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ROLE OF INNOVATIVE TECHNOLOGIES IN ENSURING COMPETITIVENESS OF EXPORT PRODUCTS IN UZBEKISTAN

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Abstract. The article describes the improvement of the theoretical and methodological foundations of the formation and functioning of the mechanism of innovative activity by ensuring the growing needs of Uzbekistan in the context of modernization of the national economy and globalization in the general system of the world.

Key words: innovation, market, income, valuable shares, algomerate slab.

Increasing competitiveness through the introduction of modernized technology is developing at a rapid pace in Uzbekistan, Uzbekistan attaches priority importance to its goods and services. Adequate participation in the world market by improving the quality of the country's inventory, the introduction of new technologies has increased the participation of local companies in the global competitive environment. According to the geographical location, cultural heritage of the country, historically established trusting relations with the CIS countries and the Baltic states, the countries of the Middle East and far abroad by the European Union and in particular with China, Uzbekistan has become an integral part of the world market with the opinion of which all the subjects of world society are considered and respected. For example: the company JV LLC Mayda-Tosh technology maintains close cooperation with the above countries, a country like Italy played a special role in the company's activities, and China also made a great contribution to the provision of services.

The company is an independent business entity with the rights and obligations of a legal entity. The company has the right to engage in economic activity based on goals and objectives, draw up contracts, bear responsibility in accordance with its obligations. Sources of the formation of property of the enterprise are:

- cash and property contributions of the founders;
- valuable shares;
- income received from entrepreneurial and other activities of the company;
- additional contributions of the founder.

The company keeps records of all its activities, maintains operational accounting and statistical reporting in the manner prescribed by the legislation of Uzbekistan.

The latest developments in the field of construction production technologies make it possible to produce heavy-duty tiles indistinguishable from polished granite slabs. This material is Agglomerate tile, or Agglomerate, in strength it surpasses any finishing material known today.

The agglomerate plate of JV “Mayda-Tosh technology” LLC is stronger than granite, marble or natural stone. It is a secret that the polymers used in modern production have physical and chemical properties many times superior to those of natural materials. Therefore, there are frequent cases of a painful choice between the practicality of artificial products and the unique beauty of natural raw materials.

Agglomeration (from Latin agglomerare - I attach, accumulate) - the formation by sintering (roasting) of relatively large porous pieces (agglomerates) from fine ore or dusty materials. During agglomeration, the fusible part of the material, hardening, holds together solid particles. They are used for firing iron and lead ores, zinc concentrates, etc.

It is noteworthy that the agglomerate (agglomerate tile or, more precisely, artificial stone) is an intermediate option at this fork. Created on the basis of natural stone and filled with “cement dough”, it combines the attractiveness of one and the increased strength of the other.

Agglomerate of JV “Mayda-Tosh technology” LLC has a number of objectively noteworthy advantages, here are five main ones:

Firstly, as just mentioned, it is stronger. The fact is that the agglomerate does not contain micro cavities and microcracks. However, we recall that, by definition, all natural raw materials possess such flaws. As a conclusion, it is obvious that the agglomerate is a more wear-resistant material. It will retain its decorative properties longer, being, for example, laid on the floor, and all the more practical than stone.

Secondly, agglomerate tiles are more uniform in color, which is very important when decorating a room or building facade (if it is used for street cladding).

Thirdly, complementing the previous paragraph, thanks to manufacturing technology, the diversity of appearance due to the large number of color combinations of the sinter is unusually wide. So, a tile based on the same granite, but with a fill of a different shade, can look restrained and strict, or it can be original and cheerful.

Fourth, artificial stone is on average cheaper than natural. And because natural raw materials need less, and because its consumption is more economical.

Fifth, the agglomerate allows faster and, no less important, mass production of individual projects with any ideas of any complexity in their form. For example, a solid curly granite worktop would require finding a piece of granite or marble of the appropriate size. This can be difficult and the finished product will have a certain fragility. And will you like her unpredictable pattern as a result? On the other hand, the agglomerate countertop will be made much simpler and cheaper. Not to mention the fact that right in it you can make a monolithic sink of any shape and size.

At the same time, from the agglomerate tiles of the joint venture of Mayda-Tosh technology LLC, the same colorful designs of the floor or walls are freely performed as from natural stone. However, you should not think that the agglomerate is definitely better than a completely natural material. It all depends on the specific situation. Sometimes the use of natural stone is simply impractical, and the sinter in such matters greatly helps.

“Today, there is no need to prove to anyone that attracting foreign investment into the country's economy is not only new promising projects implemented jointly with foreign partners, but it is primarily new modern machinery, machines and equipment, technologies and know-how, this is a high level and the quality of our products is, ultimately, our ability to create a competitive economy and take our rightful place in the global market.”

Strong and aesthetic agglomerate tile of JV LLC Mayda-Tosh technology is one of the advanced achievements of the modern production of building materials, in which the advantages of natural stone are strengthened by the introduction of advanced technologies. The operational, insulating and technical characteristics of the natural base of the sinter are enriched with increased density, the absence of voids and defects.

Wear-resistant artificial stone agglomerate has:

- strength exceeding that of natural stone of natural origin;

- resistant to negative atmospheric phenomena, allowing the use of agglomerate tiles for landscape planning, landscaping and facade cladding in regions with a difficult or humid northern climate;
- resistance to surface abrasion, which makes it possible to build flooring with sinter in places with high traffic;
- a clear geometric configuration that allows you to buy tiles of sinter in a strictly required quantity; • the absence of deviations in the color scheme between the individual elements within a certain series.

The practical aesthetic agglomerate of JV "Mayda-Tosh technology" LLC was previously represented on the Uzbek market exclusively by the products of Western companies. Now, the products of the joint venture Mayda-Tosh technology LLC, which is engaged in the production and sale of sinter, are worthy of competing with the offers of foreign companies. The use of productive equipment and innovative technologies, as well as the skill of specialists allow us to achieve the perfection of facing materials. The factory engaged in the manufacture and sale of sinter offers to buy high-quality and beautiful facing material.

Clients of the company can buy agglomerate tiles at a price significantly different from the cost of similar Western products, which, with equal quality, is an additional argument in favor of buying domestic materials, these requirements are determined by the following GOST 24099-80: Decorative stone slabs.

Drying and polishing of the finished sinter further, to achieve the specified physical and mechanical properties, the process of maturation (drying) of the sinter is carried out. It is placed in ventilated chambers with a controlled temperature and a programmed thermal cycle. When drying, it is necessary to create and observe the most important condition: to preserve the intra-agglomerate all the water present in it, which is necessary for hydration of the cement. Otherwise, empty pores and cracks will form in the finished product. After that, the almost finished agglomerate spends from 5 to 7 days in vivo in a plastic bag in order to protect against excessive evaporation of water.

The company " Mayda-Tosh technology "is a leader in Central Asia in the production of agglomerate stone with an output of 300,000 m² per year. The production of decorative slabs for finishing agglomerate is the main activity of the company, in which it succeeded in being a self-sufficient and competitive company in the market of Uzbekistan and the world market for manufactured goods.

The purpose of creating LLC JV LLC Mayda-Tosh technology is the production and sale of agglomerate stone and artificial tiles.

The main activities of JV Mayda-Tosh technology LLC in accordance with the Charter of the enterprise are as follows:

- Production and sale of agglomerate stone and artificial tiles.
- Production and sale of facing raw materials.

The implementation of all types of activities that do not require additional licensing and permitted by the legislation of the Republic of Uzbekistan, foreign economic activity also does not require special licensing conditions.

The company produces various product variations, especially focusing on the development of a new type of production, development at facilities through R&D developments. By implying Agglomerate tile, today it is understood as a mixture of a resistant and durable parody of stones, limestones, concrete, etc. Every year, the enterprise builds up the potential and variation of its products, based on trusting relationships with its customers, we can say that according to the legislation of the Republic of Uzbekistan, foreign economic activity at the enterprise is carried out due to the need for products.

Every year the company builds its potential and in the following, one can note the growth of various indicators. According to the reporting materials, the company passed all the necessary audits and conducts its activities in accordance with the legislation of the Republic of Uzbekistan.

According to the reporting materials, the company passed all the necessary audits and conducts its activities in accordance with the legislation of the Republic of Uzbekistan. In fact, innovations for entrepreneurial activity both in production and in the provision of services in countries with developed market economies are considered as one of the main conditions for economic progress.

It should be emphasized that innovations began to be actively considered in Western countries as a mandatory element of the development strategy not only of individual companies, but also of entire industries, when they specialize in high-tech manufacturing, or constantly updated technologies for providing services, including in providing management processes. Today, the company's competitive advantage is virtually waste-free products, new, modern equipment that meets all international requirements, a new technology for stone agglomeration by pressing and heating artificial stone, priorities for increasing competitiveness due to reduced cost, the presence of a small number of competitors in the world market and market Uzbekistan's environmentally friendly production and energy-saving potential of the enterprise make the company competitive advantages ii conclusive for consumers of the products of the company.

The conquest of a suitable place in the world economy in the current conditions of the enterprise is necessary to ensure the sustainable development of the country, the growth of the welfare of its citizens, and the expansion of mutually beneficial cooperation in the world. The company annually increases production volumes and product range. The company exports its products to Russia, the USA, the United Arab Emirates. Large companies and private customers collaborate with the company. Constant attention to the latest technologies in the field of processing and application of agglomerate stone allows you to work with orders of any complexity and volume.

Mayda-Tosh technology, the plant is part of the Osiyo Granit group of companies, one of the largest Uzbek producers of ceramic and agglomerate tiles, as well as marble and natural stone products. It was founded in 1996 on the basis of SCS (build service kit). Since 2000, the Osiyo Granit factory began producing granite and marble slabs, facade blocks, and since 2003, the production of granite facade tiles was also mastered.

Experienced, highly qualified staff is committed to attentive, thorough work with clients.

However, in 2012, the company launched a new project for the production of high-quality sinter using the exclusive Breton Teraston Sistem technology. One of the key features of its production is the use of the most modern equipment, protected by international patents of the Italian company Breton. The universal machining center with a table of 1.8x4 meters allows you to process any surface, and is equipped with a shop with 24 tools. There is also a Montessor machine for edging and a Ferrariand Chigorini multi-plate cutting machine. Both of them are intended for the production of skirting steps and window sills.

The company's equipment range (too broad for listing) is supplemented by three waterjet cutting machines capable of producing patterns of any degree of complexity. All that remains is to briefly mention the unique technology of stone aging being implemented in production. This makes it possible to produce the so-called "travertine" with 10x10 cm tiles. Mayda-Tosh technology (too broad for listing) is complemented by a range of equipment with three waterjet cutting machines capable of producing patterns of any degree of complexity. All that remains is to briefly mention the unique technology of stone aging being implemented in production. This makes it possible to produce the so-called "travertine" with 10x10 cm tiles.

It is also important that the company is located in a convenient geographical area, where transport infrastructure is highly developed. Despite the proximity of raw material sources, the availability of its own access

railway tracks plays a significant role for Mayda – Tosh technology. which allows you to easily deliver raw materials from anywhere and in a variety of ways, make the location of the plant simply optimal for production.

Innovative technologies today are developing at a rapid pace, according to the metropolitan area. Despite more than a hundred-year history of development, agglomeration as a method of production has become widespread in a number of other industries. Obviously, in the near future, at most domestic and foreign enterprises, the agglomerate will remain one of the main components. Among the main reasons for the low indicators of production and quality of the sinter. Technically, the outwardly very simple design of the agloprocess, however, in the scientific plan is one of the most interesting and complex in the production.

Advantages of the Mayda-Tosh technology tile:

- completely new and original compositions of natural materials;
 - environmentally friendly product;
 - wide aesthetic, color and functionality;
 - resistance to atmospheric precipitation;
 - attractive original appearance;
 - homogeneous structure, geometrically regular shapes.
- Creation of agglomerate tiles:
- Granite and marble are crushed into stone chips. It can be seen on a slice of an agglomerate plate.

Stone chips are mixed with a special water-cement mortar and compacted with a vacuum press so that the air is completely removed from the mixture and the cement is as small as possible.

Since there are no voids in the mixture, the finished agglomerate tile is stronger than natural stone.

After processing the agglomerate with a vibrating press, the finished tile is subjected to additional firing and compaction, and then polished.

Industrial enterprises that initiate, plan and carry out innovative activities are the main economic entities to achieve the goals of stable functioning and effective development of the private sector. In the process of research, the main economic and organizational problems of the development of innovative processes were identified and reviewed, the conceptual apparatus in the field of innovative development was systematized and developed, the current state and dynamics of investment processes in the private sector of the economy were analyzed.

An innovative development path is the only one possible in building a competitive enterprise economy. In an unstructured market, many enterprises are faced with the problem of finding the necessary investments to

establish new products and enter monopolized sectors.

In order to determine the place of the set of works on the evaluation of innovative projects, the study proposes the main stages of project implementation, which allows you to turn the solution of individual tasks into a coherent system to achieve the main goal, to determine the sequence of work. In the most generalized form, the stages of the implementation of an innovative project at an industrial enterprise are presented in the form of a certain algorithm that takes into account the need for R&D, which significantly increases the number of stages of the project, as well as including an assessment of the profitability of the project.

It should be noted that the algorithm considers the possibility of adjusting innovative projects in the event that their implementation encounters insurmountable obstacles or a deviation from previously planned plans occurs. At the same time, the initial goals of the project are changed accordingly, which allows to increase the adaptability of the project at each stage of implementation.

In modern conditions, increasing production efficiency can be achieved mainly through the development of innovative processes that receive final expression in new technologies, new types of competitive products. Many aspects of the company's activities were examined in the Glad, modern ABC analyzes were made, through which it was possible to determine the priority and most profitable products. The accent of the chapter is stone agglomeration, this technology is quite new in the modern market, it can be taken into account that the introduction of these products affected the profitability of the company, which corresponds to the principles of the modern market.

The constant diversification of products, differentiation of supply in different ways has made it possible to achieve leadership in terms of output. The potentials of foreign economic activity of the joint venture LLC Mayda-Tosh technology were determined. The search and use of innovation directly in enterprises is an urgent problem.

The development of new technical, organizational and technological solutions, the improvement of basic management principles in relation to the specifics of the domestic market create the conditions for updating the reproduction processes at enterprises and give an additional impetus to the Mayda-Tosh technology JV LLC for economic growth. By its geographical nature, Uzbekistan has a favorable place for production innovations, which include not only technical or technological developments, but also any changes for the better in all areas of scientific and production activities.

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THEORETICAL AND METHODOLOGICAL APPROACHES TO EVALUATING FACTORS OF DEVELOPMENT OF SMALL BUSINESS

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Annotation. This article discusses theoretical and methodological approaches to assessing the development factors of small business.

It is noted that in foreign countries, researchers are actively considering the problem of small business development in order to identify what factors and how exactly small medium enterprises (SMEs) influence development and what measures the state needs to take to develop policies that would stimulate the development and growth of small enterprises. The article reflects the problems facing small enterprises in the context of globalization. Estimates of the results of small business parameters are also considered.

Keywords: company, performance, indicators, entrepreneurship, industry, strategy, economy, region, company, production, product, competition, trade.

The topic of small enterprises is of great interest to the international community. Foreign researchers are actively considering the problem of small business development in order to identify what factors and how exactly the development of small medium enterprises (SMEs) and what measures the state needs to take to develop policies that would stimulate the development and growth of small enterprises. A large number of stud-

ies are devoted to the study of the development of SMEs in Europe, America, Asia and Africa. For example, P. Kazimoto et al. Conducted a study for Tanzania, in which they concluded that small businesses are equally affected by external and internal factors.

Internal factors include: the level of education that has a negative impact on business development, since the level of education in Tanzania is low. Another factor negatively affecting the performance of SMEs was the lack of adequate financial management and regulatory systems.

The authors include government policies (which also negatively affect the development of small businesses), infrastructure, the level of taxation and the availability of external financing as external factors. Thus, the authors talk about the need to support small businesses both in the field of education for entrepreneurs to acquire management and financial control skills, and in developing high-quality government policies to stimulate SMEs [1].

Kadoksa G. and Frankovich A. investigated the influence of various factors on the development of SMEs in Budapest. In their study, the authors conclude that the environment has a strong impact on the success of small enterprises. In this regard, improving the political climate, developing domestic markets and improving the social environment of society is required. In addition, the authors note that after entering the European Union, a European program for supporting small business was developed for the EU countries, which, however, is not fully implemented. SMEs in Budapest suffer from a lack of access to finance, as well as information on possible subsidies and grants [2].

The World Trade Organization also prepared a report in 2016 on the development of SMEs in the world. In their opinion, small and medium-sized enterprises should be perceived by the state on a par with large enterprises, given the fact that in most countries the number of SMEs greatly exceeds the number of large enterprises. However, small businesses face challenges such as:

- ✓ problems of quality and labor productivity;
- ✓ lack of access to innovative technologies for SMEs;
- ✓ low level of involvement of small enterprises in international trade;
- ✓ small enterprises need more time to develop and enter the international arena;
- ✓ lack of funding;
- ✓ lack of open access to information, distribution channels and information technologies, which, for the most part, are available to large enterprises.

To solve the problems associated with SMEs, the WTO proposes to expand transparency mechanisms, and also offers countries cooperation to develop joint policies in the field of micro, small and medium enterprises [3].

However, not only foreign researchers are considering the topic of small business development. There are several works in which the relationship between the successful development of small business and a number of factors was also investigated. For example, in the study of D. Pletnev and V. Barkhatov (2016), the relationship between the success of small and medium-sized enterprises in the subjects and the social responsibility of managers, as well as a number of factors characterizing the specific structure of the economy of some entities and the level of administrative barriers, were examined. The authors compiled and conducted a survey among SME managers. This survey was attended by over 250 leaders in selected regions. After a preliminary analysis, 212 of them were selected for research. Managers were asked whether their business was successful or not, as well as the level of wages of workers in the enterprise compared to the income of the manager himself.

For analysis, the authors used the following methods: analytical grouping, graphical method, and correlation analysis of qualitative parameters. Based on the existing analysis approaches in the field of small and medium-sized enterprises, the success of the enterprise was evaluated using the values of the equity of the enterprise. By social responsibility, the authors understand how the obligation of the heads of small and medium enterprises to act in the interests of the employees of the enterprise. For this reason, social responsibility was assessed by two indicators: the salary of employees and their compilation with the income of the manager. In general, the enterprises selected for the study represented various fields of activity, among which the service sector was predominant. The survey showed that the vast majority of managers believe that employees, as well as their professional and personal qualities, were a key factor in the success of the enterprise, in addition to wages, the amount of labor and administrative management of the region in which the particular enterprise is located [3].

However, this list contains a large number of enterprises that have already ceased their activities, the names of owners may not correspond to reality, that is, data on owners is outdated, recently registered companies are not listed.

In their model, the authors use the following variables:

✓ capital and credit - this implies a way of capital formation. Either capital was formed at the expense of their personal savings, or at the expense of family capital, or the owners of future firms applied to the bank for a loan;

✓ variables related to the public sector: here, the authors mean the interaction of owners of both new and entrenched firms with the state, since it still plays a decisive and dominant role in the economy. The variables take the values of the survey results. As a result of the survey, the authors revealed that about 68% of the owners attended various meetings and met with government officials, 42% protected their company from government interference, defended their new contracts with partners, etc. The authors also examined how the owners got to the capital;

✓ availability of electricity. The authors note that only 49% of the population do not experience problems with access to electricity. In many areas where there is access to it, either insufficient voltage or interruptions in its supply. In this connection, according to a sample of the authors of the study, about 97% of small and medium-sized enterprises experience power outages in each month over the last year, and the average number of such outages per month is 12.9, i.e. almost 13 times per month, while each shutdown lasted about 3.3 hours on average. SMEs located in industrial areas experience power outages even more often (19 times per month on average). According to surveys, about 70% of small and medium-sized enterprises have personal spare generators;

✓ among other things, the authors examine factors that, in their opinion, are decisive in the field of development of small and medium-sized enterprises. This is the level of employment and the number of employees in the enterprise;

✓ nature of the enterprise: either the company in question provides any services, or it is a trading company, or belongs to the industrial sector, or provides construction services;

✓ location of the enterprise: whether the company in question is located in the industrial zone or outside it and a number of other variables based on the results of the surveys.

According to the results of this study, any trip to the capital is associated with an increase in the number of employees for the year since the establishment of the company. Construction companies on average experience an increase in the average number of employees per year since the registration of the company. And frequent interruptions in the supply of electricity slow down the activities performed by the company, therefore, the authors conclude that the elimination of problems associated with the regular supply of electricity can give a leap to the development of small and medium-sized enterprises.

