and improvement of basic educational bachelor programs on “Economics”.

Keywords: *digital economics, economist, employer's requirements, mathematics, professional standard.*

STAFF PERFORMANCE ASSESSMENT AS A CONDITION FOR PROFESSIONAL PERFORMANCE IMPROVEMENT

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The system of personnel labor evaluation as an element of personnel management is considered. The purpose of the study is to develop a model of personnel evaluation in PJSC “GAZ”. Performance criteria and implementation sequence are defined. Evaluation efficiency is achieved by objectivity of obtained data, which ensures minimization of losses in the process of realization of labour functions in case of mismatch of staff abilities with requirements to the position occupied. An element of scientific novelty is the justification of the model, the implementation of which contributes to the understanding of employees of the criteria for their assessment

Keywords: *assessment, personnel of the organization, assessment model, scorecard, innovative technologies of personnel formation.*

STATISTICAL METHODS FOR ASSESSING POVERTY (USING THE EXAMPLE OF THE TVER REGION)

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Poverty, as a complex phenomenon, should be described through a wide range of statistical indicators. The existing concept of poverty, when the population's income is related only to the subsistence minimum, reflects only the material nature of human living conditions and does not take into account the social components that define the concept of a decent life, namely, health, job security, quality food, etc. Poverty means insecurity, helplessness and social exclusion of people. The multidimensional nature of poverty determines the need for its comprehensive characterization based on expanded subsystems of indicators. The purpose of the study is to assess the poverty and inequality of the population of the Tver region. The authors analyze the increasing poverty trends in the region. The novelty of this work is that the definition of poverty is regarded as a socio-economic phenomenon, revealing the objective conditionality of the emergence of poverty among the

population of Tver region. The authors consider modern standards for measuring the level of poverty in the Russian Federation, which allow us to obtain data on multidimensional poverty, material deprivation and social exclusion.

Keywords: *poverty statistics, poverty level, monetary assessment of poverty, non-monetary assessment of poverty, multidimensional poverty.*

CONDITIONS FOR IMPLEMENTATION OF THE POLICY IN THE SPHERE OF PRESERVATION OF CULTURAL HERITAGE SITES AS ONE OF THE FACTORS OF ECONOMIC STABILITY OF THE STATE

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The cultural heritage has value and significance for the peoples of the Russian Federation, acting as a national treasure of the country and a resource for the economic development of the state. The purpose of the article is to identify the tasks of management and financing in the field of preservation, popularization and use of cultural heritage sites and to assess the impact of the quality of the state of the cultural objects on the economic stability of the state. In this article, the author, on the basis of the analysis of the growth in the number of objects, the share of monuments in satisfactory condition, the allocation of funding for their preservation in the context of funding sources, taking into account the economic potential of the objects, determines the necessary government measures to attract private investment and strengthen their part in the considered sphere. Scientific novelty lies in determining the list of measures necessary for adoption within the framework of the determined state concept in the field of preservation of cultural heritage sites, within the solution of the strategic tasks of the state for strengthening economic stability. The author has proved that the only effective solution is state funding of monuments' restoration, with the involvement of private investment.

Keywords: *economic stability, cultural heritage sites, meritorious benefits, preservation of cultural heritage sites, federal target program, economic policy.*

TRENDS IN SOCIAL CAPACITY-BUILDING IN THE DIGITAL ECONOMY

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The purpose of the article is to reveal the phenomenon of the use of the digital economy in Russia, to discover problems associated with the use and development of digital technologies, since their solution requires significant changes in all areas of society. The use of key digital technologies involves the study of the main carriers of the development of the digital economy and the study of trends in the formation of the potential of society in the new digital reality. It is shown that the role of the digital economy is to ensure the realization of the potential of a new economic structure for the growth of national well-being with the participation of the state in building a new economic system. The digital economy should make the information and economic security of the state in general, business and the individual feasible, in particular, should meet the criteria of social orientation.

Keywords: *digital economy, information society, informatization, information infrastructure.*

SCENARIOS OF EAEU COUNTRIES' EXPORTS DYNAMICS AFTER THE ECONOMIC CRISIS EVOKED BY COVID-19

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The article is devoted to analysis of EAEU export dynamics and also proposes its short-term scenarios during and after the crisis caused by COVID-19 pandemic. The research studies the volume, dynamics, commodity structure of EAEU countries' export. The scientific aim is to define the export dynamics tendencies and future situation forecasting. The proposed scenarios for 2020-2022 will help governments, small and giant businesses of all EAEU countries to plan their future activities, including planning export support, currency inflow, trade balancing. For situation analysis and scenario forecasting of the EAEU exports the author has executed the study of EEC statistics, dynamic analysis monitoring of EEC legislation, comparative analysis of regional and world tendencies of export dynamics. The main hypothesis that EAEU export to third countries suffered significantly in 1st quarter of 2020, and the mutual export of EAEU countries is slowing its growth rates but doesn't stop it, and this tendency will further accelerate, has been confirmed. The author proposes 3 future scenarios: negative, basic and optimistic.

Keywords: *export, export stimulation, EAEU, Eurasian economic union, pandemic, economic crisis, external trade.*

THE THREAT OF THE GLOBAL ECONOMIC DECLINE AS A RESULT OF "DOMINO EFFECT"

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Economists in the XX century came to the conclusion about the cyclical nature of the development of the economy and the inevitability of crisis recessions and depressions. Some crises are predicted and others are unpredictable. The risks of the global economy approaching recession due to slowing growth in emerging markets, especially in China, are quite tangible. Economists predict a financial and economic crisis not so much for China's economy as for the rest of the world, and its stock market may be the beginning of a new global economic downturn. Therefore, the purpose of this article is to study the impact of China's crisis phenomena on the balance of the world economy according to the "domino principle". Elements of novelty consist in considering the content of world cycles, identifying signs of economic recessions in the countries of North America, Western Europe and Japan from the 2nd half of the 20th century to the current stage. An attempt has been made to determine the impact of China's economic downturn on the stability of the global economic system.

Keywords: *socio-economic crisis; global recession; "Domino principle"; countercyclical policy.*

PECULIARITIES OF COMMERCIAL BANKS OPERATION IN CROSS-BOARDER MARKETS

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The purpose of the study is to develop a methodology for comprehensive assessment of banks in cross-border markets based on expert weighting factors through analyzing financial characteristics, the level of remote service and the presence (absence) of non-price advantages. The research uses general methods of scientific knowledge and statistical research, analysis of theoretical and practical material. The scientific novelty consists in improving the methodology for evaluating commercial banks, which allows us to get a characteristic of the Bank's activity, to track the dynamics. The final coefficient allows you to select the most stable banks that are able to participate in cross-border transactions and carry out international financial transactions.

Keywords: *cross-border markets, commercial banks, competitiveness, financial markets, remote services.*

INFORMATION DEVELOPMENT OF A SOCIETY AS THE BASIS OF NEO-ECONOMICS (on the example of China)

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At the moment, the main global trend in the formation of modern society is the transition from a raw material and industrial economy to an economy based on intellectual resources, high technology and information technologies. Information plays a decisive role in the development of modern mankind, is one of the most important factors of production. Therefore, the information world and the changing economy under its influence are topical issues in the development of a global society. The purpose of the article is to conduct a micro-study of the information development of society and justify the emergence of a new economy (neo-economy). The study is based on materials from China. The object of research is the information development of society as the basis for the emergence of neo-economics, the subject of research is the system of economic relations in the information world. Elements of scientific novelty are based on the grounding of boundaries blurring between the information, digital, industrial and biological spheres; the inevitability of the emergence of a new type of industrial production based on big data and relevant analytics, with full automation of production, using augmented reality technologies, Internet of things, etc.

Keywords: *digital economy, information society, informatization, information infrastructure.*

EVALUATION OF STRATEGIC PROSPECTS OF ENERGY RETAIL COMPANIES IN OLIGOPOLISTIC MARKET

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The purpose of the article is to study the effect of macroeconomic instability on energy retail companies in the context of an oligopolistic / monopolistic

market structure. Scientific contribution consists in assessing, on the basis of a regression analysis, and constructing a simplified economic model of key parameters of operating activities that provoke increased risk in the energy retail business under conditions of an unstable macroclimate. The author analyses key disadvantages and advantages of the oligopolistic structure in the energy retail sector and prospects for changing the market structure in the regions of the Russian Federation.

Keywords: *energy retail, oligopoly, monopoly, economic crisis, single energy market, limited competition, EBITDA, receivables.*

MANDATORY PRODUCT LABELING: PROTECTION OF THE FINAL CUSTOMER OR THREAT TO SMALL BUSINESS

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Digitalization of the economy provides more and more opportunities for interaction in the subsystems "man - business", "man - state", "business - state", as well as opportunities to control the quality of products and services on the market. Today, the Russian Federation has reached the stage when the state needs to ensure the economic security of each end consumer by digital mass supply. However, the lack of experience in introducing such mechanisms in the domestic market and the low level of familiarity with similar systems among Western and Eastern colleagues lead to the fact that on the way to introducing quality control systems for products and services there are a large number of problems, flaws and issues requiring urgent and early resolution. This is due to the fact that a functioning unsustainable system under the control of products and services can cause much greater economic harm than possible harm in the absence of such a system. This fact determines the relevance and necessity of researching issues on quality control systems that are currently being implemented on the territory of the Russian Federation.

Keywords: *“Honest Sign”, product labeling, economic security, retail*

ASSESSMENT OF BUSINESS ANGEL SHARE USING VENTURE CAPITAL METHOD IN THE INNOVATIVE PROJECT

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This article discusses the features of applying the venture capital method to assess the share of business angels in the implementation of an innovative project. The venture capital method allows you to determine the hypothetical "final value" of the company at the end of the "investment horizon", which in turn helps business angels make an effective decision to invest money in accordance with their share in the company at the initial stage of financing an innovative project. The novelty elements consist in identifying the impact of investment volume on the business angel's share, taking into account and without taking into account the share dilution coefficient in the process of evaluating the investment attractiveness of innovative projects.

Keywords: *innovative project, business angel, venture capital method*

THE ISSUE OF DIGITAL-BANKING IN SMALL AND MEDIUM-SIZED BUSINESSES

E.Yu. Vereshchagina¹, M.U. Burtsev²

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The article analyzes the main aspects related to the use of Digital Banking by small and medium-sized businesses. The purpose of the study is to study Digital Banking, as it is a completely new phenomenon in the Russian market many companies do not know how it works. In general, only young businessmen know about the existence of this phenomenon and the specifics of its work. In the current reality, it is quite difficult to introduce this product to the Russian market, since the peculiar system of business operation do not allow you to fully use all its advantages. Also, we should remember the fact that not all areas of business need this product. The authors identify all the advantages and disadvantages of this service and highlight the suitability of this automation mechanism in the service sector. The scientific novelty of the results is to expand the understanding of Digital Banking, which allows us to identify the main advantages and disadvantages of digital products, as well as to determine for which small and medium-sized businesses this automation mechanism will be most suitable.

Keywords: *digital-banking, business automation, business analysis, Russian market, financial policy of the state*

FEATURES OF E-COMMERCE OPERATION

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The purpose of the article is to consider the peculiarities of the formation of accounting policy in electronic commerce organizations. The rapid development of Internet technologies and their wide dissemination in all spheres of life and in particular in e-commerce make it possible to speak about the relevance of the topic under consideration. The article describes the concept of e-commerce, addresses the problems and complexities of taxation and accounting. The element of scientific novelty is the identification of taxation problems in e-commerce at the present stage.

Keywords: *Internet technologies, e-commerce, Internet commerce, online store, Internet commerce, Internet resources, accounting, tax accounting, website, technology, information.*

FEATURES OF THE ACCOUNTING PROCESS OF COST FORMATION OF AGRICULTURAL PRODUCTS

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The purpose of the study is to improve the theoretical and organizational and methodological aspects of cost accounting and calculation using the example of crop production. The article analyses organizational and methodological foundations of a cost formation in accounting system and according to the

classification based on the “method of inclusion in the production cost” and “dependence on production volume”, which serves as the basis for the development of a modernized form of a calculation sheet for calculating the actual cost of production on the example of winter wheat. These proposals are actual for obtaining relevant information about the process of generating costs and making effective economic decisions on managing costs, costs of crop production and the financial results of agricultural economic entities.

Keywords: *agriculture, costs, cost, calculation, process method.*

ANALYSIS OF THE RUSSIAN MARKET STRUCTURE

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The article is devoted to the problem of choosing the concept of influence on the market structure. On the one hand, the state through the levers of antitrust regulation exerts a dominant influence on the change in the market structure, thereby influencing the behavior of market entities. On the other hand, reducing the regulatory influence of the state on the market structure by revitalizing the competition mechanism can no less effectively change the market structure in the direction of increasing its efficiency. There is a need to analyze these approaches in order to apply each of them to the market structures of the Russian economy.

Keywords: *market structure, cognitive approach, agreement, competition, networks, institutions.*

AN INNOVATIVE APPROACH TO THE METHODOLOGICAL AND ANALYTICAL POTENTIAL OF CLASSICAL POLITICAL ECONOMY. PART II. METHODOLOGICAL AND ANALYTICAL POTENTIAL OF NEW POLITICAL ECONOMY FOR DEVELOPMENT AND MODERN USE IN CONDITIONS OF SYSTEMIC CRISIS OF PUBLIC LIFE

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In commemoration of Ryazanov Victor Timopheevich, an outstanding economist, Doctor and Professor of Economics, an honoured worker of the Russian Federation, the head of economic theory department at Saint Petersburg State University.

The author researches the II part of Victor Ryazanov 's new book “Modern Political Economy: Prospects of Neo-Marxist Synthesis” [1] Ryazanov is a famous political scientist, Doctor of Economic Sciences, Professor, Honored Employee of the Higher School of the Russian Federation, Head of the Department of Economic Theory of St. Petersburg State University. The review is presented in the context of recent developments in our country and in the world, indicating to a deep crisis in the speculative and financial model of capitalism, the contradictions and limitations which have been intensified by coronavirus infection. The latter also exposed the systematic crisis of the Russian economic system, which is in the state of transformation and which is unable to face properly external and internal challenges in a critical situation. The purpose of the review is to show the relevance and workability of the book 's proposed professional analysis of the methodological and analytical potential of new political economy nowadays.

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ON THE INTERNAL LOGIC OF THE ECONOMIC SCIENCE DEVELOPMENT (UNDER THE BURDEN OF KNOWLEDGE AND DOUBT)

V.V. Chekmarev¹, VI.V. Chekmarev², A.F. Shvets³

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The purpose of this article is to study the internal logic of the development of economic science, as the reason for the formation of a paradigmatic view of the development of modern economics. There are a lot of factors-reasons influencing the formation of a new paradigmatic view of the fundamental basis of economic science [2, p. 58–64]. Among them, one can name, for example, criteria of scientific reliability in their historical-dialectical life cycle, new standards of scientific argumentation, taking into account a sharp drop in the quality of statistical data and the possibility of using facts, noise filling of the conceptual apparatus of science (for example, burger economics, bilinguism, immersive storytelling). The authors substantiated that one of

the directions of the restructuring of scientific thinking is the formation of a polycentric image of fundamental economic science. The scientific novelty of the results obtained lies in the formulation of principles and criteria for the classification of economic knowledge, as well as in the proof of the productivity of determining the name of the fundamental basis of economic science as a general economic theory.