T. Vasilieva, S. Shaikhulina and K. Kreslins (2017) in their study consider the relationship between the level of development and the costs of ICT

development and the success of small and medium enterprises in Latvia. The authors argue that at present, the level of ICT plays a very important technological role in the development of small and medium-sized enterprises. This study was conducted on 10 existing small and medium-sized enterprises for the period March 28 - April 8, 2016 in the Czech Republic, because from the point of view of the authors of the study, I am similar in Latvia and the Czech Republic on the level of ICT development.

In the second stage of the study, a survey was conducted among Latvian SMEs from April 18 to May 18, 2016. The main data for further research was collected through an online questionnaire, which was randomly sent by Latvian SMEs operating in various sectors of the economy. As a result, 86 small and medium enterprises took part in the survey. To collect more accurate data, the authors conducted a survey of suppliers on ICT resources of these enterprises. This survey involved 8 ICT resource providers. As a result, the following parameters were evaluated:

- ✓ general characteristics of the enterprise (size, scope of activities, size of workers, etc.);
- ✓ awareness of the level of ICT development in the country;
- ✓ Management's opinion on the impact of ICT on business performance and the future prospects of technology in enterprises.

The results of the econometric analysis based on the results of the surveys resulted in the following: the majority of Latvian enterprises are familiar with the level of ICT, 84% of enterprises use ICT services. The ICT sector is developing faster, where finance and infrastructure are at a high level, which in turn contributes to the implementation of new business ideas and directions.

In another work, G. Mac Guinness, T. Hogan, and R. Powell (2017) analyze the dependence of small and medium-sized enterprises on bank financing, as well as on inter-budget transfers allocated to regions, which, in turn, distribute them for road repairs, the development of information and communication technologies and a number of other factors that, according to the authors, have a direct impact on the development of small business in European countries.

The sample of small and medium enterprises includes the following variables:

- ✓ restrictions on the financing of the enterprise. This variable in the study of the authors acts as a dependent variable that takes the value 1 if the company has funding restrictions and 0 otherwise. Here, by restriction, the authors mean a situation where the company applied for any financial support, but was refused or limited financial support;

✓ characteristics of enterprises. This includes indicators such as the "age" of the enterprise — the number of years the company has existed, the level of financial autonomy, the nature of the company — individual entrepreneurship, a public cooperative or a family business, and what the company is focused on: making a profit or satisfying the needs of the population;

✓ country characteristics. By economic activity, the authors mean the growth of gross domestic product (GDP) and state internal and external debt; the banking sector is characterized in terms of efficiency (the ratio of costs and income and its risks associated with the implementation of activities);

✓ intergovernmental transfers. They characterize the amount of financial resources allocated from the state budget to the regions in a particular country considered by the authors, in what amount and in what area these funds were distributed.

As a result, the authors came to the following conclusions: small enterprises were much more likely to be denied one way or another financing their activities, in other words, the size of the enterprise greatly affects the receipt of a bank loan or financial support from the state.

Individual entrepreneurs or a family business are much more limited in obtaining financial support than other types of enterprises. According to the authors, this may be due to a decrease in the number of such types of enterprises, as well as due to the presence of information asymmetry. The older (longer in the market) the enterprise, the more likely it is that the company will receive a bank loan or government support. Depending on what was allocated and in what area inter-budget transfers by region and by country as a whole, the development of entrepreneurship depended. For example, the authors came to the conclusion that the allocation of large amounts of money for the development of information and communication technologies leads to an increase in the duration of the existence of the enterprise on the market and the development of small and medium-sized enterprises in the whole country.

Thus, the article revealed the main theoretical and legal aspects of small business. Based on this analysis, we can unequivocally say that the topic of the development of small business and the factors affecting it is quite widely studied in foreign countries. Similar studies for Tajikistan are currently very few, however, the experience of foreign studies can be used to develop a new econometric model for conducting research in the regions of the Republic of Tajikistan.

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**COMPETITIVENESS OF THE COMPANY:
THE INTRODUCTION OF THE "LEAN PRODUCTION" SYSTEM**

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Abstract. The article considers the "Lean production" system as a factor in increasing the company's competitiveness. Opportunities and the need for its implementation in the framework of both Russian companies and the whole world. The efficiency of using lean production technologies is analyzed.

Keywords: competitiveness, system, Lean production, investment attractiveness, costs, productivity.

Currently, in the practice of enterprise management, a list of directions has been developed to increase the competitiveness of the company, which include reducing costs, reorganizing the organizational structure, optimizing the number of employees, and stimulating investment activity. A qualitatively new level of production efficiency, achieving stability in the financial and economic situation of business entities, as well as bringing the quality and cost characteristics of manufactured products to a level that is competitive within the framework of a single market space, can be achieved through the introduction of the "Lean production" system in companies.

The "Lean production" system is one of the most effective concepts on the issue of increasing production efficiency and the level of competitiveness. The introduction of lean production in the company guarantees the following:

- growth in operating profit;
- increase in capital turnover rate;

- increase in return on invested capital;
- turnover increase of work in progress;
- inventory reduction;
- reduction of the time of the main production cycle [2].

For successful implementation of the system, it is enough to change the culture of enterprise management, the scheme of relationships between its various levels and departments, the system of employee value orientation. Following the principles of "Lean production", it is possible to systematically increase labor productivity, reduce production costs, and systematically reduce all types of losses [7].

By lean production, we mean a management system that includes the following aspects (campaigns):

- strategic aspect, which lies directly in the very ideology of lean production, continuous improvement;
- intellectual aspect consists in the features of teamwork, rational proposals;
- production aspect involves loss reduction, intensive open exchange of information;
- resource aspect consists in absolute concentration on the needs of the customer, effective resource management, which together allows the company to reach the world level of competitiveness.

The developers of this system revealed that the maximum effect from the implementation of "Lean production" technologies is achieved precisely during the crisis. Moreover, the system consists of organizational measures for 80%, and only 20% are investments in technology. In accordance with the concept of "Lean production", the company's activities are classified as operations and processes that add value to products, and operations and processes that do not add value to products. Taiichi Ono, founder of "Lean production", identified seven types of losses:

- losses due to overproduction;
- loss of time due to waiting;
- unnecessary transportation losses;
- losses due to unnecessary processing steps;
- excess inventory losses;
- losses due to unnecessary movements;
- losses due to the release of defective products. [8]

First of all, the introduction of the proposed technologies is reflected in the production and technological indicators of a particular site.

In Russia, many companies were able to implement the production system on the principle of Toyota, here are some of them: "KamAZ", "GAZ",

"RusAL", "Sberbank", "PIK", "Mosenergo", "Russian Railways" - in full or partially, they introduced lean production at their enterprises, and the effectiveness of the measures taken was obvious.

Russian enterprises, successively introducing the ideas of Japanese developers, are already feeling concrete results (see table 1). The average performance indicators of technologies have been verified by tens of thousands of projects implemented all around the world [6].

Table 1

Typical Performance Indicators for Lean Production Implemented Technologies	Specific examples of results in Russian practice	Industry
30% cost reduction	Annual savings of 11.5 million rubles - achieved in 2 weeks	Oil production
	52 million rubles saved in 6 months	Instrumentation
	65 million rubles saved in 1 week	Assembly of automotive components
30% more free production space	25% more free production space	Instrumentation
50% reduction in work in progress	Excluding well downtime - additional income of 130 million rubles per year	Oil production
60% reduction in production cycle	Reducing the lead time from 16 months to 16 weeks	Aviation industry
	Reduction of the production cycle from 9 to 1 day	Instrumentation
45% increase in equipment efficiency	Increase in productivity of the press 2 ct by 35%	Non-ferrous metallurgy
25% labor release	Reduction of labor costs - over 1.3 million rubles per year	Oil production
70% reduction in changeover times	Reduction of the changeover time of three 500-ton presses from 4.5 to 1.5 hours (by 67%)	Ferrous metallurgy

To evaluate the efficiency of a lean production company, the use of a lean production wheel can be suggested.

Table 2
Lean production wheel: parameters and indicators

Names of Triangles	Assessment indicators
Strategic triangle	Strategic management
	The presence of the LM philosophy
	KPI – key performance indicators
Intellectual triangle	Senior management involvement
	Cohesion of employees
	Availability and quality of kaizen-offers
Production triangle	Presence of 5C
	Loss reduction
	Use of the pull system
Resource Triangle	Consumer requirements research
	Product quality improvement
	Work with suppliers and dealers

In a graphical interpretation, the lean production wheel is shown in Figure 1.



Fig. 1. Wheel of “lean production” at an enterprise

The lean production wheel includes a strategic triangle that is intelligent, productive and resource-friendly. Each of these triangles shows the problems and opportunities for the development of lean production in their respective fields. [5]

In practice, the results of introducing lean production tools and techniques can be far from the concept of “wheel”, which means the need to generate ideas and implement proposals for “pulling spokes” and increase the efficiency of lean production.

The need for the development of lean production becomes especially significant in the context of the transition of the Russian economy to an innovative development path. Developed countries have long realized that the future lies in the knowledge economy and new management technologies. At the level of political statements, the Russian Federation demonstrates a focus on modernization and implementation of innovations, but in practice, every year, due to obsolescence of fixed assets, the gap between our country and innovative leaders is growing. In the field of technology, the Russian Federation is currently lagging behind developed countries. In these conditions, the proposed measures for the development of lean production will ensure the realization of the potential of the industrial complex, achieving a qualitatively new level of output, building the business reputation of enterprises as producers of products that meet world analogues and, as a result, increasing the investment attractiveness of the regions and expanding their presence in the market [1].

The implementation of the lean production system helps to increase labor productivity and product quality without major investments. Released resources will quickly find effective application: investments in the development of new products, sales promotion, access to new markets will result in business and competitiveness growth [3].

When planning the implementation of the lean production system, it is also necessary to conduct a SWOT analysis (see table 3)

Due to its conceptual simplicity, SWOT has become easily applicable for managers [4].

Based on the foregoing, we can conclude about the novelty and relevance of the lean production system around the world. Considering that the implementation of the system is not a costly process, but rather an organizational one, it will not be difficult to implement it at any production enterprise using the principle of consistency, information security and feasibility, along with the principles of the lean production system.

The conclusions and suggestions indicated in the article can be used when implementing the “Lean production” system in Russia and foreign countries.

Table 3

Strengths	Weaknesses
<p>Strengths of a product or service. Such internal characteristics of the company that provide a competitive advantage in the market or a more favorable position in comparison with competitors, in other words, those areas in which the company's goods feel better and more stable than competitors.</p> <p>The importance of strengths for the company in strategic planning: due to the strengths of the company, it can increase the level of sales, profits and market share, strengths ensure the advantageous position of a product or service in comparison with competitors. Strengths must be constantly developed, strengthened, improved, used in communication with the consumer of the market.</p>	<p>Weaknesses or shortcomings of a product or service. Such internal characteristics of the company, which impede business growth, prevent the product from leading the market, are uncompetitive in the market.</p> <p>The importance of weaknesses for the company in strategic planning: the weaknesses of the company hinder the growth of sales and profits, pulling the company back. Due to weaknesses, a company may lose market share in the long run and lose competitiveness. It is necessary to monitor areas in which the company is not strong enough, improve them, develop special programs to minimize the risks of weaknesses affecting the company's performance.</p>
Possibilities	Threats
<p>Favorable environmental factors that may affect future business growth. The importance of market opportunities for the company in strategic planning: market opportunities represent the sources of business growth. Opportunities need to be analyzed, evaluated and an action plan must be developed for their use with the involvement of the company's strengths.</p>	<p>Negative environmental factors that may weaken the company's competitiveness in the market in the future and lead to lower sales and loss of market share. The importance of market threats to the company in strategic planning: threats indicate the company's potential risks in the future. Each threat should be evaluated in terms of the probability of occurrence in the short term, in terms of possible losses for the company. Against each threat, solutions must be proposed to minimize them.</p>

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STRATEGIC DIRECTIONS FOR IMPLEMENTATION OF THE "LEAN MANUFACTURING" SYSTEM

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Abstract. The article discusses the need to implement a lean manufacturing system. The strategic aspects of implementing the system. The strategic effect of ongoing operations is implementing the system's technology.

Keywords: strategy, system, lean manufacturing, costs, production, valuable final product.

In the period of accumulated competition and the escalating crisis, enterprises around the world have no other way than, using advanced world management technologies, to create products and services that will satisfy customers as much as possible in terms of quality and price.

Losses in any production process are an inevitable problem for many enterprises, both manufacturing products and providing services. Losses are a condition that, to put it mildly, does not add value to a product or service. In order to detect losses, you must first recognize them.

The introduction of the "Lean manufacturing" system has recently become a positive trend both abroad and in Russia at domestic enterprises, due to its versatility and efficiency. For the successful organization and management of the implementation of this system, you should develop a plan and choose the tools for the implementation of this project.

The main objectives of lean manufacturing system implementation are:

- reduction of costs, including labor;
- reduction of production time;
- reduction of production and storage space;

- guarantee of product delivery to the customer;
- maximum quality at a certain cost or minimum cost at a certain quality [2].

Lean manufacturing tools can be effective only if all participants in the process, including suppliers, share the general principles of work and follow the established rules. A major role is played by the management of logistics processes in order to make the movement of materials as stable and reliable as possible.

If you evaluate the benefits of this production and management system, the customers themselves benefit most from it, who are guaranteed the supply of quality products at an affordable price exactly on time. But the plant also benefits by cutting logistics costs tens of times. And the liquidation of stocks in turn means that less capital is associated with material and technical stocks, additional work space is freed up, and production efficiency takes off.

Each department of the plant, as part of the implementation of the "Lean manufacturing" system, must know what the "Valuable End Product" (VEP) of its activity is, that is, what should ultimately be the result of its activity. For this, it is necessary to paint the VEP for each structural unit of the plant.

1 unit. Building (Personnel and Communications)

VEP: Developed productive and ethical full-time employees, with each of whom the necessary construction activities were carried out and trained to work in the BP system

2 unit. Distribution (Marketing and Sales)

VEP: Revenue More Than Expense Plus Reserves

3 unit. Financial (Treasury)

VEP: Saved and Valuable Assets and Reserves

4 unit. Technical (production)

VEP: ensuring the planning and smooth production process

5 unit. Qualification (Quality)

VEP: 1. High Quality Products Company

Highly qualified company employees

6 unit. Work with the public

VEP: 1. New customers

2. The controlled area of the company

Thus, we will receive the following effect from the ongoing organizational changes:

- labor productivity will increase by 20-25 percent each year;
- equipment retooling time will decrease by 45 percent;

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- production cycle time will be reduced by 30 percent;
- customer satisfaction increased by 100 percent;
- volumes of work in progress and inventory holdings will decrease annually by 10-15 percent;
- cash turnover will increase annually by 10-15 percent;
- good staff motivation system will be developed and maintained;
- all personnel participate in the implementation of "Lean manufacturing";
- improving the quality of products [3].

Strategy is a long-term plan of directions for the development of a company to achieve its goals.

Strategic directions are those paths through the prism of which the strategic goals of the company will be achieved.

The implementation of the system begins directly with the staff. To do this, it is necessary to train them and prepare for the upcoming organizational changes and explain in detail the benefits received by them at the end of this process.

It is necessary to develop new standards for the performance of work, then pass the test for the development of these standards. Everyone is trained, starting with the leader, down to lower-level workers, because the system is changing the organizational culture of the enterprise.

The introduction of Lean manufacturing will eliminate the following types of losses:

- stocks;
- extra actions;
- expectations;
- transportation;
- movement of people;
- overproduction;
- marriage, defects.

In logistics, it is necessary to develop and analyze a value stream flow map, which will lead to a 2 times reduction in time.

Introduce new rules in the production department:

- Establishing order and cleanliness in areas. 5S;
- Daily delivery of the site to the foreman;
- Introduction of a production process schedule;
- Introduction of a schedule of scheduled maintenance of equipment;
- Strengthening production discipline [3].

Table 1
Implementation of the "Lean manufacturing" system
through the following aspects:

Strategic	It must be understood that the human resources of the company should be primarily interested in introducing this system, because those decisions that will be taken in the future are developed by them. Company management must understand the need to implement this system and prepare personnel for its implementation, because these are some kind of organizational changes that may not be accepted or understood by them for various reasons.
Intellectual	In this aspect, we consider not only the adoption of this system by employees, but also their ability to work in a team and make managerial decisions, in this case it is necessary to achieve cohesion of the plant staff and then we will get a positive synergistic effect, otherwise we will get a negative one, which on the contrary will entail the ineffective implementation of the system.
Industrial	It will be necessary to change the production process, extracting from the production chain those operations that are of no value, replacing them and modernizing them to reduce losses. Warehouse costs, time costs will be reduced. Also, to train existing personnel in lean manufacturing methods and specifics, some changes will occur in the organizational structure of the plant. Labor productivity will increase, cost will decrease.
Resource	In the resource aspect of the implementation of the system, it is understood as establishing relations with existing suppliers and searching for new ones, studying consumer preferences i.e. conducting deeper marketing research. The implementation of the system will entail an improvement in product quality, especially since the plant has its own laboratory that monitors product quality.

The system implementation project is being implemented in stages over 3 years. The following are the stages of the implementation of the production and management system, which consist of the following areas:

- 1) Creation of working teams and a steering committee for the organization of lean manufacturing;
- 2) Modernization of the production system;
- 3) Elimination of specific emerging problems;
- 4) Reduction of losses;
- 5) Entering a new level of efficiency and competitiveness.

It is necessary to implement the system, taking into account the specificity of a given company, at the end of the implementation, develop KPI key indicators of the plant's performance, based on which we can conclude the feasibility of ongoing organizational changes.

The specific results of the implementation of the "Lean manufacturing" system are:

- Reduction of stocks;
- Cost reduction;
- Optimization of the use of production facilities;
- Acceleration of time to market;
- Reduction of the duration of the production cycle;
- Reduction of the number of defects.

Summing up the possibility of introducing this system, we can conclude that it is quite applicable and will lead to increased profits and profitability of the company, reduced production cycle time, all the necessary tools for its implementation are available at the enterprises themselves.

Within 3 years, the level of competitiveness will increase, which will entail an increase in investment attractiveness, which is also very attractive for investors.

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STRATEGIC APPROACHES TO CONFLICT MANAGEMENT IN ORGANIZATIONS

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Abstract. In this article, we examined the main provisions on the definition of a conflict management strategy, identified types of conflicts in organizations, examined the main causes of conflicts in organizations, methods of prevention and the role of a manager in taking strategic measures for conflict management, and also examined the situational approach to conflict management strategies in organizations.

Keywords: System, strategy, conflict, management, dynamics, mediation, settlement.

Everyone at least once in his life thought about a conflict and its role and place in the structure of society and about whether a long term conflict-free existence of people is possible. According to the author of the conflict model of society, Ralph Darendorf, conflict-free existence is impossible to achieve, since conflict is a natural and inevitable element of all social processes [6].

If we try to trace the moment of the birth of a conflict in the history of mankind, we can assume that it appeared at the time of the simultaneous existence of two people between whom there is a contradiction for some reason. However, it should be noted that the presence of two persons is not a prerequisite for the occurrence of conflict, since there are intrapersonal conflicts, without which, according to Panina E.S., human development is impossible, since a conflict is a real and objective manifestation of contradictions that constantly exist in people's lives [14].

To begin with, it should be indicated what the term strategy implies, since today there are many definitions of this concept. In this article, by strategy we mean a long-term qualitative certain direction of the organi-

zation's development, which concerns the sphere, means and form of its activity, the system of relationships within the organization, as well as the organization's position in the environment, leading the organization to its goals [19].

Another significant term in our article is conflict management. Conflict management refers to the targeted impact on eliminating (minimizing) the causes of a conflict or on correcting the behavior of the parties of a conflict, changing their goals [4].

Summarizing the above definitions, we can derive the final definition of the conflict management strategy in the organization. The strategy of conflict management in an organization - is a certain long-term qualitative direction for the development of the organization's personnel to form the right attitude to conflicts among the members of the team and exclude destructive conflicts from the activities of employees that impede the implementation of the general development strategy [16].

From the definition we see that it is not possible to completely eliminate conflicts in the activities of organizations. Consequently, the objective solution of this problem is the objective management of conflicts, which involves the conversion of destructive energy present in them into constructive [15].