Keywords: *economic science, the internal logic of the development of science, the integration of the views of researchers on the fundamental basis of economic science.*

FEATURES OF CONSUMER BEHAVIOR ON THE INTERNET

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The purpose of the article is to identify the characteristics of consumer behavior in the virtual environment of the Internet, associated with the emergence of new factors of the entire traditional model, including the proposal as an annoying factor, consumer motivation, changes in the selection and purchase decision processes. The scientific novelty of the article lies in the identification of new factors of economic behavior of consumers in a virtual environment, including motivational, value, social and communication. The motives of consumer behavior are changing on the Internet and behavior becomes multifunctional, including the strengthening of value and institutional functions. In the virtual space, the socialization of the consumer and the growth of the value function are increasing. Socialization of the consumer carried out through interpersonal communications, in which the role of content increases and virtual communities formed, which influence the choice of the consumer and his economic behavior.

Keywords: *consumer behavior, internet, social media, e-commerce.*

SYSTEMATIC ANALYSIS OF THE STATE AND PROSPECTS OF SOCIAL AND ECONOMIC DEVELOPMENT OF RUSSIA

(THE ECOLOGY OF MENTALITY AS AN INDICATOR OF STATE AND DEVELOPMENT PROSPECTS)

Yu. I. Shorokhov

FSBOU VO «Tver State University», Institute of Economy and Management, Tver

The article presents the results of the next stage of research, the purpose of which is to develop a new approach to assessing the effectiveness and justifying the directions of development of organizations according to the set of indicators characterizing the state of ecology of the mentality of their managers and staff. The scientific novelty of the article lies in a portrait of the ideal reference in the established competitive environment of the state of the organization; ways of assessing the mentality embodied in reality; ways of its conversion into a reference state taking into account the role of the State and the organization itself. The author presents the results of the rapid assessment of the state of ecology of mentality and competitiveness of a model Russian production enterprise and the role of the state in its development.

Keywords: *Open systems, structural crises, self-organization, network processes, mentality ecology, success potentials, value system, scientific and technological progress.*

RETROSPECTIVE ANALYSIS OF PROJECT MANAGEMENT DEVELOPMENT IN THE RUSSIAN PUBLIC ADMINISTRATION

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² Kursk branch of FSBOU VO «Financial University under the Government of the Russian Federation», Kursk

The purpose of the article is to systematize the idea of the development of project management in public administration in Russia based on a retrospective analysis. The scientific novelty consists in the formation of a matrix for the development of project management in public administration in Russia, where chronological groups are designated as the main elements of the rows, and the columns are: project planning management; project team management; project risk management; management of project implementation; project management of intersectoral interaction. The article presents an analysis without taking into account the foreign economic activity of public authorities.

Keywords: *project management, public administration, development history*

THE MARKET STRUCTURE: ANALYSIS OF APPROACHES APPLICABLE TO THE RUSSIAN MARKET

A.V. Smirnov

FSBOU VO «Tver State University», Institute of Economy and Management, Tver

The article is devoted to the problem of integrating the methodology of analysis of transaction costs into the general analysis of mergers and acquisitions of companies. In the face of increasing competition in the international market for knowledge-intensive technologies, in order to save time, large companies are forced to acquire established teams of highly qualified specialists through mergers and acquisitions. However, this procedure is characterized by a high threshold of economically inefficient transactions, which reduces the competitiveness of the entire industry. The purpose of the study is to analyze the criteria for evaluating the effectiveness of the M & A strategy. The scientific novelty lies in the synthesis of institutional and accounting approaches, which make it possible to conclude that the merger and takeover of companies is not just a transfer of workers or property from one firm to another, it is also a change in transactions, and therefore transaction costs, the analysis of which is overwhelmingly washed out when studying such transactions.

Keywords: *mergers and acquisitions, transaction costs, firm boundaries, competition, vertical integration.*

THE DEVELOPMENT OF GAZELLE FIRMS: THE FEATURES AND THE FACTORS OF SUCCESS

L.M. Bozhko

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St. Petersburg

The purpose of the article is to detect the peculiarities of gazelle firms' development, to identify their rapid growth's factors. The development of

small and medium-sized businesses is constrained by a number of factors. Medium-sized enterprises have additional problems compared to small ones if they seek growth. This factor affects the number of medium-sized enterprises. Meanwhile, among small and mainly medium-sized businesses there are fast-growing companies – gazelle companies. These companies overcome development problems successfully and are able to generate dynamic growth. The information about the dynamics and nature of development of domestic gazelle firms is analyzed, their indicators are presented in the article. The author disclosed the features of the gazelle firms` development, established factors that contribute to the growth of companies. Special attention is paid to the nature of the changes in gazelle firms. Organizational changes in these firms are carried out on an innovative basis and contain an elaborate marketing component.

Keywords: *change management, organizational changes, small business, medium business.*

IMPROVING THE INTERACTION INFRASTRUCTURE OF A KNOWLEDGE-INTENSIVE SERVICE COMPANY

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The purpose of the article is to develop a platform for interaction of a knowledge-intensive service company, taking into account modern requirements for the development of socio-economic relations of economic entities in the Russian market. The scientific novelty consists in the development of a prototype of a knowledge-intensive interaction platform for a knowledge-intensive service company. The opportunities and challenges of the modern market challenge companies to maximize the introduction and use of new business technologies that allow them to form a competitive advantage. Today, IT technologies are the foundation for companies' activities in various economic sectors, allowing them to meet the constantly growing high expectations of customers. With the development of technology, a large number of sources of competitive advantages go beyond the traditional business framework, such as digital business ecosystems, platform technologies, mobile applications, etc. In today's environment, companies need to accelerate the "digital reinvention" of their business processes and incorporate knowledge-based business activities into the ecosystem platform. To do this, it is necessary to adapt the traditional IT approaches used, and the models must be adjusted and rebuilt in such a way that it is possible to improve the quality of decisions made, track the implementation and perception of growing customer needs through the prism of knowledge management. The authors propose elements of a knowledge-intensive interaction platform for a knowledge-intensive service company; determine the benefits of using such platforms for business ecosystem participants and identify the main advantages of a knowledge-intensive digital platform. The article substantiates the need to include knowledge-based business activities in the interaction infrastructure of business ecosystem participants and identifies the key elements of this interaction infrastructure.

Keywords: *knowledge-intensive business services, digitalization, knowledge-intensive platform, business ecosystem*

IMPLEMENTATION OF THE STRATEGY OPERATIONAL ACTIVITIES OF INDUSTRIAL ENTERPRISES IN THE DIGITAL ECONOMY

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OUP VO "Academy of Labor and Social Relations," Chelyabinsk

The author investigates the strategy of operational activity of an industrial enterprise which can be qualified as a qualitatively defined way of implementing its operational activities, expressed in quantitative terms. The type of strategy of operational activity is determined in the monitoring mode according to management accounting data, and in case of non-compliance with the specified parameters, the strategy can be immediately adjusted, which requires the development of an appropriate algorithm and information support. The implementation of the proposed concept of monitoring and adjusting the strategy of operational activity requires the use of modern corporate information systems by an industrial enterprise. The article provides a brief historical overview of the formation of the global digital economy, as well as those opportunities that it provides when managing an enterprise. The article proposes an algorithm of information support for the implementation of the strategy of operational activity of an industrial enterprise, which allows you to regularly evaluate the effectiveness of the strategy used and establish the correspondence of the type of strategy to certain parameters, as well as adjust the type of strategy of operational activity based on economic and mathematical methods. Implementation of the algorithm in practice is possible while using modern corporate information systems. The algorithm of information support for the implementation of the strategy of operational activity of an industrial enterprise can be used to increase the efficiency of enterprise management in modern conditions, characterized by a high level of dynamism of economic processes and information accessibility.

Keywords digital economy, industrial enterprise, operational activity, strategy, strategy of operational activity.

ISSUES OF IMPLEMENTING AN INTEGRATED APPROACH TO ASSESSING THE FINANCIAL STATUS OF AN ORGANIZATION

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The study of the existing methodology for analyzing the financial condition of the organization showed that at present there is no unified point of view on the system of main indicators that most fully and objectively characterize the financial position of the organization. The relevance of certain indicators depends on the goals and objectives defined by the analysis subjects (internal or external). The purpose of the study is to improve methodological approaches to the formation of a system of indicators of the financial condition of the organization. Complex indicators and methods of complex assessment of the main indicators of financial condition should take a special place in solving problems of financial management. At the same time, the distance method can be widely used with the establishment of maximum, optimal, and minimum acceptable criteria for indicators that are allocated based on the principles of a balanced system of indicators (key performance

indicators). The elements of scientific novelty are: justification for determining the financial condition that most fully reflects modern management tasks, justification for the use of key indicators and methods of integrated assessment in the analysis of the financial condition, as well as the need to study the indicators of production and financial activity in conjunction with focusing on a common goal for internal and external users-increasing the investment attractiveness of the organization.

Keywords: *financial status, comprehensive assessment of financial condition, liquidity, financial stability.*

IDENTIFICATION OF REGIONAL ECONOMY STRATEGIC ACTIVITIES

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The goal of the article is to identify strategic types of activities for the economy of the Tver region based on the analysis of official statistics. The object of the research is the structure of the regional economy of the Tver region. The scientific novelty of the article lies in the development and testing of a quantitative methodology for the integral assessment of the economic activities significance for determining the strategic segments of the regional economy. The study identifies the strategic types of activity in the structure of the Tver region economy in 2017–2018. These include manufacturing, transport and trade, agriculture, and, to some extent, the energy and construction industries. In this regard, it is recommended to take this aspect into consideration when planning strategies for regional and individual industries development.

Keywords: *regional economy, strategic types of economic activity of the region, structure of the economy, method of integral assessment.*

RUSSIAN DAIRY MARKET: SPECIFICS AND DEVELOPMENT PROBLEMS

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The purpose of the article is to study the specifics of the formation, assess the current state and identify systemic problems of the development of the Russian dairy market in the conditions of anti-Russian sanctions and accelerated import substitution. The scientific novelty lies in considering the essence, functional and industrial structure and features of the operation of the dairy subcomplex of the APC. The author has carried out a comprehensive analysis of the development trajectory, has investigated an assessment of the situation of the Russian dairy market in the context of the species structure as well as characteristics and current problems of its functioning in the globalized economy.

Keywords: *agro-industrial complex; Dairy sub-complex APC; dairy market; Russia's food security; import substitution.*

PROSPECTS OF RUSSIAN COAL ON THE WORLD HYDROCARBON MARKET

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The article highlights the specific features of the coal industry, its importance for Russia and the world, analyzes the main problems of coal mining, considers various scenarios for the development of the world energy industry, reveals possible prospects and directions for the development of the global coal industry and the place of Russian coal in the hydrocarbon market. The purpose of the article is to determine the prospects for the development of the coal industry in Russia based on the analysis of global trends in the coal market. The elements of scientific novelty consist in determining the prospects of Russian coal on the world market based on the generalization of world statistics, forecasts of the development of the energy market and the current situation in the coal industry in Russia.

Keywords: *coal industry, coal, fuel and energy balance, exporters, importers, energy consumption, efficiency.*

PROBLEMS AND PROSPECTS OF ROADSIDE SERVICE DEVELOPMENT IN RUSSIA

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²Federal State Unitary Enterprise All-Russian Research Institute «Centr»

The purpose of the article is to analyze the trends and possible directions for the development of roadside service as an element of Russia's spatial development policy, as well as factors affecting its placement. The authors investigate the main aspects of the modern state of the roadside service as part of the service sector, as well as the features of the territorial organization of the roadside service. It is argued that it is at the junction of such important and interconnected activities as transport, trade, tourism, household and technical services, public food. The novelty of the study can be considered a generalization of the experience of the development of the roadside sector in Russia and foreign countries, which made it possible to identify the main factors that affect its level of development, as well as the principles that should be guided when placing it. The article presents reasonable indicators that allow you to assess the existing and possible potential for the development of roadside service in a specific territory.

Keywords: *economy, macroeconomic policy, infrastructure, spatial development, transport system, roadside service, indicators, factors, principles of accommodation.*

IMPROVEMENT OF MANAGEMENT PERSONNEL RESERVE FORMATION IN THE TVER REGION

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The article is devoted to the issues of providing the Tver region with managerial personnel. The purpose of the study is to determine ways to improve the process of forming a reserve of managerial personnel in the region. The author identifies the sources of replenishment of the reserve with managerial personnel, defines the personnel reserve and internal personnel potential, and also identifies the problems of selecting managerial personnel

in the reserve of the Tver region. The scientific novelty of the results obtained consists in the presentation and justification of the mechanism for replenishing the reserve of managerial personnel in the region, in identifying the risks associated with the implementation of the author's proposed areas of improvement and finding measures to reduce them, as well as in determining the indicators that characterize the effectiveness of the proposed measures.

Keywords: *Personnel reserve, internal human resources, problems of replenishment of the reserve of managerial personnel, directions for improving the formation of personnel reserve of the Tver region.*

THE CONCEPT OF THE PERSONALITY OF A SOCIAL ENTREPRENEUR IN AN INCLUSIVE ECONOMY

O.V. Skudalova

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Social enterprises are market entities whose activities are related to production of products, provision of services, and performance of works for income generation, profit and satisfaction of social needs of society, solution of topical social problems. The study pays special attention to the personal factor of a social entrepreneur and indicates the tendency of this parameter to influence the organization of social business in an inclusive economy, taking into account the satisfaction of the needs of each member of society, subjective assessments of the personal status of a person and the possibility of using resources equally. As elements of scientific novelty are: distinction of conceptual apparatus, analysis of existing scientific and practical approaches of Russian and foreign authors to the concept of personality of a social entrepreneur, formation of a system of factors affecting the personality of an entrepreneur and development of socially oriented activities in the territories of the country. The author formed his own psychogram and model of a modern social entrepreneur on the basis of qualitative research with the involvement of third-party experts (the method of focus groups).

Keywords: *Social entrepreneurship, concept of personality of social entrepreneur, psychogram of social entrepreneur, inclusive economy.*

MEDICAL AND DEMOGRAPHIC SITUATION IN THE REGIONS OF THE CENTRAL FEDERAL DISTRICT

A.S. Shchukina

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The purpose of this article is to analyze the medical and demographic situation in the regions of the Central Federal District. The data of the study is taken from the official statistics. The dynamics of indicators is analyzed for the period of 1990–2018. The author identifies both positive and negative trends in demographic processes. There are significant differences in performance across regions. The elements of novelty are the calculated integral indicators of mortality and morbidity of socially significant diseases and the types of medical and demographic situation identified on their basis of the Central Federal District data. Moscow and the Tambov region currently have a relatively favorable medical and demographic situation.

Keywords: *medical and demographic indicators, territorial differences, mortality, socially significant diseases, types of medical and demographic situation.*

DIRECTIONS OF INTERACTION MECHANISMS DEVELOPMENT BETWEEN DEVELOPERS AND STATE AUTHORITIES WHEN WORKING WITH PARTICIPANTS OF EQUITY CONSTRUCTION

S.V. Anisimova

FSBOU VO «Tver State University», Tver

The article considers the mechanisms of interaction between the state and builders during the work within the implementation of the Federal law "on Participation in Shared-equity Construction of Apartment Houses and Other Real Estate Objects and Introduction of Amendments to Some Acts of the Russian Federation" dated back to 30.12.2004 N 214-FZ. The aim of the study is to develop proposals for the further development of these mechanisms. The results of the analysis identify the groups of problems that developers currently face in the process of carrying out their functions. The author has formed a list of mechanisms improvement of the construction market regulation and interaction between developers and state authorities.