There are a large number of classifications of conflicts on a number of grounds. In relation to organizations, the most common are: positional conflicts, resource conflicts, innovative conflicts, conflicts of justice and dynamic conflicts [7]. This classification is determined by the causes of conflicts in organizations. The reasons also include contradictions associated with resources, status and ideology [21].

Conflict management involves many factors. The choice of a strategy manager depends on the maturity of a conflict. A sufficient maturity of a conflict implies the availability of a sufficient amount of information and the possibility of its transfer from a latent state into an active, explicit conflict with the subsequent resolution of a conflict, taking into account the opinions of all conflicting parties. When trying to resolve a conflict that has not reached the necessary maturity, it is only possible to achieve a superficial settlement of a conflict, followed by the onset of a "cold war" between the conflicting.

Another important aspect of a conflict is the need for the parties of a conflict to resolve it. If between the subjects of a conflict there is no need to resolve a conflict, that is, it is perceived by them as insignificant, then the management of this conflict in the organization will be determined last.

Another factor in conflict management is the availability of the necessary tools and resources to resolve a conflict. In case of shortage of funds and resources, it is necessary to replenish them for their implementation in the long term.

Consideration of a conflict includes taking into account the negative (destructive, dysfunctional effects, high emotional costs, etc.) and positive (easing tensions, initiating changes and updates, identifying overdue contradictions, etc.) consequences [12].

As we can see from the analysis of conflict management factors in the organization, work with conflicts begins long before the first signs of conflict appear. The best conflict management in the organization involves its advance resolution at the stage of prevention.

Consider some of the methods that contribute to the prevention of conflicts in the organization:

1. promotion of integrating goals between the administration and staff of the organization;
2. determination of the types of communication in the organizational structure of management;
3. balance of rights and responsibilities in the performance of official duties;
4. use of various forms of encouraging [12].

According to Kolobov, Drozhkin and Grigorieva, the prevention of a conflict involves an impact on its elements even before an open confrontation takes place [9].

Conflict interaction of the parties reflects their vision of the situation, and also acts on the basis of past experience or expected actions of the other side [18].

Their division into the following categories is possible: structural and interpersonal [24].

Structural should be understood as the establishment of corporate comprehensive goals, clarification of job requirements, the use of remuneration systems, the use of coordination and integration mechanisms [21]. Interpersonal are determined by the five main strategies of Thomas- Kilmann: avoidance, defeating, accommodating, compromise, collaborating.

However, it should be noted that all of these strategies are applicable in the organization in certain situations. None of the strategies is universal, but in practice, most still use their usual strategy, without taking into account the situational factors of a particular interaction. The choice of a particular conflict resolution strategy depends equally on the need to achieve the goal and maintain good relations with the opponent. If none of these points

seems significant, avoidance will be optimal. In the case when the result is fundamentally important, but the relationship is not, then you should achieve the goal through competition. If relations with a partner are important, then it is better to go for accommodation. When both business and relationships are equally important, enough time and effort must be devoted to achieving collaboration. A compromise allows you to determine and situationally form the most cost-effective solutions for all parties, focused on:

- a worthy way out of a conflict when none of the parties has a dominant advantage;

- postponement of an open collision between the parties [10].

The compromise, according to Kurbatova, acts as the only tool for a fair, cost-effective resolution of a conflict for all [11].

However, it should be noted that the cooperation strategy is most consistent with modern ideas about constructive and long-term human interactions [3].

Achieving cooperation and compromise are some of the main technologies in the process of resolving a conflict. In order to reach consensus, it is necessary to manage conflicts in a way that not only minimizes losses, but maximizes the overall benefit for the involved parties.

A distinctive feature of the compromise in relation to consensus is its focus on resolving a controversial problem through joint efforts of the parties and consists in mutual concessions. Both of these strategies are related, interconnected and, as a rule, are the result of negotiations between conflicting parties. The most effective of all ways to overcome the warring parties are negotiations [9].

Conflict in organizations can occur both between the leader and the team, and between employees. In both the first and second cases, the one who controls this conflict interaction plays the most important role. The manager can act either as an opponent or as a third party, and the resolution of a conflict will be directly proportional to his ability to manage conflicts. For example, by way of settlement, completion, prevention or postponement [2]. According to the research of Tselyutina T.V., Lipkina D.L. and Polyakova A.N., successful top managers have a high level of receptivity and developed intuition, which allows them to anticipate a conflict situation and come to an understanding of the solution to a problem if it arises [12].

When managing a conflict between employees of an organization, one should note the mediator role of a manager. A mediator is an intermediary between conflicting parties, which makes it possible to solve almost every conflict more efficiently at minimal cost [17].

Mediation is a model of pre-trial settlement of disputes with the help of intermediary (mediator), whose work is to find a starting point in resolving the dispute [13]. Every day, mediation is increasingly used in resolving conflicts in firms and between enterprises [1].

The process of formation and implementation of a strategy by the organization manager includes the solution of several interrelated tasks:

- analysis of a conflict situation, setting goals,
- development of strategies for achieving goals,
- introduction and implementation of strategies,
- evaluation of the results [5].

Conflict has its own life cycle and certain development dynamics, and in connection with this there is a clear need to identify the stages of conflict management in an organization:

- awareness of the existence of a conflict and its importance for the development of the organization;
- formation of a conflict resolution procedure on an agreed basis;
- substantiation of the boundaries of the development of a conflict and recognition of its exceptional importance;
- highlighting a wide range of options for resolving a conflict situation;
- search for compromises and mutually beneficial options for resolving a conflict;
- adoption and implementation of a conflict resolution plan;
- comprehensive and versatile assessment of the compromise decision [20].

The implementation of this algorithm in practice contributes to the most smooth and optimal resolution of a conflict [8].

Petrova E.D. determines the following procedure for resolving a conflict by effectively managing it:

1. it is necessary to determine the substantive content of a conflict, without focusing on speedy actions to resolve a conflict. Then you should find the common goals of the parties to a conflict and the end result, which would be acceptable to all;
2. after finding common goals, an algorithm for specific solutions should be generated;
3. to implement the methodology for solving the problem, one should concentrate on the essence of a conflict, and not on the personal characteristics and statements of the opposite side;
4. an atmosphere of trust should be created by expanding the communications of participants;

5. it is also necessary to form a positive attitude of the parties to a conflict in relation to each other, refusing to use force methods, taking into account the position of the opposite side and demonstrating their positive attitude towards it [16].

In conclusion, we would like to note that a conflict or a conflict situation is not always the cause of stressful situations in the process of work [23]. The consequences of a conflict in the organization are determined by the work of the manager, since the development and use of an effective conflict management strategy in the organization is able to transform the destructive energy of a conflict into a constructive one and thereby bring the organization to a higher level of development.

The development of theoretical and methodological issues, the comprehension of practices for implementing a conflict management strategy from an interdisciplinary point of view, taking into account the unique features of each organization, is relevant for research in conflict science.

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**PROBLEMS OF MODERNIZATION
OF REGIONAL INNOVATION SYSTEMS**

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Abstract. The article is devoted to topical issues of the creation and functioning of regional innovation systems (RIS). The foreign practices of developing RIS are studied.

RIS subsystems are considered at the regional level..

Keywords: management, innovation, system, national, regional innovation system, technology, potential.

In the context of the digitalization of the economy of Russia and its regions, the priority is to develop an effective regional innovation system that will ensure the scientific and technological modernization of the republic's economy and increase its competitiveness based on modern innovative technologies, and turn the scientific potential into one of the main resources for sustainable economic growth.

In the context of the digitalization of the economy of Russia and its regions, the priority is to develop an effective regional innovation system that will ensure the scientific and technological modernization of the republic's economy and increase its competitiveness based on modern innovative technologies, and turn the scientific potential into one of the main resources for sustainable economic growth

A feature of the current stage of socio-economic development of Russia and the constituent entities of the Russian Federation has been the widespread use of innovative technologies that have greatly expanded the possibilities for generating and transferring knowledge.

In the Order of the Government of the Russian Federation dated July 28, 2017 № 1632-r on approval of the program "Digital Economy of the Russian Federation", the strategic goal of modernizing the economy is

formulated - the transition to a knowledge economy. In this type of economy, the main growth factor is the large-scale use of new knowledge in practical business activities. An indicator of the success of its development is the share of gross domestic product (GDP) provided by high-tech production.

Intensive research and the development on their basis of the latest innovative technologies, access to world markets with them and the development of international and interregional integration in the scientific and production sphere is a strategic model of economic growth, both in Russia and in its regions.

The priority areas for the innovative development of the country and regions are defined in the "Strategy for the Scientific and Technological Development of the Russian Federation", approved on December 1, 2016 by President of the Russian Federation V.V. Putin. [2]

The following tasks are formulated as the most important:

- creation of an effective innovation system that ensures the development of the production and technological infrastructure of innovation (technology parks, innovation and technology centers, business incubators, technology transfer centers, small innovative enterprises, etc.);
- promoting the development of cooperative ties between the subjects of the innovation system;
- development of innovative, expert consulting and educational infrastructure for innovation;
- formation of financial institutions that ensure continuity of financing of business projects at all stages of the innovation cycle.

Innovation processes in the Republic of Dagestan are developing at a slow pace, the scale of creation, development in production and promotion of innovative goods, technologies and services on the market is completely insufficient to ensure sustainable economic growth and competitiveness

The Strategy for the Socio-Economic Development of the Republic of Dagestan until 2025 defines the development of the socio-innovative complex and the innovation system of the Republic as a strategic goal.

The modernization of the economy of the Republic of Dagestan is impossible without the formation of a competitive regional innovation system, which is a set of interconnected organizations engaged in the generation, production and commercialization of knowledge and technologies, and a complex of legal, financial and social institutions that ensure the interaction of educational, scientific, business and non-profit organizations and structures in all areas of the economy, social life.

To create an effective innovation system it is necessary:

- To create conditions for the generation of new ideas both in institutions specializing in basic and applied research, as well as in state, municipal and commercial enterprises;
- Provide the opportunity for the organization of laboratory research and testing, as well as the production of prototypes of innovative products within the framework of existing and established research centers and technology parks. [6]

The development of a project to modernize the innovation system of the Republic of Dagestan, its implementation, is the implementation of the priority objectives of the Socio-Economic Development Strategies of the North-Caucasian Federal District and the Republic of Dagestan until 2025, which will create the conditions for the formation of an innovative production model characterized by a constant increase in investment in innovation, updating of products and technologies, and winning new markets. The Republic of Dagestan will focus on building capacity for future development by giving the educational system an innovative character, modernizing the research sector, providing targeted support to certain areas of scientific and technological development, identified as priority, as well as creating a system of incentives for building innovative activity.

The modern Russian national innovation system (NIS) is fundamentally different from the world's leading counterparts with a high share of the public sector, not a large number of large high-tech corporations, insufficient development of small innovative business, stock market and venture capital as a source of formation of innovative projects.

One of the main problems of the Russian NIS is the high degree of its imbalance: its main elements - the scientific and technical sphere, enterprises, innovative infrastructure - operate in isolation from each other. Moreover, the real sector strategy is not focused on using the results of domestic research and development, and the level of innovation activity is several times lower compared to foreign countries. [5]

One of the directions of domestic state policy is the reduction of differentiation in the socio-economic development of regions. As foreign experience shows, national (state) innovation systems are a very effective tool for territorial development. Given the Russian conditions for each region, the development of individual approaches to solving development problems is required. Integration of the federal and regional components will allow the formation of a unified Russian innovation system, the subsystems of which are regional innovation systems.

Based on this, it is possible to define the Russian innovation system as a federal-regional economic system, which is a set of economic entities interacting in the production, distribution and use of innovative technologies, the areas of activity of which are determined by the current state economic policy and are regulated by the relevant legislative, regulatory and legal framework.

In Russia, multilevel relations have developed between the regions and the Russian Federation in the field of interaction in the scientific, technical and innovative sphere.

Today it is obvious that the existing approaches to ensuring the vital activity of the regions, based on the receipt of federal budget subsidies, the use of natural resources and the existing industrial potential, can no longer ensure the integrated development of territories and improving the quality of life of the population. These problems can be solved by using innovative mechanisms for the development of territories. Since the late 1970s, this approach has been successfully used in Germany, France and other EU countries and in the USA. [6]

The strengthening of the role of regional government in the implementation of scientific and technological activities is determined by the need for quick and flexible changes, the ability to adapt to changing conditions dictated by active globalization processes.

Regional authorities are much better adapted to activities in such conditions, because:

- Physical proximity of the sources and recipients of new technologies significantly enhances susceptibility to these technologies.;
- Harmonious interaction between regional authorities, education, science and industry due to informal contacts and common interests that unite different organizations is a key condition for the successful promotion of innovations along the innovation chain.

Modernization of innovation will be the only factor ensuring the development of territories. In modern conditions, the regional innovation systems of the republics of Tatarstan, Bashkortostan, Tomsk, Novosibirsk, Nizhny Novgorod, Saratov, Volgograd, Rostov, Astrakhan, Moscow regions, Krasnoyarsk and Perm regions, Moscow and St. Petersburg are effectively functioning.

The study of the positive experience of structuring, the mechanism of interaction, state regulation of innovation in the regions of Russia will allow using it, taking into account the characteristics of the Republic of Dagestan.

The innovation system of the region is a set of subjects and objects of innovative activity that interact in the process of creating and selling innovative products and carry out their activities within the framework of the state policy in the field of development of the innovation system.

The most important subsystem of the innovation system is the infrastructure of the innovation system - a set of subjects of innovation that contribute to its implementation, including the provision of services for the creation and sale of innovative products. The infrastructure of the innovation system includes technology transfer centers, innovation and technology centers, technology parks, business incubators, venture firms, training centers for innovation and others. [7]

The formation and development of the region's innovation system is an integral part of scientific, technological and industrial policy, which is a combination of institutional, socio-economic and other measures aimed at creating conditions for the development of production of competitive innovative products based on advanced achievements of science, technology and technology and increasing the share such products in the structure of production, as well as systems for promoting and selling products and services in the domestic and world markets.

The modern experience of foreign countries in the development of national innovation systems shows that regardless of the socio-economic characteristics of the country, state bodies carry out a carefully thought-out system of measures to create framework conditions for innovation. They usually follow 4 basic principles of cooperation between the public and private sectors:

- institutionalization - formalization of interaction between the public and private sectors;
- Partnership of the state - state bodies carry out not only the role of a catalyst and regulator of the private sector in innovation, but also are their partners;
- coordination of interaction between the goals of the state and the private sector in the innovation and production process;
- joint participation in decision-making, investment and regulation of innovative activities.

In countries with market economy, since 1970, the issue of assessing the contribution of science to the real development of the economy and solving social problems has been actively considered. In this regard, in most countries the National Innovation System (NIS) was developed, the main idea of which is to create conditions for enhancing the contribution of science and technology to economic development by introducing market principles in this area and restructuring its organizational structure. This system

includes all components of the innovation cycle - from the formation of an innovative idea to mass production of a finished product: fundamental and applied science, research and development, production and replication of prototype, as well as various types of expertise, funding and staff turnover.

In the second half of the 1990s, governments of almost all Western European countries adopted programs to stimulate innovation, aimed primarily at disseminating innovations. In all countries of Western Europe, efforts have been made to form structural elements and mechanisms for implementing innovative policies. According to the European Commission, the most favorable climate for the development of innovative entrepreneurship has been created in the countries of Northern Europe, which allowed them to become leaders in innovative development in the Western European region. The countries of Northern Europe, as well as the UK, Germany, France are the most active participants in innovative cooperation of the EU. Innovation development in Europe is stimulated through several interconnected and mutually supportive channels, including the R&D Framework, "Eureka", Structural Funds, and a number of other programs. [10]

At a special meeting on March 23-24, 2000, in Lisbon, the European Council agreed on the new strategic goal of the European Union for a decade: the European Union should have the most competitive and dynamic knowledge-based economy in the world, capable of supporting sustainable economic growth, increasing and improving the number of jobs, increase social inclusion. Therefore, the priority task in the EU countries is the development of high-tech industries in the regions and the innovative expansion of the services sector. Priority is given to small and medium-sized enterprises as being more mobile and able to assimilate more local workers.

The main significance of the EU innovation programs is not so much in financing projects as in stimulating European cooperation between various R&D entities (research centers, universities, private companies), coordinating the innovation policies of the EU member states, developing a common strategy, as well as disseminating the best national experience in creating innovation.

In connection with the importance of these tasks, the European Union has developed a special RITTS program (Regional Innovation and Technology Transfer Strategies and Infrastructures project) - *a program for the development* of regional strategies and infrastructures for technology transfer and innovation, covering 21 regions. The content of the work is to assess the existing conditions for the development of innovative processes in the subsidized region, to develop proposals for the formation and optimization of regional strategies, policies and their infrastructures in order to support innovation and technology transfer. Projects are financed from the budget of the Innovation Program and relate only to their region, take into account only its needs.

Science parks appeared in Europe in the early 1970s. The first were Science Park in Edinburgh (Scotland), NP Trinity College in Cambridge, Louvain-la-Neuve in Belgium (Flanders), Sofia-Antipolis in Nice (France). By 2000, the European innovation infrastructure totaled more than 1.5 thousand different innovation centers, including more than 260 science and technology parks. Clients of technology parks in Europe are a large number of enterprises of both state and private ownership. About 70% of all customers are private firms.

- The European concept of a science park is as follows. Science Park is a property-owned organization that:

- Has official and working contacts with universities, other higher education institutions or a leading research center;
- Created to encourage and facilitate the development of science-intensive firms and other organizations typically located in a specific territory;
- Performs a management function, *which includes active participation in the transfer to companies located in the science park* of technology and knowledge in the field of business.

European Science Park, as a rule, is an independent enterprise with at least three founders:

- university or leading research institute (scientific support);
- regional administration (land, infrastructure);
- a territory development agency or organization that provides grants and allocates buildings. [10]

In modern conditions, the cluster approach has become widespread as one of the methods for developing a system for disseminating innovation and technology transfer. According to experts, clustering covers about 50% of the economies of the leading countries of the world.

The most important factor in the competitiveness of clusters is the high level of development of the system of related institutions and industries, and for the formation of the national innovation system and the influx of qualified personnel - state policy. Their creation is extremely important for transferring the economy to an innovative path of development, which requires constant contacts of participants in the innovation process, which allow for the adjustment of research, development and production process. Such interaction has its own characteristics, due to corporate interests, which provide innovative integration of any organization, regardless of their size. It is easier for small and medium businesses to cope with market changes, they are less dependent on the state and level of the global economy, and large national and multinational companies create huge financial resources that allow for a long-term strategic maneuver.

The study of foreign experience in the functioning of regional innovation systems will allow for the development of the innovation system of the Republic of Dagestan to use the structure, forms, methods, mechanism of interaction and the direction of state policy in the field of innovation.

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REGIONAL PROBLEMS OF FORMATION OF INNOVATIVE POTENTIAL IN THE CONDITIONS OF ECONOMY DIGITALIZATION

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Abstract. The article is devoted to the formation of a regional innovative potential in the context of digitalization of the economy. The structure is considered, the principles of state innovation policy in the region are developed. The issues of state regulation of scientific and innovative activities are analyzed. Strategic directions for the modernization of state innovation policy in the region have been developed.

Keywords: management, innovation system, regulation, modernization, economics, digitalization, potential.

The introduction of innovations is carried out on the basis of the achieved level of socio-economic development of the Republic of Dagestan. As the analysis shows, the economic growth of recent years has been largely due to the macroeconomic conditions for the development of the Russian economy and was mainly extensive, loosely associated with increased labor productivity and capitalization, and was based on the exploitation of resources, which have recently become significantly limited. The structure of the economy of the republic does not allow it to further develop effectively on the existing economic base. A transition to an innovative path of development that is long-term in nature is necessary. A hallmark of an innovative economy is the dramatically increasing role of knowledge. The form and process of the production and accumulation of knowledge is science. The production, accumulation and use of knowledge, which underlies the innovation process, leads to fundamental changes in the economy.

The most important task is to develop conceptual, theoretical and methodological approaches to determining the value of accumulated innovative capital. Innovation potential is a combination of the interacting structural elements determining the size of it (production, natural resources, technological, informational, financial, human potentials) and the institutional, legal, socio-economic, administrative and other conditions necessary for its active implementation. Innovative potential is contained in each of the constituent elements of the reproductive potential of the economy of an in-

dustry, region, municipality, enterprise and is considered as their integrated set (Fig. 1). Management of innovative development consists in researching innovative potential in each structural element and the ability to use it in order to ensure modernization economy of the republic and sustainable economic growth.