Keywords: *developers, equity construction, mechanisms of interaction between the state and developers*

MAIN PROBLEMS AND WAYS TO SOLVE THEM IN THE FIELD OF ENVIRONMENTAL MANAGEMENT ECONOMY OF THE RUSSIAN FEDERATION

S.V. Lapshin

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In today's rapidly developing world, people face many environmental problems. The reasons for their occurrence are quite simple, but difficult for a person to perceive and realize their guilt. Problems of environmental development are among the priorities in the domestic and foreign policy of many developed countries, which means that the environmental factor is still one of the indicators of the country's development. This is the topicality of the problems of modern nature management. The purpose of the article is to generalize the problems of modern nature management in the Russian Federation. The novelty of the article lies in the fact that for the first time such a generalization is given in connection with the domestic and foreign policy of our state. The article deals with the main problems, as well as ways of solving them in the field of environmental Economics of the Russian Federation.

Keywords: *environmental management, eco-situation, environmental economic incentives, environmental funds, pollution*

INTERPRETATION OF THE CONCEPT «TRANSBOUNDARY» FROM THE SCIENTIFIC VIEWPOINT

N.K. Savelyeva

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The study investigates the etymology and evolution of the of «cross-border» concept. The purpose of the work is to analyze various interpretations of the «cross-border» concept based on the fields of science. The author identifies the inextricable link of cross-borderness and the ability to carry out socio-economic, political and territorial ties. The aim of the study is to identify the

main patterns in the development of the concept of competition and characteristics. As a result, a number of problematic questions have been formulated in the economic and legal regulation of competition in cross-border markets.

Keywords: *competition, competitiveness, cross-border, cross-border market, the interaction of economic entities of the market.*

APPLICATION OF THE STAKEHOLDER ANALYSIS FOR EVALUATION OF SPATIAL DEVELOPMENT OF TERRITORIES

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The main document of strategic planning in the Russian Federation is the strategy of spatial development of the Russian Federation. Achievement of the goals of this strategy is expected through the implementation of promising projects for the spatial development of territories. In this regard, the issue of studying such projects, determining their features and the possibility of assessment becomes relevant. The problem is as follows: making a profit is not the main goal of spatial development projects, therefore, classical methods of project assessment are not applicable, and since the social effect from the implementation of this type of project is not so significant, the use of methods for assessing social projects is also not effective. To solve this problem, within the framework of the presented article, the authors have made an attempt to apply the theory of stakeholders to assess projects for the spatial development of territories. The purpose of this article is to identify and analyze the specific features arising in the process of conducting a stakeholder analysis of projects for spatial development of territories. The theoretical part of the article considers the key stages in the development of the stakeholder theory, the main stages of the stakeholder analysis, as well as the most effective methods of its implementation. The practical part of the article investigates the concept of "spatial development of territories" and its main features. The scientific novelty of the results obtained consists in identifying six main models of the behavior of stakeholders in the project of spatial development of territories and conducting a stakeholder analysis of one of the identified models using the mathematical apparatus of graph theory.

Keywords: *stakeholder, stakeholder analysis, spatial development project, stakeholder map.*

IMPLEMENTATION OF THE STATE CULTURAL POLICY STRATEGY FOR THE PRESERVATION OF CULTURAL HERITAGE

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The article deals with the main instrument of the State cultural policy «Strategy of the State cultural policy until 2030» and its role in ensuring the preservation of the cultural heritage of the Russian Federation. The author analyses its main provisions and its impact on the preservation of cultural heritage. The article identifies the main problems of public administration in the field of cultural heritage preservation.

Keywords: cultural heritage conservation, public administration, cultural heritage object, historical settlement.

PUBLIC-PRIVATE PARTNERSHIP IN PRESERVATION AND POPULARIZATION OF CULTURAL HERITAGE

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The purpose of the article is to identify the role of public-private partnership in the regulation, preservation and popularization of cultural heritage objects. The author discloses the functional purpose of public-private partnership in the field of cultural heritage objects, considered from an economic point of view. The article investigates the federal target program and the interaction between the state and business for solving economic problems in the field of preserving architectural monuments. The scientific novelty consists in establishing a list of measures necessary for the adoption of the cooperation between the state and business on the preservation of cultural heritage.

Keywords: public-private partnership, cultural heritage sites, architectural monument, federal target program.

HARVARD PARADIGM: "INSTITUTIONAL EXPANSION"? Based on A.V. Smirnov's article " MARKET STRUCTURE IMPACT: ANALYSIS OF APPROACHES TO THE RUSSIAN MARKET"

N.V. Kostyukovich

FSBOU VO "Tver State University". Institute of Economics and Management, Tver

Positively evaluating the proposal of A.V. Smirnov concerning the expansion of the Harvard paradigm through applying an institutional approach, the author draws attention to the fact that the basic positions of monetarism and the theory of antitrust regulation, due to their limitations and tendentiousness, will hardly help solve this problem. In this regard, the article has raised the problem of an alternative post-market economic and theoretical paradigm.

Keywords: Harvard paradigm, oligopoly, monetary concept, post-market paradigm.

THE REASONS OF THE SOCIALIST ECONOMY COLLAPSE (ON THE EXAMPLE OF THE USSR)

A.V. Parushev¹, G.L. Tolkachenko²

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The article highlights the features of the economic growth of the USSR in the period of the early 1920s – and the late 1980s according to the socialist model based on import substitution. The authors analyze the contradictions of economic growth of the socialist model and the problems of the growth of the national economy of the USSR. The hypothesis put forward by the author, and then consistently provides evidence, is that the position of the USSR and

the CMEA countries was internally unstable and from this vector of development it was not possible to enter the stagnant but stable regime of the socialist economy with zero and stably low rates of economic growth. The decline in production in post-socialist countries is explained not only by the complexity of the approach, but also by the inability to maintain the stable functioning of the economy, formed during the growth process in the 70-80s. The relevance of this study lies in the fact that countries such as North Korea, Cuba, Laos are currently using the socialist economy model and they need to know about the strengths and weaknesses of this model.

Keywords: *economic growth; import substitution strategy; socialist economy; economic resources; GDP; national income; deficit; resource supply; energy intensity; capital intensity.*

**SCIENTIFIC LIFE OF OUR PARTNERS –
“ANO INSTITUTE OF SCIENTIFIC COMMUNICATIONS” (INC)**

L.A. Karasyova

FSBOU VO “Tver State University”. Institute of Economics and Management, Tver

On July 25, our partner the Institute of Scientific Communications had a birthday a holiday. It was a good reason to write about its operations since during its four year work the Institute has managed to become a unique scientific center that unites scientists, teachers, researchers not only in Russia, but also in the world. The Institute cooperates with young scientists, and, during the pandemic period, the Institute continued to work actively, issuing new projects.

**LABOUR POTENTIAL OF THE REGION (TERRITORY AND THE USE OF
CONCEPTUAL APPARATUS**

V.K. Kultashov

FSBOU VO “Tver State University”. Institute of Economics and Management, Tver

Despite the high interest of different scientists to the investigation of "labor potential" concept, nowadays we don't have a unified categorical apparatus for revealing the essence of the concept. This is especially relevant for assessing labour potential from an economic point of view. The article attempts to find a solution to five research problems: to outline the concept of "labor potential," based on statistics and demography data. The article compares labour potential management theories, analyzes the peculiarities of approaches to understanding the concept of "labour potential" reveals the constituent elements of the "labour potential" concept based on the methodology of the system approach and defines "labour potential" at micro and macro levels. The conclusions drawn from the study are necessary to clarify the terminology and understanding of the "labor potential" concept since the role of labor potential in the modern market economy is an essential factor in its socio-economic development.

Keywords: *labor potential, concept, socio-economic development, labor potential management, categorical apparatus, economic theory, management theories, assessment of labor potential.*

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A HOLISTIC VIEW OF TRENDS IN GLOBAL SOCIO-ECONOMIC DEVELOPMENT IN A MODERN MARKET ECONOMY

Yu.I. Shorokhov

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The purpose of the article is to assess trends and prospects of socio-economic development in the traditional market economy from a holistic position. The scientific novelty consists of the economic activity of economic entities that is considered as a process of network interaction with planet Earth as a whole

and the world of microorganisms that play a key role in the regeneration of living conditions on Earth. It has been established that the traditional market economy, under the influence of scientific and technological progress, leads to stratification of society, exacerbation of contradictions, local and global conflicts; deterioration of public health caused by environmental pollution; activation of old and new pathogens causing intractable or incurable diseases and pandemics. The author identifies the causes of catastrophic events and develops general recommendations for their elimination.

Keywords: *integrity, network interaction, ecology, quality of life, system of values, formula of well-being, stuck mentality, crises, disasters, global sustainability.*

ANALYSIS OF PRIVATE INVESTORS PARTICIPATION IN THE STOCK MARKET OF THE COUNTRY

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The purpose of the study is to develop recommendations for expanding the attraction of funds from private investors in the country's stock market. The main financial investment instruments, their advantages and disadvantages for private investors are described. The scientific novelty lies in carrying out the comparative analysis of the placement of funds by private investors in bonds, stocks and individual investment accounts. The authors present the assessment of the involvement of private investors in the country's stock market. The main problems constraining the participation of individuals in funding the economy have been identified. The authors have formulated a number of measures to develop the institution of private investment in the country's stock market.

Keywords: *stock market, private investor, investment instruments, bonds, stocks, individual investment accounts.*

CRITERIA FOR ANALYZING THE EFFECTIVENESS OF ACCOUNTING POLICIES

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The accounting policy is regulated by the same standards of both Russian and international accounting. Despite this, when disclosing the nature and purpose of accounting policies in RAS and IFRS, different emphasis is placed. If the national standard focuses directly on accounting and the principles of its management, then IFRS pays more attention to the rules and principles of financial reporting, and, consequently, the interests of its users. The purpose of the study is to focus on the need to comply with the legislation to the maximum extent, and in an effort to reduce the complexity of accounting in General, not to ignore the interests of owners and investors. The effectiveness of the accounting policy is evaluated by the authors as an additional method for increasing interest in the organization's activities from potential investors, which can be achieved if the accounting policy provides for disclosure of certain information in the accounting (financial) statements. To increase the interest in accounting information from internal users when making management decisions, the authors propose to expand the methodological aspect of accounting policy disclosure of issues of cost accounting and other objects for management accounting purposes. Elements of scientific novelty are clarification of the goals of accounting policy development, highlighting the features of accounting, tax and management accounting for further

evaluation of the effectiveness of its provisions, as well as a description of the main problems in justifying the content of accounting policies for accounting purposes caused by the desire of business entities to reduce the complexity of accounting procedures in General, which usually leads to priority implementation of tax accounting tasks to the detriment of accounting (financial) and management accounting goals. A shift in the focus on the principle of rationality in the development of accounting policies may reduce the investment attractiveness of a business due to a lower financial result generated from accounting data and a minimum amount of information disclosed in accounting (financial) statements.

Keyword: *the accounting policies, the effectiveness of accounting policy, the accounting policy for accounting purposes, the accounting policy for taxation purposes, the accounting policy for management accounting purposes.*

DIGITAL TRANSFORMATION IMPACT (AUTOMATION) ON ACCOUNTING IN AGRICULTURAL BUSINESS

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The article considers the main problems that arise in the automation of accounting in Russian agricultural organizations. The main goal is to analyze the possible use of digital technologies and identify their impact on accounting in the agro-industrial complex. When implementing this goal, the main tasks are: 1) to identify problems of accounting automation in agro-industrial complex organizations; 2) justify the advantages of using information technologies in agro-industrial complex accounting; 3) to determine the effect of the implementation of software products and their rating. The object of the study is the organizations of the agro-industrial complex. The subject of the study is the economic relations of agribusiness organizations of all forms of ownership in organizing accounting based on information technologies. The scientific novelty of this study lies in the theoretical justification of the development of information technologies in the digital economy in order to reduce the costs of producing agricultural products, using the best software products on the market, taking into account innovative accounting technologies and analyzing their modern state taking into account the rating approach. In contrast to the disadvantages, the advantages of an automated accounting system compared to the traditional method are also considered. The study presents a list of the most popular and easy-to-use programs for work in the field of accounting. In the main part of the article, calculations were made that make it possible to determine the effect of the introduction of an innovative system in the accounting of the organization. The authors consider modern technologies implemented in accounting.

Keywords: *accounting, digital economy, automated accounting system, information system.*

SWOT ANALYSIS: THE TECHNIQUE

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Before drawing up a strategic plan, it is advisable to analyze the external and internal environment, identify opportunities and threats, strengths and weaknesses of the enterprise. There are several methods of analysis for this purpose. The main and most common method of analysis is SWOT analysis. It makes it possible not only to identify external and internal factors, but also to develop measures that allow the company to adapt to changes in the environment. The article considers one of the approaches to SWOT analysis. The purpose of the article is to present your own vision of the methodology for conducting SWOT analysis using the results of several methods of studying the environment, which will make it possible to get a specific work plan for the enterprise and develop a strategy for its development. The author presents a refined method of SWOT analysis. It is proved that when conducting SWOT analysis it is advisable to apply an integrated approach to the analysis of both the external and internal environment. The scientific novelty of the results is the development of a methodology that allows providing an integrated approach to SWOT analysis, obtaining reliable and high-quality data for the development of measures to improve the competitiveness of the enterprise.

Keywords: *external and internal environment of the enterprise, methods of analysis*

RISK-ORIENTED APPROACH TO MARKETING COMPETITION MANAGEMENT: CONCEPTUAL AND METHODOLOGICAL ASPECTS

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The aim of the research is to study the conceptual and methodological aspects of the risk-based approach in relation to marketing competition management. The article discusses different views on the concept of "risk", studies the areas of application of the risk-oriented approach, proposes a mechanism and principles for the implementation of the risk-oriented approach, studies the practical experience of applying the risk-oriented approach in the Russian Federation, proves the semantic proximity between the results of marketing audit and goals antitrust regulation. The proposed method for determining the semantic proximity between phenomena revealed a close relationship between the studied areas of these phenomena. The article also notes the impact of restrictions associated with the global pandemic COVID-19 on a risk-based approach.

Keywords: *risk, risk-oriented approach, marketing, competition, competitiveness, competition management, economic interests.*

INTERNATIONAL ASSESSMENT OF THE COMPETITIVENESS OF TOURISM IN RUSSIA

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The aim of the study is to identify the strong and problematic factors of the international competitiveness of tourism in Russia. For this, an analysis of reports on the competitiveness of travel and tourism of the countries of the world for the International Economic Forum (2017 and 2019) was carried out. The scientific novelty of the results obtained lies in the development of a methodology that allows the use of relevant information sources and, on their basis, to develop a system of graphic constructions to analyze the development of tourism in the country, to identify options (types) of dynamics of factors of the competitiveness of tourism in Russia. The conclusion is made about the insufficient level of development of Russian tourism for international leadership. An insignificant contribution to the country's economy and a low level of tourist infrastructure with growing competitiveness characterize the state of "unstable tourism" in Russia.

Keywords: *tourism competitiveness, tourism competitiveness indices, tourism in Russia, sustainable tourism.*

MODERN DIRECTIONS IN THE ECONOMIC GROWTH OF THE TVER REGION

O.Yu. Tolkachenko

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The purpose of the article is to propose the main vectors of economic growth of the region based on the analysis of the state and level of industrial development, the demographic situation and the volume of attracted investments. Key directions for increasing the economic potential of the region in the current conditions are formulated. The author refers to possible progressive areas of development: the development of the tourist and recreational sphere; dynamic movement of the region's agriculture through the implementation of a set of support measures by the relevant ministry of the Tver region; Increase in industrial output; Building a positive investment climate and enhancing investment by focusing on innovation. The scientific novelty of the results obtained consists in the formation of an individual trajectory for the development of the economic potential of the Tver region, based on an analysis of the current state of elements of the economic system of the region and the practical application of effective tools for ensuring economic growth in the territories of other regions of the Russian Federation.