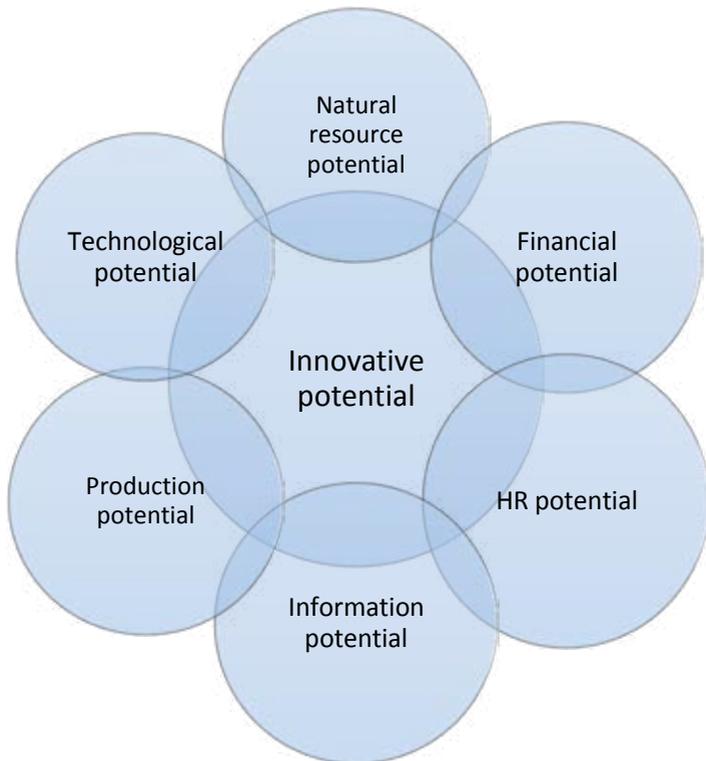


Figure 1. Innovative potential

As of January 1, 2018, in the Republic of Dagestan, 35 organizations carried out research and development. In science, the state form of ownership remains dominant and includes 96.8% of organizations providing 98.6% of the volume of work performed. The share of organizations owned by the Republic of Dagestan is 16.1%

Of the total number of organizations conducting research and development, research organizations account for 77.4%, universities - 16.1%, and others - 6.5%.

The overwhelming majority of staff (69%) performing research and development was employed in the public sector, 20.3% in the business sector and 10.7% in the higher education sector.

160 doctors of sciences and 415 candidates of sciences are engaged in scientific research in scientific organizations.

In 2018, only 20 organizations used advanced manufacturing technologies. In the republic, 1 innovation-active organization accounts for more than 50 organizations that do not carry out innovation activities.

The priority types of innovation are the purchase of machinery and equipment - 90%, research and development of new products - 40%, staff education and training 30.5%, *software purchase* - 20%, production design 20%, purchase of new technologies - 20%.

In 2018, innovative-active enterprises shipped 2.5 billion rubles of goods of their own production or 12.4% of the volume of goods shipped by all organizations. The share of brand new products is 3.2% of total sales. [4]

In general, the innovation system of the republic is not formed as a system. Separate subsystems, such as science, education, the production of high technology products and others, develop on their own. Subsystems are not stimulated by the state; state innovative policy has not been developed.

The innovative system of the Republic of Dagestan (IS RD) is a holistic system that effectively transforms new knowledge into new technologies, products and services that find their real consumers in regional, national or global markets. IS RD is a set of interconnected institutions, which is designed to store and transfer knowledge and skills, as well as to stimulate activities in the field of research and development (R&D) and the implementation of its results in the real sector. One part of IS RD includes companies, universities, laboratories, technology parks and incubators, the other - a set of legal, financial and social institutions that provide innovative processes. The transition to a knowledge economy does not necessarily require the priority development of basic research. It is important to learn how to effectively transform new knowledge (own or attracted) into products and technologies that are useful for society and the economy. IS RD should ensure the unification of efforts of government bodies at all levels, organizations of the scientific and technical sphere and the entrepreneurial sector of the economy in the interests of accelerating the use of science and technology in order to implement the country's strategic and national priorities. [9,10] The main goal of *creating* IS RD is to ensure sustainable economic development and improve the quality of life of the population by:

Process Management and Scientific Developments

- creation of additional jobs, both in the field of science and in the field of production and services;
- increase in revenues to budgets of different levels due to the expansion of production volumes of high-tech products and increase in incomes of the population;
- increase the educational level of the population;
- solve own environmental and social problems through the use of the latest technology.

In a market economy, SRS is characterized by a combination of large integrated firms - leaders of national and world economies - with many small innovative business (SIB) firms engaged in pioneering, risky innovation and technology activities. The community of innovative entrepreneurs acts as developers of the most risky business projects based on unique, previously unproven scientific, technical, managerial, social and other innovations. The main subsystems of the *regional* innovation system are the following *subsystems* (Fig. 2)

- knowledge generation;
- education and training;
- production of products and services;
- innovation infrastructure, including financial support

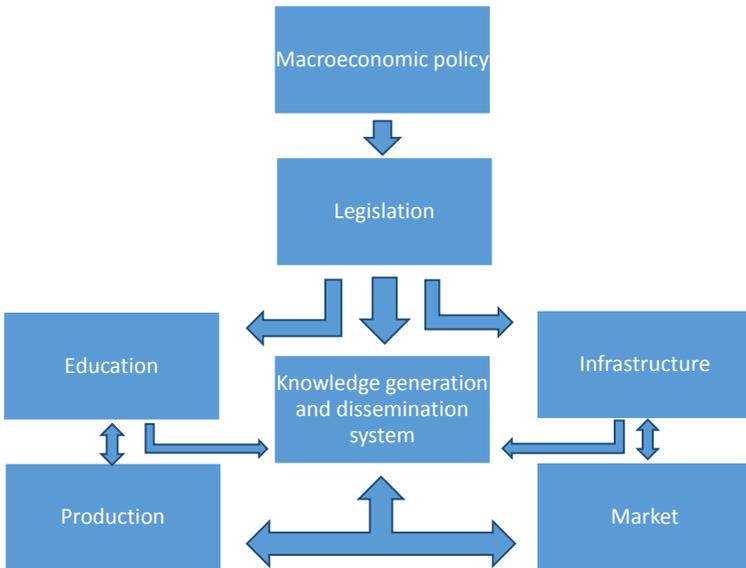


Figure 2. Scheme of generation and dissemination of knowledge

The basis of IS RD is the knowledge generation subsystem, which represents a set of organizations performing basic research, development, as well as applied research. As a rule, basic research is funded in full or in large part from the budget of a country or region.

The systemic and institutional approach to the formation of the innovation system of the Republic of Dagestan, taking into account the peculiarities of the innovation potential, will allow for the state management of innovations, linking currently disparate scientific and university institutions, the real economy, financial, venture organizations and other market entities into a single system. [7]

It is necessary to develop the principles, forms, methods of state regulation and strategic directions of the state innovation policy of the Republic of Dagestan. The development of the state innovation policy of the Republic of Dagestan has as its goal the development and efficient use of innovative potential, material and financial resources allocated for the creation of high technology, promoting the development of the market for innovative projects, the production of high technology, competitive products and a tax base. The principles of state innovation policy in the Republic of Dagestan:

- recognition of the social significance of innovation and its determining influence on the level and pace of development of the market, goods and services, ensuring the influx of financial and material resources into the economy of the region;

- transparency of the selection of priority areas of innovation, mechanisms for the formation and implementation of innovative programs and projects carried out in the interests of the regional economy;

- integration of scientific, educational, scientific- technological, innovative and investment activities in order to ensure their integrated interaction with production in a multistrukture economy;

- concentration of resources allocated for innovative activities in the priority areas of socio-economic development of the region;

- stimulation of scientific, technical and innovative activities through a system of tax and other benefits;

- intensification of the development of innovative potential of the scientific and educational sphere of the region;

- creation of conditions for the formation of modern innovative technological structures in the manufacturing industries of the region;

- consolidation of efforts of government bodies and public organizations of the region to enhance scientific, technical and innovative activities;

- competitive selection of priority innovation and investment projects. [9]

Process Management and Scientific Developments

State regulation of scientific and innovative activities includes:

- development and adoption of legal acts on scientific, technological and innovative activities in the region and organization of their implementation;
- development, adoption and implementation of targeted science and innovation programs;
- the provision of funds, guarantees and benefits to subjects of innovative activity at the expense of the budget of the *RD*;
- control of the targeted use of funds allocated from the budget of the *RD* for the organization and implementation of scientific, technical and innovative activities;
- establishment of accreditation procedures and accreditation of subjects of scientific, technological and innovative activity as innovation centers;
- placement on a competitive basis of state orders of the region for the creation of high-tech products;
- coordination of scientific, scientific-technological, educational, industrial, innovative, and social structures interested in the development of scientific, technological and innovative activities in the region.

The strategic directions of modernization of the state innovation policy of the Republic of Dagestan are:

- ensuring the gradual transition of the region to sustainable socio-economic development through the development of production of innovative types of products and technologies that are fundamentally new for the region, as well as expanding their sales markets on this basis;
- creation and implementation of a system of measures to reorient production to resource-saving technologies, production of environmentally friendly products;
- *Identification* of problems, the solution of which ensures the dynamic development of the productive forces of the region and requires the development of scientific, technical and innovative activities;
- prioritization of identified problems, and concentration of resources necessary to solve them;
- the formation of targeted scientific, technological and innovative programs of the region to solve the identified problems, taking into account allocated and attracted resources;
- *implementation* of competitions, tenders and other forms of implementation of scientific, technical and innovative programs and projects in the interests of the region and the Russian Federation as a whole;

- formation of an effective management system for scientific, technological and innovative activities;
- development of innovative infrastructure and the formation of an environment attractive for investments in the production sphere of RD;
- assistance in increasing the level of employment of highly skilled workers engaged in scientific, scientific-technological activities;
- assistance in developing market relations in the scientific and technological complex, expanding the network of small and medium high-tech firms of various forms of ownership;
- ensuring the awareness of the population of the region about the principles and progress in the implementation of scientific, technological and innovative policies and monitoring public opinion on this issue.
- development of innovative potential at the regional and municipal levels is a priority for all economic entities. [9]

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CURRENT STATE OF INCOME OF THE POPULATION OF RUSSIA

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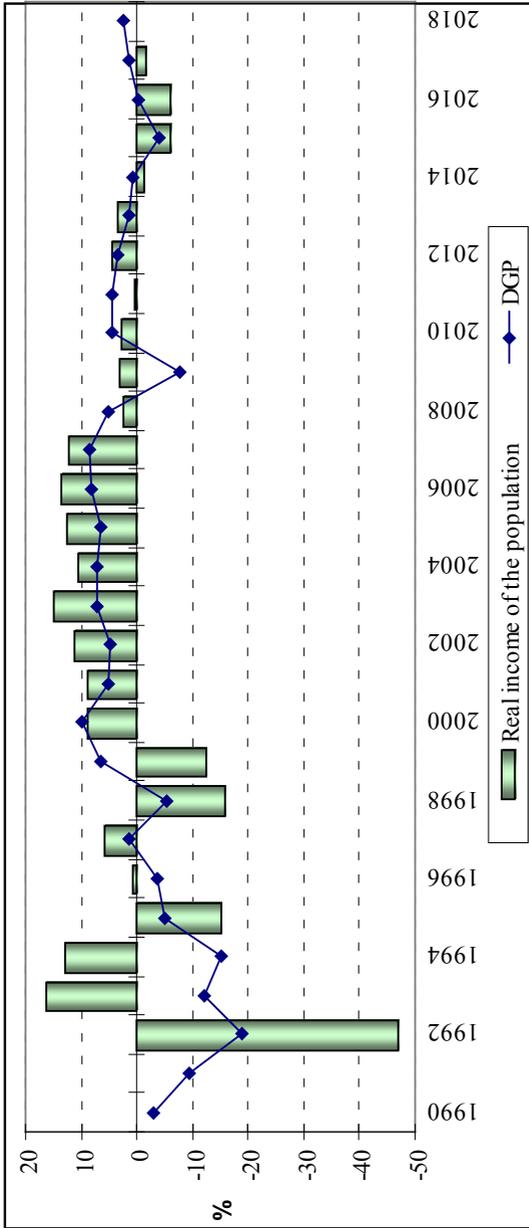
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Abstract. The article discusses a number of aspects that do not contribute to the exit of the Russian economy from the crisis. Particular attention is paid to the causes and consequences of the fall in real disposable incomes of the population. The article also considers the issue of strengthening tax oppression, as a factor in strengthening crisis trends, in anticipation of the 2020 crisis. The analysis of the dynamics of incomes and expenditures of the population was carried out. Recommendations are given on changing the tax and economic policies of Russia.

Keywords: tax policy, budget revenues, VAT, population incomes, economic crisis

At the moment, Russia is in a difficult economic situation. A prolonged decline in incomes of the population, stagnation of the economy, growth of social tension, the failure of all reforms and the impending economic crisis (which is expected to be marked by a fall in global financial markets in October-November 2020). But the Russian government ignores all these factors and continues to increase tax burden and tighten fiscal policy. But these measures do not find support in society and among most of the professional economic community [2]. This is due to the fact that these steps lead to the strengthening of negative trends and do not take into account the requests of the absolute majority of citizens for progressive development [3].

The government increased the basic VAT rate to 20%. It also increased the retirement age for men from 60 to 65 years, for women from 55 to 63 years. This means that about 50% of the Russian population will not physically survive their retirement. Excise taxes have repeatedly increased, which caused an increase in the price of gasoline. However, these measures lead to an increase in the tax burden on the entire population of the country, since indirect taxes are included in the cost of goods, work, services and, thus, are paid by end users. Moreover, the proportionality of tax rates, with an extremely high differentiation of incomes, has a high degree of regressivity.



Source: Rosstat

Figure 1 - Dynamics of real incomes of citizens and GDP as a percentage, year to year

The decline in the income of the bulk of the population has been observed for 6 consecutive years (Fig. 1), at the same time, the pensioner's living wage was reduced from 8803 in 2016 to 8464 rubles in 2019. By a decision of the government, it was set at 11,069 rubles. Cost of living for children - 9950 rubles.

After the collapse of the USSR, citizens' incomes plummeted. Over the next 8 years, sharp fluctuations in incomes did not allow the formation of broad layers of the middle class. Over the next 10 years, revenues grew steadily, albeit at a slow pace. But since 2012, revenues began to decline steadily. Just after Russia's entry into the WTO. This dynamics makes us understand that the crisis phenomena of 2008 has not been overcome, they were only smoothed out by a slightly more stable macroeconomic situation. This can be judged by the structure of consumer spending (table. 1).

Table 1 - The structure of consumer spending by 10 percent population groups in 2018

Population groups	1-st	2-nd	3-rd	4-th	5-th	6-th	7-th	8-th	9-th	10-th
Total expenditure in%	100									
Food	45,6	42,3	41,0	38,9	37,4	34,8	33,0	30,4	27,0	16,5
Alcoholic drinks	3,2	3,2	3,1	3,1	3,1	3,0	3,1	3,4	3,3	2,7
Clothes and shoes	8,0	8,2	8,5	8,5	8,5	8,4	8,9	8,9	8,7	6,5
Housing and communal services	14,4	14,0	13,1	13,0	12,3	11,3	10,7	10,0	9,4	6,4
Household appliances and services	3,1	3,9	4,0	4,7	5,2	6,4	5,6	6,2	6,0	5,3
Healthcare	2,6	3,1	3,3	3,6	3,8	4,0	3,8	4,0	4,6	3,5
Transport	5,7	7,2	8,1	8,7	9,1	10,0	11,1	11,4	12,9	32,7
Education	0,4	0,6	0,7	0,7	0,9	1,0	0,9	1,4	0,9	0,6
Communication	4,6	4,3	4,2	3,9	3,7	3,9	3,6	3,6	3,2	2,1
Recreation and culture	2,9	3,5	3,9	4,4	5,2	5,9	7,4	8,5	10,1	10,3
Hotels and restaurants	1,0	1,3	1,5	1,9	2,0	2,6	2,9	3,4	4,7	5,2
Other goods and services	5,8	6,1	6,3	6,4	6,5	6,8	7,1	7,2	7,6	7,2

Source: Rosstat

The structure of consumption of various groups of the population allows us to form a representation of those sectors of the economy that are faced with the problem of falling consumption. In a situation of economic downturn, and as a result of population incomes, industries related to trade and production of machinery and industrial goods will experience signifi-

cant problems, the service sector (hotels, restaurants, theaters, etc.), since there are more products in these sectors total saves the population while reducing income. At the same time, the cost of food and utilities, for low-income groups of the population are the most significant, and as such can be considered citizens with incomes below 25,000 rubles per month (table. 2).

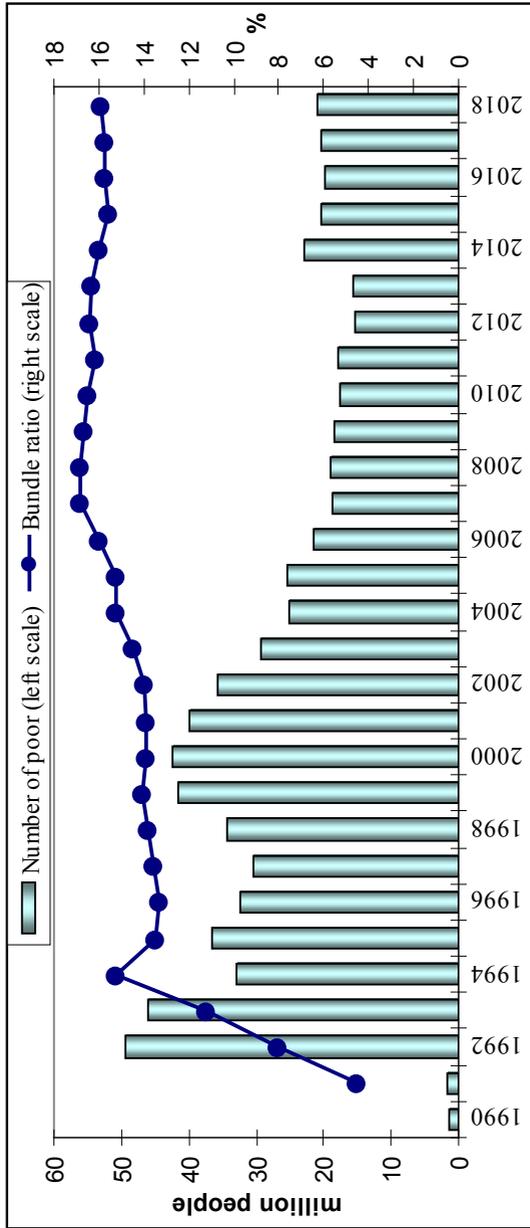
Table 2 - Distribution of the total income of the population in rubles, in 2018

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
under 5 000,0	12,2	9,4	7,3	5,7	4,2	3,3	2,4	5,9	5,4	4,9
from 5 000,1 to 7 000,0	10,9	9,4	8,1	6,8	5,6	4,8	3,8	5	4,7	4,3
from 7 000,1 to 9 000,0	10,8	9,8	8,9	7,9	6,8	6,1	5,1	8,7	8,3	7,9
from 9 000,1 to 12 000,0	14,2	13,6	12,9	12	10,8	10	8,9	9,1	8,8	8,5
from 12 000,1 to 15 000,0	11,3	11,3	11,3	10,8	10,3	9,9	9,2	13,9	13,8	13,5
from 15 000,1 to 20 000,0	13,4	14,1	14,6	14,6	14,5	14,4	14	11,6	11,6	11,5
from 20 000,1 to 25 000,0	8,6	9,5	10,2	10,7	11,2	11,4	11,6	9,3	9,4	9,4
from 25 000,1 to 30 000,0	5,6	6,4	7,1	7,8	8,4	8,8	9,2	7,3	7,4	7,6
from 30 000,1 to 35 000,0	3,7	4,4	5	5,7	6,3	6,7	7,2	5,7	5,9	6
from 35 000,1 to 40 000,0	2,5	3,1	3,6	4,1	4,7	5,1	5,6	8	8,3	8,6
from 40 000,1 to 50 000,0	6,8	3,8	4,5	5,4	6,3	7	7,9	5	5,2	5,5
from 50 000,1 to 60 000,0	...	5,2	6,5	3,1	3,8	4,2	4,9	3,2	3,4	3,7
over 60 000,0	5,4	7,1	8,3	10,2	7,3	7,8	8,6

Source: Rosstat

It is the income of 20,000-30000 rubles per person, according to surveys of the citizens themselves, that is the minimum acceptable for expanded reproduction, and this is 64% of the country's population. The current living wage of 11069 rubles does not correspond to the level of simple reproduction of the population, which will provoke significant social problems [1]. Noteworthy is the structure of monetary incomes of the population (Table 3).