Keywords: *economic potential of the region, industrial production index, capital investment, production of high-tech products.*

LJM AS A METHOD FOR PERSONNEL INVOLVEMENT IN BUSINESS TRAINING PROCESSES

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The relevance of the study is due to the fact that creating an environment for staff involvement in business training processes often becomes an important task for both the developers of training solutions and the customer of training, on which the integration of training processes and results into working realities depends. The ultimate goal of all approaches is not student engagement per se, but learning effectiveness. An indicator of effectiveness is the application of the results of mastering new knowledge and skills in real

life. In this regard, the author in this study provides a mechanism for creating an engaging staff training in business training processes. The practical significance of the study lies in the fact that it will allow companies to correctly assess the result of using engaging mechanics and to cope with the challenges in the workplace, and, therefore, to ensure staff involvement at a high level.

Keywords: *personnel involvement, business training, companies, motivation, efficiency.*

**THE MIGRATION APPROACH TO THE ASSESSMENT OF TRENDS
IN THE REGULATION OF THE PROCESS OF ATTRACTING WORKING-AGE
FOREIGN POPULATION IN THE TERRITORY OF THE REGION TAKING
INTO ACCOUNT THE SOCIO-ECONOMIC SITUATION AND SELECTED
TARGET PRIORITIES OF DEVELOPMENT OF TERRITORIES**

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The current stage of development of society and the state is characterized by a change in the role of the migration factor in the socio-economic development of territories. Given the decline in the share of the able-bodied population, a large share of low-skilled labor, and the need to implement national projects aimed at changing the demographic background of the state, which are primarily expressed in stimulating the birth rate growth, the Russian Federation is faced with the task of attracting labor migrants capable of supporting the industrial transformation of the Russian economy. In this regard, migration processes and tools for their regulation are becoming an important object of research. This does not take into account the complexity of socio-economic processes and emerging sociological, historical, demographic and other approaches to the analysis of migration processes, often inconsistent with each other. In addition, studies are carried out without taking into account differences in the target orientations of the subjects involved in migration regulation, which is a necessary element in making managerial decisions in the migration sphere, as the state, constituent entities of the Federation, and industrial companies focused on attracting labor migrants, foreign workers, and residents of the territory (autochthon) have various, in most cases, contradictory motivational migration motives. As a result, a study aimed at finding an integrated, goal-oriented approach to the analysis of possible tools of migration regulation (migration policy) of the Russian Federation based on an assessment of existing world practice seems to be most relevant. The instrumental and methodical apparatus of the study is based on an integrated approach, within which migration is considered as a goal-oriented process that has characteristic components and is influenced by objective and personalized factors that depend on the conditions of the socio-economic situation in the development of the territory, and also combines various methods of scientific knowledge: system analysis, comparative, economic and statistical, grouping, benchmarking, etc. In the course of this study were developed us suggestions to improve the regulation of migration processes in the Russian regions, based on the orientation of the action on the selected specialization and targeted development priorities of the territories.

Keyword: *demographics, labor economics, labor policy, regional economy, migration approach, migration, highly qualified specialists, migration processes, the system of assessing the qualifications of migrants, indicators for determining highly qualified personnel.*

SPECIFIC FORMATION OF HUMAN CAPITAL UNDER THE CONDITIONS OF THE LABOR MARKET TRANSITION TO A DIGITAL MODEL OF DEVELOPMENT

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The purpose of the study is to assess the impact of digital transformation on the level of human capital development as a source of ensuring the competitive advantages of an individual in the labor market. A model for the formation of human capital based on the inclusion of digital capital as a leading component that determines the level of its development in a modern economy is proposed. Scientific novelty consists in highlighting the issues of the influence of carriers of digital competencies on the growth of their employment and income. As a general result, the need for the formation of human resources with digital competencies as the basis for the socio-economic stability of society is substantiated.

Keywords: *labor market, human capital, digital economy, employment, education.*

CONTENTS OF TAX REGULATION IN PUBLIC ADMINISTRATION SECTOR PERFORMING FUNCTIONS IN THE FIELD OF DEFENSE OF THE COUNTRY AND NATIONAL SECURITY

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The article discusses the contents and principles of tax regulation in the public administration sector. The purpose of the article is to disclose the features of the tax mechanism in federal executive bodies, where military is legally provided or an equivalent service, and define the main paths of its improvement in order to ensure the country's defense and national security. Scientific novelty consists in substantiating the directions of improving tax relations among subordinate institutions of federal executive bodies, where military or equivalent service is legally provided. A conclusion was drawn on the need to ensure a balance between the tax interests of the state and the institutions that ensure its defense capability, including in the context of managing tax benefits taking into account significant functional features.

Keywords: *public administration sector, tax regulation, tax policy, tax mechanism, defense capacity of the country, national security, state secret, military organization of the state, autonomous institutions, budgetary institutions, state institutions, military institutions.*

ECONOMIC SECURITY OF RUSSIAN REGIONS AND NEW DIGITAL HORIZONS

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The purpose of the study is to develop a methodological approach to identifying the risks of economic security in the region that arise in the context of digitalization, their assessment and selection of leveling tools. The authors proved that in the conditions of digitalization, a range of new risks appears that affect the state of each structural component of the region's economic security. The authors have classified these risks according to the structural peculiarities of economic security (risk of leaks and failures, the risk of underproduction of GRP, the risk of loss of budget revenues of the region, the risk of failure of the financial system, the risk of inequality, risk of unemployment, the risk of social instability risk of digital gap), suggested an approach to their evaluation. The scientific novelty of the research is the model of risk-based management of economic security of the region proposed by the authors, based on the identification of risks that can be assessed through indicators of economic security and their threshold values, as well as risks that are difficult to assess (using the statistical method).

Keywords: *economic security, digital development, threats, challenges, elimination of threats, risk-based management*

GLOBAL DIGITAL SPACE MONOPOLIZATION: GROWING THREATS TO THE DEVELOPING COUNTRIES AND THE WAYS FOR ITS OVERCOMING

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The research defines sources, forms and threats to monopolization in the modern world economy. The goal of the investigation is to combine developing countries experience and to assess the Republic of Belarus opportunities to mitigate threats of digital inequality and successful integration into the global digital space. It is shown that technological development, new innovative markets and business models development are resulted in completely new sources of monopolistic authority. That creates the conditions for the rise in countries digital inequality related to the differentiation in the digital infrastructure access, opportunities e-commerce settlement through big data possession and the use of price discrimination methods. It has been proved that the significance of technological inequality and digital divide, the conflict nature of their consequences necessitates governmental and supranational regulation of economic and competitive processes. It has been determined that in the absence of sufficient resource, institutional, financial, technological support for digital transformation in the country, the possibilities of developing international cooperation should be regarded in its new capacity. It is necessary to take the advantages of various forms of economic space consolidation through the digital transformation of the economic space competitiveness to create competitive platform companies, national and regional industrial ecosystems and insure rapid growth.

Keywords: *digital transformation, digital inequality, monopolization sources, digital platforms.*

TWO-CRITERIA APPROACH IN GAMES WITH NATURE AND ITS APPLICATION TO STOCK INVESTMENT

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A decision-making model in stock investment problems is proposed as a game with nature with known state probabilities. The aim of the study is to develop new principles of decision-making in games with nature and their application for the analysis of statistical data and the choice of stock investment strategies. The mathematical expectation of the investor's payoff is taken as an assessment of efficiency, and the standard deviation as a risk assessment. This two-criteria problem is formalized by translating risk assessment into a constraint. The scientific novelty of the research results lies in obtaining the analytical method for solving an arising nonlinear problem of mathematical programming and the algorithm for finding the optimal mixed strategy. The practical example of the application of the proposed methods for finding investment strategies based on real statistical data is given.