Based on the data in the table, it is clear that over the past 45 years, the share of wages in the cash income of the population decreased by 17%, which is largely due to changes in the structure of the economy and business model. The share of social payments increased by almost 6%, which indicates a general deterioration in the material situation of the population. It is worth paying attention to the fact that the percentage of social payments in Russia is higher than in the USSR. But at the same time, social stratification increases with the growth of the poor (Fig. 2).



Source: Rosstat

Figure 2 - Dynamics of the number of poor and the level of stratification of the population in Russia

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After market reforms in the early 90s of the twentieth century, the share of the poor in Russia increased significantly. In 2019, the number of poor people is about 20 million, while in 1990 there were 1.5 million. The income differentiation coefficient in 2019 is about 16%, which is 4 times higher than thirty years ago. The share of the poor is about 14% of the total number of citizens. Moreover, working people are poor in Russia, which distinguishes Russia from Europe, where the poor are unemployed. The average median salary in Russia in 2019 is 23,000 rubles, or 300 euros.

Since 1995, the level of citizens' income from entrepreneurial activity has decreased by 2 times from 16.4% to 7.5% in the structure of cash income. This is evidenced by the data of the Federal State Statistics Service over the past 5 years, the number of operating individual entrepreneurs decreased to 4 million. And the total number of organizations does not exceed 3.5 million. The average annual growth rate of individual entrepreneurs is 4%, and those who have ceased their activities are 11%. This clearly indicates the negative trends in the country's economy, as well as administrative and economic barriers to the development of small business. We have also seen a 10-fold increase in property income since 1970. This is explained by the privatization of state property in the 1990s. Over the past 10 years, property income has declined by 40%.

The transition from one economic formation to another, significantly changes the proportion of cash income (table. 4).

Table 3 - Structure of the cash income of the population of Russia in percentage

Years	1970	1975	1980	1985	1990	1995	2000	2005	2010	2015	2016	2017	2018
Cash income - total	100												
income from business activities	2,5	2,7	2,2	2,7	3,7	16,4	15,4	11,4	8,9	7,9	7,8	7,6	7,5
wages	83,3	80,7	79,8	77,2	76,4	62,8	62,8	63,6	65,2	65,6	64,7	65,3	66,2
social benefits	12,6	14	15,1	16,3	14,7	13,1	13,8	12,7	17,7	18,3	19,1	19,6	19,4
property income	0,6	1,2	1,3	1,6	2,5	6,5	6,8	10,3	6,2	6,2	6,5	5,4	4,9
other income	1	1,4	1,6	2,2	2,7	1,2	1,2	2	2	2	2,0	2,0	2,0

Source: Rosstat

Table 4 - Structure of the use of cash income

Years	1980	1985	1990	1995	2000	2005	2010	2015	2016	2017	2018
Total	100										
Purchase of goods and payment for services	84,3	82,6	75,3	70,4	75,5	69,5	69,6	71,0	76,2	79,2	81,7
Payment of mandatory fees and charges	12,1	12,4	12,2	5,8	7,8	10,1	9,7	10,9	11,2	11,1	12,2
Saving	2,7	4,4	7,5	5,4	7,5	10,4	14,8	14,3	8,7	8,4	5,6
Currency purchase	14,8	6,4	8,5	3,6	4,2	4	3,7	3,7
Increase (+), decrease (-) on hands	0,9	0,6	5,0	3,6	2,8	1,5	2,3	-0,4	-0,1	-2,4	-3,2

Source: Rosstat

In Russia, people even take out a loan to buy food. The size of loans taken exceeds 16.9 trillion. rubles, with a simultaneous increase in the debt burden, which is 10.6% of income. By the current year, 60% of citizens have at least one loan. For entrepreneurs, 21% do not pay on their loans for more than three months; for individuals, this figure reaches 15%. Difficulties in repaying a loan are experienced by 60% of borrowers. One in four spends 75% of his income on paying off a loan.

Thus, the prevailing income structure of the population indicates a change in the consumption model. In conditions of economic instability, citizens choose a more conservative model of consumption, giving preference to essential goods and trying to save any funds [4]. Thus, there is a reduction in the tax base for many taxes that adversely affects the production of commodity stock.

In this situation, the government begins to transfer the tax burden from property income and consumption taxes. In particular, with respect of property tax, an increase in the tax base of more than 10 times is observed. New taxes and fees are introduced (trade, road tolls, increase in excise rates), and measures are being discussed to introduce other taxes and fees into the Russian tax system, the main payer of which will be individuals and individual entrepreneurs.

The decline in economic activity leads to stagnation of the economy. The erroneous monetary policy of the Central Bank of the Russian Federation provokes a drop in living standards, and as a result of consumption, and a decrease in retail turnover by 16%. To squeeze economic activity, the Ministry of Finance reduces social transfers and raises taxes. At the same time, the tax base is being reduced and budget revenues are falling. As a result, the country finds itself in a tax trap. In the coming years, investment will continue to decline and the impoverishment of the population will intensify.

Therefore, it is necessary to change the model of the economy. To do this, we should go to the system of taxation of income using progressive tax rates. Reduce taxes on property of citizens, abolish VAT and switch to sales tax. Make fundamental changes in the pricing structure of tariffs in various sectors of the economy, bringing them in line with the goals of the country's microeconomic policy. In addition, to complete the structural restructuring of the economy, moving from the raw material direction to innovative technologies of the sixth technological structure. Create the prerequisites for the return of capital to Russia. Conduct deoffshorization and deoligarchization of the country's economy. By all means, stimulate real income growth of wide sections of society. Restructure the political system, with the provision of broad rights and freedoms to various political forces. Only an integrated approach to solving accumulated problems will give a positive result. Otherwise, the country may not survive the expected crisis of 2020.

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**COMPETITIVENESS OF INDUSTRIAL ENTERPRISE PRODUCTS:
ECONOMIC ESSENCE, CONTENT, TYPES**

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Abstract The article analyzes the level of competitiveness of the enterprise and its products. Assessed the strengths and weaknesses of the products. The concepts of product competitiveness, types, economic essence and its content are considered.

Keywords: Competitiveness, enterprise, products, quality, economic nature.

The main role in the economy of any country is currently played by competition. Competition is a civilized and legalized form of struggle of market entities for the best conditions for the production and marketing of their products in order to make a profit.

In the modern economy, the term “competitiveness” is increasingly used to define categories of different levels: the competitiveness of a product, a company, a branch of the national economy, and others, including the competitiveness of the state.

The concept of enterprise competitiveness is very multifaceted and applies to all components of the enterprise’s activities, such as the product and its main characteristics, as well as organizational, financial and production characteristics of the enterprise itself. The competitiveness of the enterprise depends on the competitiveness of the product. [1] The most important attribute of the economy, affecting the interest of all producers and the state as a whole, is the competitiveness of products. The problem of its achievement occupies a central place in the economic policy of the country, becomes key for all forms and levels of management, makes it necessary to improve the quality parameters of products, increase labor productivity and production efficiency. With the growing impact on national economies of scientific and technological progress and competition in new areas of knowledge, competitiveness has become a defining phenomenon in reproduction processes.

The competitiveness of products, works and services is the most important indicator characterizing the functioning of an enterprise in a market economy. The purpose of the company is to meet the needs of consumers, as well as profit. At the same time, there are many manufacturers of the same product on the market, and consumer preference may be given to a particular product. Therefore, in order to be sold, the product must be favorably different from other similar products, that is, compete with them. This is the most important condition for the sale of any product. Foreign management experts believe that the competitiveness of products by 70-80% depends on its quality. The experience of highly developed foreign countries shows that since the mid-1960s the center of gravity of the competition has shifted to the direction of high quality products. Accordingly, non-price methods prevail among the methods of competition, i.e. competition, in which emphasis is placed on improving the quality of products and the conditions for their sale at constant or slightly changing prices. Under the competitiveness of products or services their ability to withstand competition is understood, that is, the possibility of successful sale in a particular market at a certain point in time. For this, the product must satisfy the specific ability of the consumer and be affordable. At the same time, among goods of similar purpose, more competitive in the market at the moment is one that, due to its properties, brings the greatest effect in relation to the price of consumption. [2]

Studies of existing definitions of product competitiveness have shown that most often they take into account only the consumer and economic properties of products and ignore the sales and service, which in a market economy have a big impact on competitiveness.

In this regard, the following clarified definition is proposed: product competitiveness is an economic category, which is an aggregate characteristic that reflects the differences of a product from competitor products in their ability to satisfy consumer, economic, sales and service properties in a particular market for a certain period of time.

Sales and service parameters characterize the conditions of sale and after-sales service (service) of products, for example, terms of payment, discounts, type and price of transportation, delivery time, terms of technical service for products during the warranty and after-warranty periods, advertising, etc.

Assessing the competitiveness of products is based on a study of customer needs and market requirements. In order for the product to meet the needs of the buyer, it must meet certain parameters:

- technical (product properties, scope of application);

- ergonomic (compliance of the product with the properties of the human body);
- aesthetic (appearance of the goods);
- normative (compliance of the goods with current standards);
- economic (price level, after-sales service, the amount of funds available to the consumer to meet this need).

Thus, the goods should not only have a set of technical, aesthetic, ergonomic and other properties, but also meet the conditions of sale (price, delivery time, service, prestige of the company, advertising, etc.). Competitive products are easily and quickly marketed through the least expensive distribution channels. In fact, the product is tested for the degree of satisfaction of social needs. They are dictated by the tastes and preferences of a certain group of customers (market segment), so the concept of competitiveness is always concrete. Commercially viable sales of goods are possible only in a specific market under certain conditions of competition.

In general, buyers acquire the product that more fully meets social needs compared to others. Therefore, the degree of customer satisfaction with the product also consists of the totality of the opinions of individual buyers and is formed in anticipation of its appearance on the market, at any stage of the product's life cycle until disposal. A product with a higher level of quality may be less competitive if its value has increased significantly due to giving the product new properties not required by the group of consumers for whom it is intended. In addition, the same product can be competitive in the domestic market and uncompetitive in the external one, and vice versa.

With the competitiveness of goods, another indicator is associated - the competitiveness of the enterprise. Different researchers give the concept of "enterprise competitiveness" different meanings. However, at the same time, everyone understands the ability of the enterprise to produce competitive products due to the ability to effectively use the financial, production and labor potential. Consequently, the competitiveness of the enterprise depends on the competitiveness of its products, work, services. [3]

In contrast to the competitiveness of products, which reflects the current market situation, the competitiveness of an enterprise characterizes its potential to change this position, its ability to change the competitiveness of products.

Competitiveness of an enterprise is the ability to carry out profitable economic activity in conditions of fierce competition.

Also, the competitiveness of an enterprise implies its ability to make effective economic contact with consumers, suppliers and competitors. [3]

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Interaction with consumers is carried out through the purchase - sale of goods, with suppliers - through the purchase - sale of resources necessary for production, interaction with partners - through the trade in servants, and finally, interaction with competitors - through a system of organizational measures, current and perspective, that implement the company's activity in competitive environment. The competitiveness of the enterprise is manifested at every moment, in every episode of its activity.

The most common algorithm for assessing product competitiveness includes the following steps:

- market research;
- formation of requirements for the evaluated type of product;
- determination of the goal of product competitiveness;
- determination of the list of product parameters to be evaluated;
- analysis of regulated product parameters;
- formation of a group of analogues of the evaluated products;
- selection of basic samples;
- determination of single and complex indicators;
- expert analysis and accounting of sales and service parameters of products;
- conclusion on the competitiveness of the evaluated product in comparison with the base sample;
- the decision of the manufacturer on the further production of the evaluated product.

In modern conditions, competitiveness (of an enterprise, industry, or economy as a whole) is determined, above all, by the stability of political, social, and economic conditions. Therefore, the state level is deservedly recognized as the main level of ensuring competitiveness.

Among the main competitive advantages of enterprises (firms) traditionally distinguished:

- offering the best products on the market;
- providing better customer service;
- providing lower prices than competitors;
- best territorial location;
- production of products with more attractive properties or appearance to the consumer;
- shorter time to market with new products;
- possessing a popular brand and high reputation..

Competitive advantages are achieved due to natural, material, labor and financial factors: cheaper production resources, favorable geographical position of the country, high labor productivity, more modern technolo-

gies, developed infrastructure. As practice shows, success in international competition today determines not so much the availability of natural, human, financial and other resources as their effective use. [4]

The competitiveness of an industry is characterized by an assessment of its position in international markets and is determined by a number of factors:

- the optimal level of concentration, specialization and cooperation in the industry;
- high proportion of competitive personnel in the industry;
- high-quality information and regulatory framework for the industry;
- presence of competitive suppliers;
- availability of access to quality cheap raw materials and other resources;
- efficient use of resources;
- high level of radical innovations (proprietary products, technologies, information systems);
- certification of products and systems;
- exclusivity of industry goods;
- high efficiency of industry organization;
- high share of high-tech goods exports;
- high specific gravity in world export of goods and world production.

The competitiveness of the national economy is the ability of a country as a geopolitical entity to produce and sell goods and services that meet the requirements of world markets, and create conditions for increasing state resources at a speed that allows for sustainable GDP growth and the quality of life of the population at world level. [4]

The competitiveness of a country is characterized by a number of factors:

- stability of the political and legal system;
- high efficiency in the use of resources;
- availability of natural resources and favorable climate, favorable geographical position;
- open economy, a high level of international integration and cooperation;
- significant investments in human development (for education, healthcare, social needs);
- high GDP per capita;
- a significant share of competitive firms;
- optimal export-import;
- presence of a competitive environment;
- significant expenditures from the state budget for R&D.

Thus, the competitiveness of products is the most important indicator of the effectiveness of the enterprise. The position of the enterprise in the market, its financial position depends on it. Therefore, ensuring the competitiveness of products should be of paramount importance in the strategy and tactics of enterprise development. This is facilitated by the existence of a clear methodology for assessing and planning competitiveness.

The competitiveness of a product can only be determined by comparing it with another product and therefore is a relative indicator. At its core, it is a characteristic of a product, reflecting its difference from a competitor's product in terms of the degree of satisfaction of a particular social need. In order to find out the level of competitiveness of a product, it is necessary not only to compare products in terms of their compliance with specific needs, but also to take into account the costs of the consumer to purchase the product and its further use. [5]

The following main factors are identified that influence the competitiveness of products:

- at the micro level: at the manufacturer level - the state of the equipment and technologies used; quality and cost of raw materials, materials and semi-finished products used; skill level of employees; development of automation and computerization, etc., at the consumer level - physiological and spiritual needs; economic opportunities; sales and service requirements for products;

- at the mesolevel: factors of the region or industry;

- at the macro level: achieved scientific and technical potential; innovation and investment policy; development of standardization and certification; legal support; the effectiveness of fiscal, monetary and exchange rate policies; geographical location and natural resource potential; features of the political system; traditions and customs; development of production infrastructure and services; the effectiveness of foreign economic activity; labor potential and social policy, etc.

Quality is the main characteristic of the product. A product can take its rightful place among analogs (that is, become competitive) only with a certain degree of quality. Quality is a combination of product properties that determine its suitability to meet certain needs in accordance with its purpose. The concept of quality includes durability, reliability, accuracy, ease of use, as well as the absence of defects and flaws. There is also such an important indicator of quality as compliance with standards. The level of product quality is a relative characteristic of the product, based on a comparison of the values of indicators characterizing the quality of the evaluated products with the basic values of the relevant indicators. The

basic values of quality indicators are possessed by the basic model, for which a domestic or foreign analogue of the highest quality at a given time should be taken. [5]

Assessment of the level of product quality is a set of operations, including the selection of the range of quality indicators of the evaluated products, the determination of the values of these indicators when assessing product quality. In order for a product to satisfy a specific need, it must have a set of parameters that match the consumption parameters. These parameters determine the beneficial effect received by the buyer from the use of the product. But when evaluating the effect, not only the result is taken into account, but also the costs of its achievement. Therefore, each product is characterized by properties that determine the amount of costs necessary for its purchase and use.

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STRUCTURAL ASPECTS OF IMPROVING THE COMPETITIVENESS OF AN ENTERPRISE IN TERMS OF IMPORT SUBSTITUTION

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Abstract. The article considers the issues of competitiveness of states and enterprises as a factor of stability and sustainability in the development of the national economy. The role and importance of import substitution as the most important component of the state economic policy are investigated. The main objectives of the import substitution policy are identified. Import substitution strategies and the role of the state as a key subject of their implementation are analyzed.

Keywords: Import substitution, competitiveness, enterprise, state, quality, economic essence.

Serious changes in the modern international geopolitical landscape and the instability of world markets force many states to set as a priority the task of improving their own economic security. Being one of the most important elements of national security, economic security is characterized by the presence of a system, effective functioning of which ensures the economic independence of the state, as well as competitiveness, stability, sustainability and development of the national economy.

The experience of leading economic countries shows that the national interests of states are paramount in relation to existing global interests, coalitions and strategies for their implementation.

The basis for ensuring national economic security is the solution of the following tasks:

- expansion of imports as a basis for the development of capital exports;
- development of high and innovative technologies through international investment, as well as legislative regulation of such activities;
- expansion of international cooperation in the scientific, technical and technological fields;

- reduction of dependence on foreign states and corporations in the field of modern high technologies regardless of the industry of their application. [1]

Import substitution as a component of the state's economic policy is a system of measures aimed at the economy of a given country achieving certain advantages in the form of protecting the national market from competition of foreign goods and increasing the share of national goods entering domestic consumption and the foreign market. Achieving this goal is based on the implementation of appropriate external (customs) and internal (structural, industrial, tax, financial, investment, innovative) economic policies. [2]

The import substitution policy is the state policy of crowding out or replacing imported goods in the domestic market. This policy is carried out in order to increase the economic and national security of the country. The role of import substitution policies in the system of ensuring the economic security of a country is characterized by the ambiguous effect of imports on the national economy.

It follows that the main objectives of the import substitution policy are:

- increasing the competitiveness of the national economy;
- improvement of international production specialization of the national economy;
- protection and stimulation of the development of domestic production;
- strategic infringement of interests and position of the exporting country;
- ensuring the unhindered receipt of foreign raw materials, components, materials and technological equipment, etc.

In the practice of modern Russia, the instruments for implementing the import-substituting policy include: the introduction of high (essentially prohibitive) duties; formation of a list of goods prohibited for import: quotas; licensing; administrative and economic stimulation of the organization of joint production, etc.

The widespread use of prohibitive measures in Russia began at the end of the 18th century: the emergence of each new manufactory became an occasion for the removal of a foreign product from the domestic market. Strengthening the competitiveness of domestic production has yielded results. If import of 167 goods was banned in 1821, then in 1867 only ore and salt remained.

During the period of socialist management, it was difficult to talk about any import substitution policy, since the state was a monopolist in the foreign trade sphere, and foreign economic relations were influenced by big politics.

In the first post-Soviet years, the task of not protecting the national producer, but filling the domestic market with goods and services, prevailed in Russia's trade policy. Subsequently (or rather, since 1993 — the year of the application for Russia's accession to the WTO), both foreign trade and customs policies were implemented in the context of laws and regulations, the content of which somehow adapted to the requirements of the WTO, which often worsened the competitive position of Russian enterprises and did not contribute to improving the country's position in the international division of labor. The institutional protection of the domestic producer in Russia in the post-reform period was formed as follows: 1998 — adoption of the Federal Law of 04.14.1998 № 63-FL “On measures to protect the economic interests of the Russian Federation in the implementation of foreign trade in goods”; 2003 — adoption of the Federal Law of 08.12.2003 № 165-FL “On Special Protective, Anti-Dumping and Compensation Measures for the Import of Goods”. In addition, a commission was created by the Government of the Russian Federation on protective measures in foreign trade and customs and tariff policy. In 2000–2007, investigations were carried out on 35 goods and product groups, and for a number of goods facts of damage to national producers were revealed and confirmed. [3]

The import substitution policy has been actively launched in Russia since 2012 through the adoption of the State Program for the Development of Agriculture and regulation of agricultural products, raw materials and food markets for 2013–2020. In 2014, in connection with the introduction of economic sanctions by the West, the issue of import substitution also touched other sectors of the economy. President of the Russian Federation V.V. Putin said at a plenary meeting of the St. Petersburg International Economic Forum on June 17, 2016: “Our import substitution program is also aimed at creating products that are competitive in the global market. And in this sense, I would also like to emphasize that import substitution — is an important stage for increasing not raw materials exports, for integrating our companies into global production and technological alliances, and not as secondary partners, but as strong, effective partners.” So, the state program of the Russian Federation “Development of industry and increase of its competitiveness” was adopted, aimed at the development of the manufacturing sector as the basis of a stable economy of the country (Fig. 1)

It is important to understand that a complete replacement of foreign goods and technologies with domestic ones is impossible, and, in turn, the imposition of an absolute ban on the import of imported products in a number of high-tech industries will inevitably lead to a decrease in the quality of products of Russian enterprises.

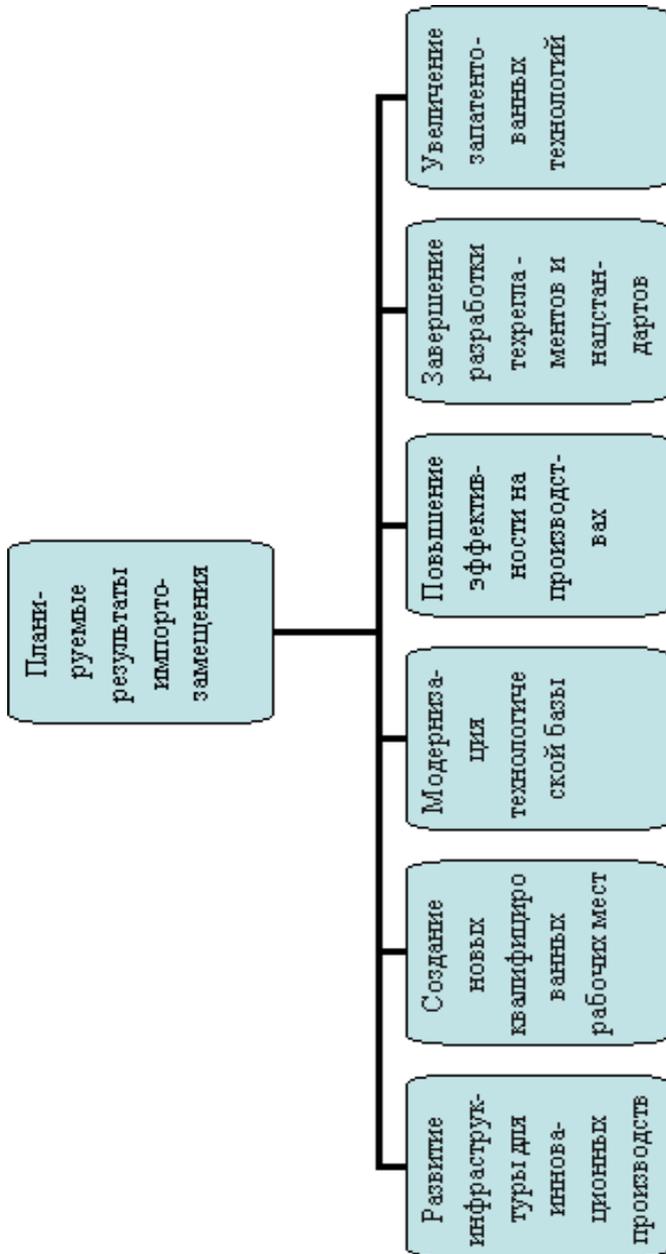


Fig. 1. Planned results of import substitution by 2020

The head of state also noted that Russia, after lifting the corresponding economic sanctions, will pursue an active policy of import substitution, especially in those sectors where domestic products can be brought to a global competitive level. In particular, the markets of food, light industry, software, power equipment, etc. [6]

Specialists in this field understand the import substitution strategy as “a long-term system of all measures ensuring the achievement of goals in terms of volume and structure of domestic production while reducing consumption of imported goods”.

The choice of a specific import substitution strategy depends on the possibilities of the economic situation: whether it is the devaluation of the ruble and rising prices for imported goods, or a decrease in the presence of foreign companies on the market (in direct connection with sanctions and counter-sanctions, etc.).

The state is a key actor in the implementation of the import substitution strategy: it contributes to the formation of its domestic demand (government procurement, preferences for suppliers of goods in the industry-wide implementation of government orders, state investment), as well as from the public (increase in pensions and wages). [6]

There are several alternative aspects of the development of industrial production based on import substitution:

- stimulation of relatively weak production (state efforts are aimed at developing the production of uncompetitive products relative to goods of foreign manufacturers, even in the domestic market);
 - activation of developed industries with sufficient potential for the implementation of foreign trade operations (the state seeks to consolidate successful exporters in foreign markets); - implementation of the import substitution strategy as an instrument of the industrial policy of “self-reliance” (the state seeks to produce more goods on its own, import is carried out in the absence of national counterparts);
 - creation of an absent industry (state support is aimed at newly created high-tech segments of industrial production at the initial stage of their existence, when there is a need to provide preferences that provide price advantages for goods replacing imported ones);
 - transfer of resources to efficiently functioning sectors (state support of existing efficiently functioning sectors with large export potential).
- There are two main segments of the implementation of import substitution strategies, with which you can stimulate the development of small industrial enterprises and increase their competitiveness. Firstly, it is investment in domestic industries, in other words, when choosing such a policy, the state will stimulate economic growth among those industries that are located in the country and belong to citizens.

However, according to the state of the invested sectors, 2 directions can be distinguished. The first direction is the development of domestic industries, when the state provides support aimed at improving the position of these goods in the markets in the territory of their country. In this case, all efforts will be directed to the production of the maximum number of own goods and services. However, if national counterparts of imported goods are not represented on the domestic market, they will be imported into the country if necessary. In the case when foreign analogues are nevertheless imported, they are imported in a limited edition and sold on the domestic market at less competitive prices, in other words, overpriced relative to national goods of the same category.

The second direction is to help those industries that currently have established themselves as competitive exporters.

In this case, import substitution is used as a tool for the development of these sectors, aimed at expanding exports. Those enterprises that are not able to compete with their counterparts in foreign markets are deprived of state support. This policy was pursued by the authorities of Singapore, South Korea and Hong Kong.

The second scenario is the creation and development of a new industry. Government support for the new industry lies in the various price benefits provided. To achieve a faster and more effective result, you can combine these two methods, as well as add government programs aimed at developing the infrastructure necessary for this industry. Since the state needs an independent market and competitive production with minimal financial support, aid is gradually reduced and only those enterprises remain on the market that stay competitive without government assistance. The rest of the production either finally ceases to exist or is absorbed by more efficient ones. [7]

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**CONCEPTUAL APPROACHES TO RESULTS-BASED MANAGEMENT:
CONCEPTS, ESSENCE, MODELS**

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Abstract. The paper presents theoretical and practical data on the concept of management by results. The main issues and approaches of this concept are highlighted. The article analyzes the activities of the state and organizations in which the results-based management system is implemented. The article considers the advantages of the results-based management concept, methods of organizations' activities in the system of corporate and public administration.

Keywords: Management, management by results, goals, models, results, personnel, motivation, classification of models, business.

Under modern conditions of a competitive market, between various elements of commercial activity there is a constant struggle for the right to possess one or another resource. Undoubtedly, each organization seeks to maximize the effectiveness of its own activities, optimize existing processes and increase the return on internal activity. For this purpose, various concepts, approaches, methods are being developed. Some organizations developed by themselves, while others are borrowed from the experience of various firms. Moreover, these firms can be both foreign and domestic. Many scientists agree that management is the main factor in the development of absolutely any business entity. The success of an organization depends on how correctly and fully management functions are carried out. One of the organization's approaches for balanced activities of the company's structural elements is the results-based management concept developed within the Finnish management school.

For leaders of Finnish enterprises, the dissatisfaction with the American system of management by goals became an incentive to develop this management system. Japanese managerial thinking had a significant influence on the development this type of management.

However, the results-based management system is relevant not only for the corporate, but also for the public sector. The constant dynamics of the public administration system is due to the conditions of the global financial crisis. In relation to the Russian economy, the issues of increasing the efficiency of government bodies and increasing the quality of government decisions, as well as the process of allocating resources to achieve the goals of certain programs, assessing their effectiveness and managing the final result are the most pressing problems.

Despite the fact that there is a certain degree of criticism from many experts, the management system based on the results formed the basis of many state reforms carried out in foreign countries and allowed to strengthen the economy of these states.

Based on the foregoing, we can conclude that the application of the concept of results management, both in corporate and in public administration, can most successfully overcome the conditions of the dynamics of the external environment, as well as organize the activity of the internal environment of the organization as efficiently as possible.

The object of study is a results-based management system. The subject of the study is the main approaches and models of management by results.

The main goal of the work is to determine the essence of the concept of management by results, as well as to determine the possibilities and forms of application.

Based on this goal, the following research objectives were formulated:

1. Define the concept of technology management by results.
2. Identify common issues and approaches to management by results.
3. Consider the existing models of the results-based management system.
4. To classify the models of the control system by results.

In preparing the article, the authors were guided by the following principles;

1. The principle of a systematic approach to the study of economic development of enterprises;
2. The principle of practical realism of the results of research and modeling;

We also conducted research based on methods of economic, functional and structural analysis, expert assessments.

The middle of the 20th century is characterized by the weakening of private business and the enormous material losses of the economies of a large number of countries of the world. The reason for this was the Second World War, after which the economies of the leading states was in a difficult situation, and this concerned all the countries that participated in it. To restore the former level of economic development, many countries began to develop such industries as ferrous metallurgy, mining, energy, banks, military industry, as well as insurance and transport companies. It was at this time that they began to clearly understand that existing management methods require change and correction [1]. An active search began for new concepts and approaches that best met the requirements of optimizing the use of limited resources.

In the process of scientific research in the field of management, at about the same time period, a new term was introduced and popularized by Peter Drucker (an American scientist of Austrian descent, economist, publicist and one of the most influential management theorists of the 20th century), which meant the management organization system, which was called "Management by objectives" or MBO, also known as the concept of management by results [2]. Peter Drucker used it in 1954 in The book "Practice of Management".

A result-oriented goal is the basic unit of this approach. One of the main aspects of results-based management is employee engagement in the organization's goal setting process. When a company employee is involved in determining the direction of actions necessary to achieve a corporate goal, in this case he is more motivated to fulfill his duties. The concept of management by results has a number of principles:

1. The goals of the company are set from top to bottom, and the goals of each level of even the lowest should correspond to the goals and strategies in general.
2. The optimal number of goals (no more than 3-5)
3. Goals can be set not only by the leader, but also by the employees themselves;
4. It is imperative that resources be provided to the employee or subdivisions whose actions are aimed at achieving the objectives.
5. Regular assessment of performance: at this stage, an assessment of progress is made and the following goals are set;

Finnish scientists reacted to this concept with great attention, who decided to develop their own management system on the basis of the American. The Finnish School of Management is one of the youngest to date [3]. The authors of modern Finnish management, who have been actively working in the field of improving the organization management system in Finland over the past 20 years, aim managers to be effective. [4] This concept within this country was formed gradually, step by step, and today this management system has been implemented at many enterprises and organizations in Finland. The effectiveness of the management methodology based on the results is proved by the successes of the economy of this country. For example, Finland's GDP grew by almost 70%. Since its beginning in the 2000s, Finland owes much of its economic growth to a group of companies working in the field of information technology, in particular Nokia.

What is the distinguishing feature of Nokia's internal organization management? As we previously determined the level of management in the organization largely determines its success. So Nokia has its own style, which relies heavily on results management. The basic principle in the management style of this organization is leadership. From Nokia's point of view, leadership is much more than just striving to take a leading position in the market and an authoritarian style of leadership. Nokia employees are involved in all stages of the work. They achieve this by clearly setting goals and immediately developing methods and ways to achieve them, and then they take risks if the situation requires it. At Nokia, the combination of leadership and willingness to take risks creates the effect of impeccable vision. Leadership in this company implies the leadership of a wide range of people personally interested in the prosperity of the company's business. Given these signs and objectives, it can be argued that this is a typical democratic model of the organization of the company.

It is also worth noting that the work processes of this company are aimed at the effectiveness of actions, for this Nokia has a single network that allows you to maintain speed and flexibility in decision-making. Nokia has decided to consider decision making as a workflow, not a management privilege. At the same time, Nokia takes for granted the ability of employees, that each employee has certain inherent skills that allow him to contribute to the company's overall business.

According to the company itself, the efforts and actions of Nokia employees are aimed at achieving results. To achieve this, they must understand both the strategy and goals of the company. All employees work to achieve specific and private goals, this confirms the company's motto: "Every Nokia employee has the right to know what exactly is expected of him." This, in turn, makes it possible for employees to become responsible and accountable for their actions. [5]

By analyzing the principles of the results-based management concept and the internal corporate governance structure of Nokia, one can identify almost complete compliance of the company's management style with all the requirements of this concept. The success of this company gives us every right to declare the effectiveness of the concept being studied at the organization level and the need for its implementation in a result-oriented organization. And also note that these principles are applicable not only at the intra-organizational level, but also at the national level, as is the case with Finland.

The development of managerial thought can be traced in all management concepts, including in the results-based management system. Thanks to this process, various models have appeared and are also developing in this concept. There are several reasons for this. Firstly, any organization is a part of the ethno-social culture of the external environment, which has a huge impact on the formation of relationships within the team, the relationship between the boss and subordinate. Factors such as traditions, customs, religion in a certain way affect collective self-awareness. Secondly, the size of the organization. In small firms, for example, there is no need to delegate power to subordinates, since the scope of the manager's work is not so large that it cannot be said about large firms where the ability to correctly and reasonably delegate power is a fundamental aspect of the effectiveness of the manager's activity, because queue, increases the number of completed tasks per unit of time. And thirdly, as a factor in distinguishing management models by results, there is the level of qualification of the organization's personnel. If managerial decisions in the company are made on the basis of decisions proposed by employees, it is important to be confident in the competence of employees in the matter of interest.

There are 5 management models for results within the organization. These include:

1. Management through motivation. This is a model aimed at developing the potential of an employee of the company. It is based on the study of the needs, interests, moods, personal goals of employees, and also provides for the possibility of integrating motivation with production requirements and goals of the enterprise. The personnel policy of this model focuses on the development of human results, strengthening the moral and psychological climate in the team.

Э. М. Коротков in his book "Management" [6] defined motivational management as "a type of management in which priority is given to motivating business behavior, activities, relationships over administration and tight control", that is, aimed at creating conditions of interest in the final results. Thus, motivational management can be defined as the construction of a

management system based on the priority of motivation, the choice of an effective motivational model.

2. Framework management. The main idea of this model is that employees can make their own decisions within predetermined boundaries (frames). It is the importance and unpredictability of the process that sets this framework, which cannot be violated. The following sequence of actions is included in the technology of this model:

1. task identification;
2. Its acceptance by an employee;
3. creation of an adequate information system;
4. determination of the boundaries of independence and methods of intervention of the manager;

Such management creates the conditions for the development of initiative, responsibility and independence of employees, increases the level of organization and communication in the company, promotes increased job satisfaction and develops a corporate leadership style.

3. Delegation based management. Being a more advanced management system, it consists in transferring competencies and responsibility to employees to independently make decisions and implement them. Despite the fact that the delegation of authority has long been used in management and involves the transfer to the subordinate of the functions assigned directly to its head, management based on the delegation of authority and responsibility is fundamentally different from this concept.

This model is also often called the Bad Harzburg model [7], named after the German city in which the founder, professor R. Hen - Bad Harzburg worked, and its essence is to combine the following three actions: clear statement of the problem, clear definition of the framework decision making and clear delineation of responsibility for actions and results.

4. Participatory management. This model arose in the middle of the 20th century, along with the development of the concept of results-based management. At the same time, around the same period, the process of formation and development of the principles of personnel management as a separate specialization was going on. Participatory management is the methods of work organization, when each employee can directly participate in the activities of the organization as a whole. Consider the basic methods of work organization:

- employee participation in management. In this case, employees can influence the decisions of the employer or senior management as a whole. This method allows you to increase the motivation and personal interest of employees, as well as their psychological comfort;

- participation of employees in the ownership of the enterprise. This situation involves the transfer of part of the enterprise to the ownership of workers using various mechanisms. This may be, for example, providing employees with shares or providing them after a certain time with means of production or other property for personal use. The result of this approach is the formation of direct interest of employees in improving labor productivity.

- employee participation in the organization's profits. This method is most often implemented thanks to special tariff-free wage systems, when the wages of employees directly depend on how useful they are from an economic point of view for the company. This method of organizing work involves mainly direct material motivation of workers.

5. Entrepreneurial management. This management approach, which appeared on the eve of XXI, is of particular interest. In the 80s, it was determined that the condition for the survival and preservation of large firms is flexibility, decentralized management within the company, and the creation of business units. Entrepreneurial organization is the search for new opportunities both in the external environment of the organization, and in the internal. They are more flexible and mobile: rules, resources, strategies, organizational structures, systems are constantly changing, because they serve to support the organization's goals.

Each of these models has its advantages and possible disadvantages. The introduction of any of these models, first of all, requires the presence of certain factors in the organization. Such factors may include the qualifications of personnel, the size of the organization, the state of the external environment, and much more. Assess the benefits of a particular model is only within the framework of a particular organization.

The results-based management system can be classified according to various criteria. Consider the fractionation of this control on the basis of a characteristic of degree of importance:

- strategic;
- tactical;
- operational;

The next sign of the classification of management models by results is the environment. According to it there are:

- internal results management;
- external management by results;

According to its content, results-based management is divided into:

- economic;
- organizational;
- technical;
- social;

In connection with the development of the results-based management system, various models of this concept have appeared. As a rule, there is no single algorithm of actions for any organization within which a results-based management system is being introduced. The company always has a number of features that, in general, determine the nature of the organization's development. They give it exactly the structural and functional set of characteristics against which the goals of this concept are realized.

The main effect of introducing the concept of results-based management into the management system of organizations at various levels and industries is to increase managerial competence and employee motivation. Thanks to these two changes, the company is able to reach a new level of development. The rational use of material resources, time, staff potential will irreversibly lead the organization to significant positive changes.

Based on the foregoing, we can conclude. The main elements of the results-based management concept are:

- leadership through orienting on a target.
- regular monitoring of the achievement of goals.
- the participation of employees in the formation of goals.
- control of the results and their assessment, taking into account the comparison of planned and actual results.
- development of the individual potential of each of the employees.

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**ADAPTATION OF YOUNGER SCHOOLCHILDREN TO LEARNING
AT BASIC SCHOOL AS A SOCIO-PEDAGOGICAL PROBLEM**

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Abstract. The article reveals the problem of readiness Junior student learning in the main school building on the main theoretical approaches to its solution. Given the definition of «readiness», the structure and content of the willingness of the younger pupils to learn in primary school. Was able to identify the difficulties graduates' primary schools in the transition to the next stage of education and compare them with the criteria of readiness first graders.

Key words: adaptation, preparedness, maladjustment.

The transition from primary to primary is a crisis in the life of a student. The features of this period have not yet been fully studied, but from the perspective of the psychological and pedagogical community, this is the most difficult stage in the student's life, since, thus, a transition to a new position, a new way of life, a change in status in society, the emergence of new relationships not only with peers, but also adults and educators.

Turning to the analysis of the prevailing practice at school, we can state that the transition from primary to primary is not always calm and painless for students. Not all students can psychologically overcome the difficulties of the adaptation period and meet the requirements of general education. The difficulties of this transition affect the results of training and education in the primary school, and the mental and somatic health of schoolchildren.

It was during this period that the aggravation of the problems of children occurred, both obvious and hidden from the piercing gaze of not only teachers, but also parents. According to G.A. Zuckerman, this problem can be solved provided that the transition is smooth, soft and gradual [1, p. twenty].

The resolution of the "transition problem" will provide an opportunity to study the psychological and pedagogical features, conditions, mechanisms that would allow students to successfully enter a new social situation for them. All this will make it possible to identify the psychological basis for the design of the "transition" and the synchronization of age and educational crises.

Despite the significance of the issue under study, the problem of adaptation of elementary school students to further education at the primary school level is poorly understood.

In the dictionary, the term "adaptation" is defined as a device living organism to the conditions of existence. At the same time, adaptation is distinguished not only biological, physiological, but socially psychological. We are primarily interested in the socio-psychological, which is the adaptation of a person to the social environment. Any adaptation is aimed at eliminating negative environmental factors.

During schooling, students adapt to learning activities. Particular tension is observed among first graders and fifth graders, as new social conditions cause a stressful reaction of the student's body.