Keywords: *risk management, principle of optimality, mathematical expectation, standard deviation, two-criterion approach*

DEMOGRAPHIC PHASE SPACE OF THE TVER REGION FROM 1989 TO 2020 AND TVER REGION POPULATION

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The article proposes a method for studying the features of demographic dynamics based on the demographic phase space. The aim of the work is to analyze the dynamics of the population of the Tver region and to assess the possibility of its stabilization in the future using the demographic phase space. The scientific novelty of the work consists in the application of a new method for studying the characteristics of demographic dynamics based on the demographic phase space at the specific time interval. The article constructs piecewise linear functions that continuously approximate the time series of the population and the rate of change in the population of the Tver region from 1989 to 2020. The authors present a demographic phase space of the Tver region from 1989 to 2020t. An analytical expression describes the dynamics of the trend in the population of the Tver region. The investigation highlights an asymptotic stabilization of the population of the Tver region at the level of 1.0998 million people by 2060.

Keywords: *demography, phase space, piecewise-line r trend, forecast.*

THE IMPACT OF CYCLICAL GOVERNMENT DEBT RELATIONS ON THE SOCIO-ECONOMIC SPACE OF THE RUSSIAN FEDERATION

I.V. Tishin

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The article is devoted to the impact of government debt relations on the transformation of the financial system. The purpose of the research is to outline the problem of cyclical government debt relations. It can be considered as a general form and tendency of state debt relations, however,

the study of special factors, modifying cycles, which is applicable to the modern stage of the socio-economic space, is also relevant. The scientific novelty of the research lies in the identification of trends in the Russian economy, taking place against the background of the cyclical government debt relations crisis. We are talking about a kind of institutional-mechanical transformation in the financial sector of the economy. This transformation stimulates the introduction of new instruments.

Keywords: *government debt relations, globalization of capital, financial system, institutional and mechanical transformations, cryptocurrency, XBRL (eXtensible Business Reporting Language – «extensible business reporting language»).*

PECULIARITIES OF FINANCIAL BEHAVIOR OF RUSSIAN HOUSEHOLDS IN MODERN CONDITIONS

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The article is devoted to the study of the peculiarities of behavior of Russian households at the present stage. Based on the theoretical approaches of various schools of economic thought, household behavior strategies are summarized. The aim of the study is to determine the financial behavior of modern households, to correlate the current situation with theoretical approaches. The scientific novelty of the results obtained consists in identifying the peculiarities and objective reasons for the behavior of Russian households.

Keywords: *household, motives of behavior, financial strategies*

ANALYSIS OF RECREATIONAL TOURISM IN THE REPUBLIC OF SAKHA (YAKUTIA)

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Health tourism is distinguished as one of the most promising types of tourism. A growing number of treatments are being developed in the world using health-improving natural resources. The purpose of the study is to analyze the state of medical and recreational tourism in the Republic of Sakha (Yakutia), on the basis of which it is possible to determine the prospects for the development of this industry. The main sanatorium tourist destinations, number and categories of health-improving ones, planned volumes of medical care in sanatoriums, as well as directions of strategic development of health-improving tourism are considered. The scientific novelty consists in a detailed study of the accurate interpretation of health tourism as a separate type of tourism in a certain territory.

PRODUCTION DEVELOPMENT, VALUE ADDED AS A WAY TO OVERCOME THE CRISIS

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Crisis events in the world and domestic economies have led us to take a fresh look at the role of factors of production in creating value added. This applies both to traditional factors and to changes in the role of intangible factors of production. The purpose of the article is to pay attention to the increasing importance of accumulating the competencies of the population as the basis for creating social wealth and improving the management system both at the level of individual enterprises and at the level of the economy as a whole. This requires a change in the attitude towards industry as a basis for creating value added, ensuring an expanded reproduction of society. Social and spatial connectivity becomes a condition for the country's well-being and development. This calls for economic and ideological connectivity. Economic connectivity is achieved through leveling and raising incomes through the development of industrial production, ensuring self-sufficiency, economic independence and security of the regions and the country as a whole. Ideological connectivity can be ensured by rethinking the experience of the development of our country, forming a socially homogeneous society, involving the entire population in public production, labor activity, forming a realistic strategy for the development of the country, developing strategic goals and understanding the opportunities for participation in industrial and public life by each citizen. In addition, real social elevators, improving well-being, and the formation of a favorable economic and social environment are important. As the share of the intellectual component in the work of workers grows, it becomes more important not so much the physical condition of the employee as his knowledge, emotional, adaptive intelligence, creativity. Based on the fact that value added is created in production using the material and intangible components in an inextricable form, the organization of the preservation and survival of society comes to the fore by reorganizing the way of reproduction of its life, ensuring its economic and social security. The problem of increasing the production of value added, the growth of wages of employees, including through value added, remains important. The scientific novelty of the article consists in establishing the influence of the development of production and the creation of value added on overcoming the crisis phenomena of the Russian economy and improving the standard of living of the population.

Keywords: *value added, extended reproduction, intangible assets, economic security, management system.*

INTERNATIONAL DISCUSSION ON PROPERTY DIFFUSION AND SOCIALIZATION OF THE ECONOMY (REVIEW OF THE SPEC-PSE 2020 JOINT INTERNATIONAL CONGRESS)

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The review describes the main reports of the Joint International Congress “Genesis of Noonomy: Scientific and Technological Advance, Socialization of the Society, Diffusion of Property, Solidarism” (SPEC-PSE-2020), dedicated to the analysis of the problems of genesis of a new quality of economy and society. In particular, the main content of the plenary report by S.D. Bodrunov, characterizing the main directions of progression to noonomy, is disclosed. The main problems discussed at the plenary sessions, seminars and round tables of the Congress are shown.

Keywords: noonomy, socialization of the economy, diffusion of property, integration of production, science and education, technological development, genesis of a new quality of economy and society, SPEC-PSE-2020.

THEORY OF FIRMS: EVOLUTION AND CONTEMPORARY DEVELOPMENT PROBLEMS

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The stages of the evolution of the theory of firms as a component of microeconomic theory are considered in such areas as: the reasons for the emergence of the firm, the boundaries of the firm, the organizational structure of the firm, the heterogeneity of the firm's actions, evidence for various theories of the firm. The purpose of the work was to assess the features of using the provisions of the theory of firms in the current economic realities. The problems of development of the theory of firms in modern conditions are investigated. The scientific novelty of the research lies in demonstrating significant differences in the conditions for the functioning of firms in the post-industrial era compared to the industrial and pre-industrial eras, when the basic provisions of the theory of firms were formed, create certain problems for using a number of basic provisions of the theory of firms, requiring their further development.

Keywords: theory of firms, evolution, development problems, modern conditions.

RESPONSE

**TO THE MONOGRAPH BY NADEZHDA NIKOLAEVNA BEDENKO,
MARINA GEORGIEVNA SERGEYEVA AND
SVETLANA VASILIEVNA CHEGRINTSOVA
«WORK BASED LEARNING» IN HIGHER EDUCATION:
THE MANAGEMENT-ECONOMIC AND PEDAGOGICAL ASPECTS»**

L.M. Bozhko

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The purpose of the response is to attract the attention of researchers and practitioners to the need of studying the features of the introduction of innovative pedagogical technologies in the educational process in higher education, which allow training competitive specialists in the field of economics and management and solving a number of burning problems of regional universities.

Keywords: the innovative model of education, the training combined with work, the competitiveness of graduates, the higher education, the design of educational programs, the innovative pedagogical technologies