The process of adapting students to school consists of several stages: indicative, unstable, and then sustainable adaptation. Unstable accommodation distinguishes many students and is referred to in the scientific literature by the following term - "school maladaptation".

N.V. Vostroknutov identifies the following as criteria for school maladaptation: chronic poor performance, a negative attitude toward learning, and a neglect of school life rules [2].

The most important from the point of view of adaptability will be mental processes and functions that help the student to master school skills. And this, first of all, the development of motor skills, coordination of visual-motor, voluntary attention, perception, memory, as well as the formation of representations of spatio-temporal, mental operations and speech functions. Among the individual characteristics that affect the process of adaptation of elementary school students is a developed motivation for learning, cognitive activity.

For successful adaptation to schooling, developed personal qualities are needed, namely such: the ability to communicate, to properly emotionally respond to various situations, to work in a team.

It should be noted that the process of adaptation of students to the main school has a number of features that hide the corresponding difficulties, namely: adaptation to a new didactic situation associated with new content, forms and methods and organization of the educational process. Students get acquainted with new academic subjects, they increase the number of training sessions and the volume of homework, which leads to a reduction in time for personal interests. The information flow to be assimilated is increasing. Excessive emphasis by the teacher of the student's shortcomings in the assimilation of educational material often leads to negative emotional experiences, causing a negative attitude of the student not only to the studied subject, but also to the teacher. The student has an inadequate picture of himself, his abilities, abilities, leading in the future to slow down the adaptation process.

Any transitional periods require close attention from the teacher. And the transition of 9-11 year old students from primary to primary is no exception. The question arises of identifying the characteristics of the mental and personal development of students at the junction of the above indicated ages. Using the results of a study by Russian psychologists (L.I. Bozhovich, V.V. Davydov, T.V. Dragunova, I.V. Dubrovina, A.V. Zakharova, A.K. Markov, D.I. Feldstein, D. B. Elkonin and others), we consider these features.

The results of numerous studies show that the development of theoretical thinking in many respects contributes to the appearance of reflection at the end of primary school, which is a neoplasm of adolescence, which improves not only the cognitive sphere of students, but also the nature of their relationship to themselves and others.

By the end of primary school, students should also have such neoplasms as the ability to self-regulation, the underdevelopment of which causes learning difficulties in children. Of course, such complex neoplasms as reflection, self-regulation and arbitrariness only form during this period. In the future, they become more complicated and spread not only to learning situations, but also to other areas of children's life. But the transition from psychological self-regulation, which manifests itself, as a rule, in educational situations to situations requiring the solution of moral conflicts, is carried out at the stage of transition from childhood to adolescence.

The transition of students from primary to primary school is associated with the restructuring of their existing stereotypes. From the point of view of most authors, the main reason for difficulties in adapting students in grades 5 is the gap that arises between the psychological capabilities of students and the requirements for them. Therefore, it is important that during this period the requirements for a fifth grader correspond to his abilities.

Teachers working with primary school students often apply the same requirements, methods of working with fifth graders and older children. And requirements are often beyond the reach of fifth graders, which complicates the process of their adaptation to basic school.

According to L.I. Bozhovich, with the transition of primary schoolchildren to primary school, his own internal position is also changing, namely that he himself relates to his position, as well as to the requirements that it ("position") makes to him [3, p. 176].

There is no doubt that the formation of psychological readiness of elementary school students to study in primary school is much faster only where there is coherence between primary school teachers and subject teachers in activities where there is continuity of primary and primary schools.

It is necessary to observe a sense of proportion in presenting requirements for students, to take into account their age and individual psychophysiological characteristics, not to allow overload. Failure to comply with these conditions can contribute to the neurotization of students, as well as cause a delay in intellectual development.

It is clear that the speed of adaptation is largely determined and depends on the child's readiness for schooling, namely the desire to learn, the ability to communicate not only with peers, but also adults, the ability to solve problems, as well as the need for achievements, independence and formed responsibility.

At present, the concept of "psychological readiness" has no unambiguous definition, since there is no universally accepted definition. So, M.I. Dyachenko and L.A. Kandybovich considers psychological readiness as a complex, purposeful manifestation of personality, which includes not only beliefs, views, but also relationships, motivational sphere, emotional-volitional, intellectual qualities, as well as readiness for a certain behavior [4, p. 4].

In the above definitions, a clear reference is made to the peculiar selective activity of a person in the period of preparation for solving specific problems that set up a person for a certain activity.

The first attempt to define "readiness to study in primary school" was made by T.I. Yufereva, who identified the following components: deep assimilation of educational material; formed arbitrariness reflexivity and conceptual thinking; "Adult" style of relationship with both teachers and classmates [5].

The structure of psychological readiness for schooling represents a multicomponent education, which includes not only psychomotor and intellectual, but also emotional-volitional, personal (including motivation) and socially psychological (communication) readiness.

So, in the transition period from primary to primary, the need for a general positive assessment of oneself, one's personality, without taking into account the results of activity, is clearly manifested. And this is an important factor in determining the circle of the most important problems of the school psychologist. It should be taken into account that a person throughout his life feels the need for positive assessments of his personality by other people, inclusion in the dialogue [6]. In childhood, this need is even more pronounced, and it is the basis for the favorable development of the personality of students. The teacher faces an important task - to ensure a painless transition of primary school students to the primary, to detect and overcome difficulties in time.

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DEVELOPMENT OF INTERPERSONAL RELATIONS OF SENIOR PRESCHOOLERS BY MEANS OF PLOT-ROLE GAMES

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Abstract. In this article, the authors consider the problem of socialization of senior preschool children at the age when the number of committed prosocial actions increases. As a way to develop the social qualities of children, the authors recommend conducting role-playing games.

Key words: prosocial actions, interpersonal relationships, role-playing game.

The period of preschool childhood in general and senior preschool age in particular is the most favorable for the formation of children's relationships. It is at the senior preschool age, as indicated by T.A. Repina, E.O. Smirnova et al., In the process of a child's communication with others, complex interpersonal relationships are formed that significantly affect the development of his personality [1; 3].

Interpersonal relations are a process of the emergence of subjectively experienced relationships, manifested in the nature and methods of mutual influences of people in the course of joint activities.

In older preschool age, interpersonal relationships are characterized by an increase in the number of prosocial actions, a change in the role of relationships with peers in the emotional life of a child and a complication of these relationships, an increase in involvement in activities and feelings of a peer.

An analysis of the characteristics of the development of interpersonal relationships in children in preschool institutions shows that at present, the number of older preschool children has significantly increased, which has significant difficulties in establishing relationships with people around them. In order to help older preschool children cope with the difficulties, it is very important that the teacher of the preschool educational institution (PEI) find the most effective means during which children will learn to establish strong interpersonal relationships based on benevolence towards their peers. One of such means may be a role-playing game.

As pointed out by M.A. Vasilieva, the work on the formation of relationships in children of older preschool age through the use of role-playing games should contain two important components: the formation of skills in game relationships among older preschoolers; mastering by senior preschoolers in the process of organizing and playing plot-role games, social norms and rules of communication and relations in society [2].

The results of the ascertaining stage of the experiment showed that the development of interpersonal relationships of older preschoolers is characterized by a different level of formation of the corresponding skills and the nature of interpersonal relationships. At the same time, many preschool children have insufficient formation of interpersonal relationships, which can negatively affect the development of their personality, as well as the process of social adaptation.

After analyzing the research problem in the psychological and pedagogical literature, we determined that the role-playing role play can be one of the most effective means of promoting the development of interpersonal relationships of older preschoolers.

Based on this position, we developed the content of the formative stage of the experiment.

The purpose of the formative stage: the creation of conditions for the development of interpersonal relations of senior preschoolers in the role-playing game.

The tasks of the forming stage were:

1. The expansion of the subject-developing gaming environment aimed at the implementation of interpersonal relationships of children.
2. The development of reflection among preschoolers, the ability to understand their own and others' feelings, the ability to adequately evaluate themselves and peers.
3. The formation of new forms of relationships among preschoolers, the ability to make contact, maintain communication and develop it.

The basis of the organization of work we put the following pedagogical conditions, the work on the development of interpersonal relations in the role-playing game will be effective if it will be carried out:

- development of a set of skills that contribute to the development of interpersonal relationships (reflection, the ability to understand one's and others' feelings, the ability to adequately evaluate oneself and peers);
- role-playing game will contribute to the emergence of new forms of relationships between preschoolers;
- a subject-developing game environment will be created that allows for the implementation of interpersonal relationships.

The organization of the formative experiment included three stages: preparatory, main and final goals. At the preparatory stage, we organized work on the creation of a subject-developing game environment that promotes the development of interpersonal relations of preschool children. Thematic planning of role-playing games has also been developed. At this stage, we selected games that included and reflected different social relationships where the child could play and show.

At the main stage, role-playing games with older preschool children were carried out; at the final stage, the effectiveness of the experimental work was assessed using repeated diagnostics. The effectiveness criterion was to increase the level of development of interpersonal relationships.

Repeated section after the experimental work showed that in the experimental group the number of children with a high level increased by 20%, the number of children with an average level increased by 20%. A low level was not detected. In the control group, the dynamics are negligible.

In older preschool children, they have become more direct, free, a positive attitude towards peers and a more attentive attitude towards their various manifestations prevail. Children began to show more activity, initiatives in establishing contacts with peers about games, completing joint tasks, etc., learned to coordinate their own behavior with the behavior of other children, to see friends and partners in peers.

In older preschool age, interpersonal relationships are characterized by an increase in the number of prosocial actions, a change in the role of relationships with peers in the emotional life of a child and a complication of these relationships, an increase in involvement in activities and feelings of a peer. One of the means of developing interpersonal relationships of senior preschoolers can be a role-playing game.

In the practical part of the study, we studied the level of formation of interpersonal relationships in children of older preschool age and revealed the following features. The interpersonal relationships of most older preschool children are characterized by a reduced need for communication, initiative in establishing relationships with peers about games, an insufficiently formed desire to help peers on their own initiative, selectivity in relation to proposals from peers: they can be interesting and initiative, but can be passive participants in the interaction; reduced need for communication.

Thus, the study showed that the role-playing game can be an effective means of developing interpersonal relationships of children of preschool age.

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METHODS FOR INTRODUCING PRE-SCHOOLED CHILDREN TO FICTION LITERATURE

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Abstract. This article outlines the scientific and theoretical bases for the development of speech in preschool children.

Key words: speech, mental development, education, active, speaking, pedagogical process, language and thought, dictionary, phonetics, grammar, preschool education.

Introduction

At a preschool age, the aesthetic attitude towards the world is multifaceted. It is not only the attitude to nature and the environment, but also to the world of people - themselves, their loved ones, their peers, other adults. The child begins to look and evaluate their appearance, costume; focuses on the cleanliness of hands, face, and clothes; and learns to eat properly and cleanly. He begins to understand what is good and what is bad about communication and people. In essence, aesthetic and ethical relationships are united in the mind and behavior of a particular child. Preschool children have a great opportunity to learn about art, its artistic images and to acquire artistic activity. It is characterized by a holistic and emotional perception of artistic images and a simple understanding of their content. For example, when listening to the bright and rhythmic march music, the child firstly recognizes its uplifting mood and reinforces its connection with certain behavioral patterns.

Material and methods. In the system of artistic abilities, along with emotional response and sensory abilities, artistic thinking is also found. He compares artistic images with each other, compares them with relevant life events, and comes to his first generalizations. By the age of four, children express their understanding of the literary text emotionally and holistically, not only in speech (re-telling, memorizing, answering questions) but also in subjective and playful situations. They distinguish between two or three

characters or events, with a separate connection between them, thus creating the plot of the work.

Results and discussion. They have more difficulty repeating the description. Adopting a literary text at this age is a "movement" close to children's practical and play activities. In other words, in order to cooperate fully with a fiction, the child will listen to it, watch the pictures, hold the book with his hands, play with the toys, decode, or "shout". It should determine if they will be used in specific life situations. At this age, the acceptance of a work of art, performance and creativity cannot be limited in practice.

In the fifth year of the child's life, the formation of a mechanism for the acceptance of literary text as a meaningful one begins. In communicating with children, the educator can now make direct conclusions about how the child's actions and thoughts fit into the accepted artistic work. Most children are unable to express the content of the text in broader forms of speech, but demonstrate that they understand it in pictures, games and dialogues with adults and peers. At this age, a different situation may occur, for example, children may be able to tell a complex text, or parts of it, that are difficult to understand. By the age of five, the emotional and holistic perception of a work of art will lead children to "play" with them, separating some of the characters and elements of the plot. At the same time, they fill it up, refine some scenes, sew their fairy tales, including literary images, and create game plans based on fiction. Children not only distinguish one or another literary images, but also integrate artistic attributes - creating generalized images based on the dominance of a single emotional content. Children begin to distinguish literary genres such as fairy tales and stories.

Taking into account the age characteristics of preschool children, the teacher should be able to fulfill the following development objectives when introducing them to children's fiction:

- to develop the ability to listen to literary works of different genres and themes - fairy tales, stories, small forms of folklore, to react emotionally to their content and to watch the plot development;
- Introduce children to certain works and their forms combined with the same heroes;
- to share familiar works with the teacher, to involve them in full or partial scenes;
- creation of favorable conditions for children to express their creativity, playful and humorous versions of poetic texts;
- Enrich children's play, visual activities with artistic images;
- to preserve the book as a work of aesthetic culture.

Process Management and Scientific Developments

The desire to review the illustrations independently and repeatedly, to listen to the same book again. It is advisable to introduce preschool children to the following genres of fiction: small genres of folklore, prose and poetic tales, stories, poems. At the same time, the emotional attractiveness of a child's literary images will only increase if: - a bright and expressive presentation of the work; the child expresses the content of the literary text in external actions; if he improvises on the basis of his artistic work. It is necessary to create the necessary conditions for children to develop their imagination in the process of making art works, showing films and video films and changing their artistic images. In this way, the students develop their ability to listen and have an independent view of life. They learn to analyze personalities, analyze and compare events and environment. For example, the educator draws and draws the attention of children:

- Who do you see in the picture?
- What's in it?
- What is the girl doing?
- What else do you see in the picture?

Tutor: (by filling in the children's answers) 5 to 6 photos of how much work was spent preparing the baskets. Who will tell you about the first photo? A boy comes out to talk about the picture. If you have difficulty speaking, your educator gives you a plan:

"Where is the girl and her mother?" (in front of the oven)

- What did the girl say to her mother? (Bake bread, bake)
- What did he say? (fine)

- Who is talking about the second image? The boy talks about the mother's flour.

This is the story of 5-6 children. Then the educator concludes: "Bread! It is not the decoration of our table. He is our favorite blessing. Lunch, Today, Tomorrow ... You have just described in the pictures how much work the cart baskets are made.

The mother baked flour first, kneaded dough, and baked bread after the dough was over. The girl also helped her mother, who gave her some bread. The mother closed the squatter. The girl held out. They cut off beautiful red bread and put them in the basket. "

- What can children say about bread? What kind of bread is there? (creamy, sour, sedan, meat).

- What can you say about the girl in the picture? (sweet girl, hard-working, loving mother)

"What about him?" (kind, caring, culinary) - Children, we memorized the poem "Bread Bread". Who can tell me expressively?

Refreshing Exercise:

- Children, let's play "Bears and Bees" now. One child becomes a bear and the rest are bees. I say, "The bear will lick the honey." When I say, "The bee loses," the honey bees chase the bear. Do you understand? If not we started.

Practical preparation for literacy. The teacher will conduct rhymed pure speech exercises with children.

Za-za-za is an ice cream-eating flavor.

Disease - The knee hurts when it falls.

Za-za-za is a window that is clean.

Trace - Crunch in the stem.

The trail can dry out.

Questions for checking and strengthening children's knowledge:

1. What is the mother doing?

How did the girl help her mother?

3. Who sings the poem "Bread of bread"?

4. Repeat:

Za-za-zau is an ice cream flavor.

Cranberries, etc., in a trace.

Conclusions

The model of modern pedagogical personality serves to define the principles that reflect the development of the specialist and self-development, which ensure successful solution of the emerging problems of modernization and development of the education system. For example, the ability to master knowledge in the course of the "WARK" theory: W (write), writing skills, drawing, A (audio) - listening skills, R (reader) - Achievement of cognitive skills through reading, explanation, conversation, K (cinestic) is the theory of knowledge, competence through the ability to see, hear, and apply. The use of such advanced techniques in the course of the training will facilitate the enrichment of artistic thinking and intellect.

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**PSYCHOLOGICAL AND PEDAGOGICAL CONDITIONS
FOR THE PREVENTION OF AGGRESSIVE BEHAVIOR
OF ADOLESCENTS BROUGHT UP IN A FOSTER FAMILY**

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Abstract. The problem considered by the author of the article is currently relevant for a number of reasons. Changes in the social, political and economic spheres of society have led to significant changes in the consciousness and behavior of citizens, an increase in psychological tension among the poor.

Adolescents left without parental care as a result of deprivation of their parental rights, placed in a foster family, are at risk: past asocial experience, the lack of positive reinforcements on the part of adults makes children to look for ways to assert ourselves. Often, as such a method, adolescents use aggression, which is usually directed at weaker peers. At the same time, the psychological and pedagogical incompetence of adults further exacerbates the situation.

The author of the article, based on an analysis of scientific research of the problem, as well as personal observations and her own experience in the commission for minors and protecting their rights, suggests ways to reduce the aggressive manifestations in adolescents from foster families.

Keywords: aggressive behavior, foster family, psychological and pedagogical competence, effective interaction training, psychological and pedagogical support

The study and prevention of aggressive behavior of children and adolescents in modern conditions can be attributed to the problems of paramount importance.

Changes in the socio-economic and spiritual-moral sphere in our country could not but affect the younger generation. Of concern is the growing number of violations in the behavior of minors: escape from home, theft, absenteeism from school lessons, the destruction of other people's property, acts of violence and vandalism, crimes committed with particular cruelty.

Today, in connection with changes in various areas of life, issues related to the preparation of the younger generation for independent living have become relevant. A special approach in this regard is required by children who, for various reasons, were left without parental care.

Aggressiveness of children, its causes, formation mechanisms, ways of prevention are the subject of research by psychologists, educators, psychiatrists for many years. Since about the mid 60-ies of XX, foreign psychologists (R. Kratchfield, M. Ratter, G. S. Homans, G. Eberlein and others) began to attach great importance to the growth of various forms of child aggression, usually associating this problem with propaganda of cruelty and violence in the media.

A study of the aggressive behavior of adolescents by domestic educators and psychologists began relatively recently. Issues of aggressive behavior are considered in the works of G.M. Andreeva, L.P. Kolchina, N.D. Levitova, S.A. Belicheva, G.M. Minkovsky, M.A. Alemaskina, N.M. Platonova, G.E. Breslav, I.A. Furmanova et al.

Most scientists come to the conclusion that the sources of aggressiveness should be sought in the past life experiences of children. A special group of minors exhibiting behavioral aggression are children whose parents are deprived of parental rights. One of the forms of socialization of such children is a foster family. As practice shows, it is not uncommon for foster families to refuse to take up children, especially adolescents, because they are not able to establish contact with them due to the individual and personality characteristics of children who previously lived in an unfavorable social environment, experienced a shortage of educational influences, moral and psychological deprivation, a sense of insecurity. Aggression, as a protective mechanism for the behavior of such adolescents, is often explained by the fact that they themselves were constantly subjected to violence and cruelty.

A family that takes up children without parental care, as a rule, does not have special knowledge in the field of psychology (age characteristics of children and adolescents, methods and techniques for establishing constructive relationships, ways to relieve mental stress, etc.), cannot independently overcome the negative Trends in the development of the personality of the adopted child. There is mutual dissatisfaction with the life situation, which, as a rule, develops into systematic conflicts, the "gap" of misunderstanding between adults and a child grows, and the teenager begins to look for ways out of this unfavorable situation. Aggressive behavior becomes one of the methods of self-assertion.

The foster family, which finds itself in a difficult situation due to problems with the child, needs qualified assistance from specialists. In this regard, it is difficult to overestimate the role of the educational institution in which the teenager is studying.

Psychological and pedagogical support of children and adolescents who are brought up in a foster family and are prone to aggressive behavior, providing effective assistance to foster parents is an important task of an educational institution. Work with a foster family should be planned by an educational institution taking into account the individual and personality characteristics of the teenager. The support program should be based on the principle of an integrated approach, providing for the participation in the preventive and correctional development work with the student and foster family of a psychologist, social teacher, class teacher, subject teachers. The role of the coordinator of this work, undoubtedly, should belong to the class teacher, since it is he who acts as an intermediary between the family and the educational institution.

In correctional and pedagogical activity, one can distinguish a group of methods aimed at breaking down negative behavioral stereotypes of adolescents prone to aggressive behavior, and forming socially significant personality traits and qualities: methods of persuasion, coercion, training, encouragement, character reconstruction, switching, punishment [2, p.38].

You can also use specific methods for correcting deviations in the behavior and personality development of aggressive children and adolescents: suggestive and heterosuggestive methods of psychocorrection based on self-suggestion and pedagogical suggestion; didactic methods of psychocorrection, including explanation, persuasion and other methods of reasonably reasoned impact, the method of "Socratic dialogue", teaching methods aimed at managing yourself, strengthening your mental health, self-reflection; methods of group psychocorrection, role-playing situations; congruent communication methods; conflict destruction method; method of art therapy; social therapy method; behavioral training method, etc. [2, p. 39].

The basis of most modern programs for the prevention and correction of aggressive behavior of children and adolescents is the theory of learning, because, according to many practitioners, the behavioral approach in the development of prosocial behavior is the most effective, methodically universal and fast (N.M. Platonova, D. I. Furmanov).

In a complete family where the child grew up and was brought up by his parents, the biological connection of the child with the mother plays an important role in establishing contact between children and adults. Mother

intuitively knows what is best to do in a given situation so as not to provoke undesirable behavior of the child. In the foster family, there is no such relationship between the foster parents and the child, so often it is not possible to establish constructive relationships: special knowledge of methods and techniques for effective communication is needed.

In order to prevent and overcome aggressive manifestations in the behavior of children placed in a foster family, *it is necessary to develop constructive behavior skills in the adoptive parents themselves*. In our opinion, training in social interaction is effective for teaching ways and methods of constructive interaction with a teenager in the family, the purpose of which is to change the form of communication with an aggressive child, increase the culture of communication, including speech; training in responding to unacceptable, from the point of view of an adult, behavior. [1, p. 256].

It is necessary to teach foster parents to *control their negative emotions* in a situation of interaction with a teenager. This means, first of all, *not to reinforce* aggressive behavior; *demonstrate* a positive example in dealing with counter aggression; *maintain* partnerships with the child, necessary for further cooperation.

The main task of an adult facing child-teenage aggression is to reduce the tension of the situation. Training in such techniques can be carried out by the reverse method. Those. in classes with foster parents, one should consider typical adult actions that *increase tension and aggression*, namely: raising the voice, changing the tone to frightening; power demonstration: "It will be as I say"; screaming, indignation; aggressive postures and gestures: clenched jaws, crossed or clasped hands, conversation through gritted teeth; sarcasm, ridicule; assessment of the nature of the teenager, his personality, personalities of his friends; the use of physical force; insisting on being right; constant notations, sermons; threats or punishments; comparison of a teenager with other children (teenagers); teams, stringent requirements, pressure.

Playing situations that demonstrate such unwanted adult behavior helps to strengthen the skill of avoiding the above errors that provoke aggressive behavior of a teenager.

Thus, preventive and corrective work with children prone to aggressive behavior, living in foster families, should be carried out on the basis of an integrated approach: the organization of psychological and pedagogical support for a teenager taking into account its individual characteristics in an educational institution, focused work to increase psychological and pedagogical literacy of adoptive parents, mastering the skills of constructive, conflict-free interaction with the child (teenager) in the family.

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**MODERN PEDAGOGICAL PROBLEMS
OF THE “LIFE LONG LEARNING” CONCEPT**

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Abstract. This article provides an independent scientific study of the relationship of the concept of "Life Long Learning" with the active involvement of modern students in the digital environment. The authors reveal the actual problems of distance education and ways to solve them. The paper assesses the possibility of preserving copyright in Internet platforms, as well as the need for a varied choice of both the content of education and the teaching staff.

Keywords: distance education online, copyright, Life Long Learning

Live and learn, this fundamental principle is the foundation of the “Life Long Learning” concept. It is no secret to anyone that in the era of digital development, the role of information has grown substantially and is of great importance to every person. If you do not update and actualize the baggage of your knowledge in a timely manner, then a modern capable person can easily find himself out of competition in the labor market, studies conducted by an international organization testify to this¹. Lifelong learning should become a habit as everyday sports, integrate into a person’s life. Differentiated forms of training, wide-profile educational programs and professional teachers help to stay in the trend at present.

At present, remote digital educational platforms have gained predominant importance in the lifelong education system [1]. Indeed, a modern

person needs to quickly and conveniently receive key hypotheses and assumptions about topics of interest adapted from a large mass and flow of information. Leading higher educational institutions of the planet, such as: Oxford, Harvard, Massachusetts Institute of Technology, have been actively participating in the placement of their open lectures on educational platforms for more than a year². Almost any resident of our planet who is interested in getting a quality education, using only Internet access, can visit another point in the world, in a leading foreign educational institution, and take an active discussion part in online chat, including with lecturers, after completing open online lectures. But the main problem is that few, due to the economic component, can afford to get a high-quality distance education, and, in addition, even with the necessary funds, force themselves to study with proper self-discipline.

In the aspect of economic disciplines, existing online platforms on the territory of the Russian Federation offer a large selection of both individual disciplines and educational programs in general. Under the market conditions, domestic universities that do not take into account the development and convenience of distance learning for their clients are at a very disadvantage. Perhaps this is due to remnants of traditional value attitudes that are not oriented towards the individual gaining knowledge in isolation from the collective. Perhaps, by bureaucratic barriers to affordable education. However, one cannot but agree that distance learning should be convenient not only for the student, but also for the teacher.

So, the teacher, regardless of discipline, needs not only to learn the basics of big data, blockchain and learning machine in order to use modern automation technologies at the highest level not only in the preparation of educational material, but also to be able to put into practice individual learning skills so that the student's attention did not dissipate and he was concentrated throughout the entire online lecture. The prevailing conditions force the teacher to have in his arsenal not only, for example, knowledge of the humanitarian specialty, there is another problem when experienced teachers are unable to convey the knowledge accumulated by generations to young people living in a digital environment.

In general, the problem of introducing online education in everyday teaching requires a conscious approach and taking into account leading foreign practices. First of all, the urgent problems of distance online education in our country should be emphasized. So, an assessment of the activities carried out with focus groups, where the object of the study was to obtain higher education by undergraduates of the Ural State Economic

²<https://rb.ru/news/mook-is-future/>; <https://www.edx.org> (appeal date: 15.10.2019).

University through online platforms, showed that the distance form entails a low commitment of students and in the absence of proper discipline, without leading to positive effects [3]. It was also found that when working on an online platform, the student's creative work is reduced, and the teacher's task is, on the contrary, to maximize the development of interactive elements in the teaching materials. Otherwise, students lost their motivation to study, and therefore the percentage of people who completed the educational course, fell sharply. From the point of view of conducting control measures, it should be noted that it is rather difficult for a teacher to verify the person who is studying with the one who actually carried out the control. However, during the experiment on passing the online video test, this problem was reduced to zero.

Similar problems are inherent not only in the Russian educational platform, but also in foreign ones. So, B. O'Malley, citing examples of analytics published by the American Association For the Advancement of Science; Justin Reich And José A Ruipérez-Valiente, concludes that distance education more like a "hype" movement, for the sake of modern student freedom [4]. However, online education will never replace the practicality and quality of classic offline learning. The research activities of this company showed that the increase in interest in distance learning was only at the beginning of their launch, and, in the absence of natural control of the education process by teachers, was left to chance, since most students did not have the proper discipline. More than half of those who initially enrolled in the courses, not only did not reach the end of the educational process, but also did not attend any classes. But to say that online education destroys the fundamental ways and methods of the educational process is not worth it, because the challenge of modern society, the maximum digitalization and ongoing globalization will "leave behind" those who have not been able to learn and master new things remotely.

In addition, the teacher, in preparation for the distance learning process, is recommended to develop a "road map" of individual group classes that will answer the questions: "How do I see myself?", "How do students see me?", "How can I improve accessibility and student involvement during the lecture." These are just some of the questions on the road map, which, we believe, can be expanded, based on practice, in the process of direct digital learning. In preparation, one can consider the development of an individual digital educational trajectory for each of the stream groups as well.

The above mechanisms play an important role in the productivity of training participants and in reflecting the competence of the teacher in front

of students. At the same time, despite the high value of the availability of distance education, we believe that it is impossible to neutralize collective forms of training, be it scientific conferences, working with cases or projects, because only in the dynamics of live communication and a practice-oriented program can you quickly learn the paradigm of knowledge gained and successfully put them into practice [5]. We believe that the total volume of offline meetings should be no more than 20% of the total amount of time of the entire educational process, be as productive and focused only on practical experience.

At the same time, the current problems of copyright protection cause great concern, because any information that only gets to the Internet once can no longer be completely excluded from the World Wide Web. The author's teaching methods, material, graphics, diagrams, tables compiled and adapted for the student - all this can easily be placed for public viewing for any person far from the education system. It is especially difficult to preserve copyright in the context of policies implemented by the leadership, when the teaching staff, literally, force educators to post publicly available presentations and lectures [6]. This is done, rather, for branding their higher school, for a "tick" in front of the ministries, to the detriment of the intellectual work of the author.

Personally developed materials for the disciplines of a particular university or teacher for a group of students, as a rule, may be resold to other Internet users for personal gain, however, in the end, only teachers and universities will suffer losses. Of course, existing technological protection systems can reduce the degree of vulnerability of copyright objects, however, work to eliminate information leaks forces the country's leading universities to work actively with legal services for copyright protection, and not with students, reorienting the profile work of educational institutions to the judicial plane. In this connection, teachers are also forced to master modern information protection systems in the actual pedagogical activity in order to ensure the actual protection of their copyright material.

Since the concept of "Life Long Learning" reflects the principles of self-organization, time allocation and improvement of the existing educational base [7], the distance digital technologies offered at universities affect not only people interested in getting an education, but also those who teach by constantly stimulating engage in self-education for all participants in the process, be multi-disciplinary, remaining competitive and in demand in the modern market.

The wide development of the information community offers a large number of not only sources and forms of obtaining information, but allows

you to independently choose teachers, pedagogues, coaches, mentors who will help speed up the process of obtaining new knowledge. On the other hand, the modern higher education system is focused on providing a comprehensive package of services for the population, which includes lectures, distance learning, usually in the form of tests, a number of control measures (seminars, sessions), ending with a diploma of higher education. However, students in the process of mastering the educational program, at best, can choose for themselves only optional subjects. At the same time, among the main and optional subjects, the direct choice of a teacher for students is completely absent. This problem is due to the fact that the educational process is group learning, and therefore it is almost impossible for higher education institutions to meet the needs of each student, taking into account his individual characteristics and needs. This factor will cause additional financial and organizational costs for educational organizations.

The real variability in the choice of teacher for each discipline can be justified for the following reasons. Firstly, providing such a choice for their students will increase the competitiveness of higher education institutions in the educational services market. Secondly, this factor will significantly reduce the load of “mediocre” teachers. Thirdly, variability will increase competition among teachers in similar disciplines, as among tutors. Fourthly, this will allow us to create highly targeted educational trajectories that are as relevant as possible. And, in conclusion, it should be noted that only students interested in the specific methodology and format of teaching will attend the classes, which, in general, will increase the effectiveness of the educational process. Perhaps, some of the students, when choosing, will focus more on theoretical teachers in order to delve deeper into the scientific path, and someone will be more pragmatic and choose a practical teacher. At a minimum, such a choice should be, and does fit into the concept of “Life Long Learning”.

Taking into account the statistics of the international study of adult PIAAC competences on the effectiveness of training, Russia occupies only 43rd place in the world³, possible mechanisms for the student's tender to purchase distance education programs with the possibility of independent choice of teacher, will not only increase the availability of education for the population of our country, but also increase both professionalism and the cost of labor of a particular teacher.

Thus, the proposed parameters of variability will not only improve the quality and accessibility of education, but also successfully implement the

³The Programme for the International Assessment of Adult Competencies <http://www.oecd.org/skills/piaac/> (appeal date: 15.10.2019).

principle of lifelong education for all people.

Based on the foregoing, we conclude that in the conditions of the domination of digital distance technologies in the education market, constant updating and obtaining new knowledge is necessary for all participants in the educational process and, of course, this is due to the implementation of the concept of “Life Long Learning”, which will successfully form the habit of learning always, learning everywhere, learning in a comfortable environment throughout life, both for the student and for the teacher.

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**PSYCHOLOGICAL FUNCTION OF LANDSCAPE IN THE BOOK
OF ESSAYS BY A. P. CHEKHOV «SAKHALIN ISLAND»**

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Abstract. The article considers the psychological function of landscape in the book of essays by A.P. Chekhov's "Island of Sakhalin". The concept of psychologism is investigated and applied to the Chekhov text. It is noted that the author's storyteller's inner world interacts dynamically with the new topos of Sakhalin nature, which were revealed to him on a journey, which receive their verbal description through the creative thinking of the author, painting either an artistic picture or a scientific and documentary description of the landscape. The author proves that the landscape in Sakhalin Island has a specific pictorial function, it is deeply psychological, plays an evaluative role and is a clear expression of the author's idea about the tragedy of Sakhalin life.

Keywords: Chekhov, "Sakhalin Island", convict island, landscape, psychology, psychological parallelism, topos of Sakhalin nature, graphic function, the tragedy of Sakhalin life.

As rightly noted by M.P. Gromov, "There is a general pattern in Chekhov's narrative prose: the movements of the human soul evoke a distant echo in nature, and the livelier the soul, the stronger the outbursts of will, the louder this symphonic echo responds" [1, p. 310]. Indeed, Chekhov's landscape acts as an accompaniment to psychological experiences, as a background for depicting the psychological state of a person, his emotional unrest, and as a catalyst for further painful thoughts: "*The wind blew, Amur frowned and rouse like the sea. It becomes sad*" [2, p. 35], or "*The sun sets, and the waves on the Amur are darkening. Gilyatsky dogs howl violently on this and that bank. And why did I go here? - I ask myself, and my journey seems to me extremely frivolous*" [2, p. 43], or "*I think that if you stay here to spend the night in the open air without surrounding yourself with bonfires, then you can die or at least go crazy*" [2, p. 50].

The landscape may not be based on detailed descriptions, but on individual strokes that fall into the author's field of vision. So, for example, while sailing to the Alexander post, which is located at the mouth of the Duyka River, the author in an impressionistic manner depicts a whale walking along the sea surface: "*On a completely smooth sea, letting up fountains, whales moved in pairs*" [2, p.191]. The lyrical overtones of the move of the whales, broken up in pairs, the coverage of the event- occasion through a picturesque sea landscape, which is a reflection of the observer's subjective sensation.

The environment reflects the state of mind or mood of the narrator, which can be expressed by accepting a reduction in the pathos of the picture of nature that has opened before the traveler. For example, the first impression of the Amur River is "a majestic and beautiful place", then the author reduces the pathos of the picture by pointing to "memories of the past of this land", stories of "companions about the fierce winter and no less fierce local morals", as well as an indication of "The proximity of penal servitude and the very sight of an abandoned, dying city." Thus, the author through instructions and personal perception of the reality seen in the form of the city of Nikolaevsk, which seems abandoned and dying out, - "*almost half of the houses are abandoned by their owners, dilapidated, and dark windows without frames look at you like the eye cavities of a skull*" [2, p. 41], - tunes in to a specific vision and comes to an assessment of the landscape, which takes away the "desire to admire".

In line with the existential attitude, the author simulates in Chapter VII a situation of alienation from the realities of Sakhalin life and hard labor. The lighthouse appears as a kind of border between the world of freedom ("*The higher you rise, the freer you breathe*" [2, p. 210]) in the image visible from a bird's eye view, nature paintings and the world of pain, suffering, rudeness and humiliation. At the same time, the author, admiring the landscape, tries to put himself in the position of a convict, in whom this landscape can cause certain emotions: "*The wide sea sparkling from the sun muffled below, the distant coast seductively beckons to us, and it becomes sad and bitter, as if you would never get out of this Sakhalin. "You look at that shore, and it seems that if I were a convict, I would certainly run away from here, no matter what."*" [2, p.210].

On the one hand, the author, in relation to nature paintings, invests his positive-emotional experiences, admiring the majestic beauty, on the other hand, this attitude sharply contrasts with the negative mood in connection with a premonition of tragic events, with stories about the unsettled life, death, illnesses and the suffering of the convicts. At the same time,

Sakhalin landscapes lead the author to the idea of the futility of man for the natural world: "*What a lot of hard, truly hard labor has already been spent on the culture of this place...*" [2, p.143].

According to A.B. Esinu, psychologism - "is a fairly complete, detailed and deep depiction of feelings, thoughts, experiences of a fictional person (literary character) using specific means of fiction" [3, p. 313-314]. Comparisons, metaphors, epithets, personifications, parallelisms in the essay book contribute to a more expressive depiction of objects, paintings of nature, and also allow you to see the associative parallels that the author draws to emphasize the social problems of the island.

In this regard, we note that for the implementation of the author's intention, Chekhov quite often refers to the mentioned artistic means and techniques, in particular, to the principle of psychological parallelism, i.e. through landscape descriptions, he is trying to understand and depict the currently prevailing psychological state of the narrator. For example, "*The sound of beating waves, in which a powerless, vicious longing was heard*", "*there was only darkness and an eerie feeling, like after a bad, sinister dream*" [2, p. 181], "*It was an early October morning, gray, cold, dark. The faces of those sentenced were yellow and their hair was moving in horror*" [2, p. 143]. Thus, the psychological parallelism of Chekhov is not a decorative background, but a functional element.

At the same time, trying to draw the patterns of natural phenomena, the author often endows many elements of the landscape, objects of nature with human qualities, emotions, which are sometimes affirmed by the traveller's own mood, his position in relation to reality, register forebodings, become vehicles of thoughts and experiences. In this case, the author uses the personifications: "the shore is greening merrily", "Amur frowned and became agitated," "the Duyka river" was quiet and seemed to doze off", "the sea, always cold, was as if it wanted to smile goodbye", etc.

As a rule, this technique creates a landscape mood.

One of the important techniques for creating personality psychologism is the various motives that are present in the book. For example, the motives of the night and the effects of darkness on humans. A special role in describing the mood and behavior of the characters is played by the change of lighting. It is no coincidence, probably, that the most important thoughts, unexpected insights, a sense of injustice or dissatisfaction come to the heroes of A.P. Chekhov most often in the evening or at night. So, it was the darkness and the smoke melting along the sea that provoked the perception by the author of a coastal landscape with the outlines of buildings and silhouettes of mountains, lit by a fire, and created the appear-

ance of a fantastic picture: "...Sakhalin taiga was burning with big bonfires. Through the darkness and the smoke that was pouring over the sea, I did not see the wharf and buildings and could only see the dim guard lights, two of which were red. The terrible picture, roughly tailored out of the darkness, silhouettes of mountains, smoke, flame and sparks of fire, seemed fantastic. Monstrous bonfires were burning in the left plan..." [2, p.54].

The theme of living a real life and an artificial life gets a special sound in the book "Sakhalin Island". "If life arose and does not flow in the usual natural order, but artificially, and if its growth depends not so much on natural and economic conditions as on theories and arbitrariness of individuals, then such accidents subordinate it to themselves essentially and inevitably and become for this artificial life as if laws" [2, p.91]. The artificiality of life in the art world of Chekhov's work is associated with images of artificial light and fire. For example, in the scene of the celebration of the arrival of A.N. Korfa to Sakhalin: "In the evening there was an illumination. Soldiers, settlers, and convicts walked in droves until late in the evening in the streets, illuminated by pots and sparkling fire. The prison was open. The Duyka River, always miserable, dirty, with bald banks, and now decorated on both sides with colorful lights and sparkling lights, which were reflected in it, was beautiful this time, even majestic, but funny as a cook's daughter, who for were dressed a young lady's dress" [2, p.64-65]. This illumination gives the whole picture a masquerade character, but "penal servitude, even under sparkling lighting remains penal servitude..." [2, p.65].

The inner world of the author-narrator interacts dynamically with the new topos of Sakhalin nature, who discovered him on a journey, who receive their verbal description through the creative thinking of the author, painting an artistic picture or a scientific and documentary description of the landscape. For example, the reason for the subsequent scientific and documentary description of the bay of de Castries is the statement that the bay "is arranged by nature as if by an order."

Description of the sea landscape reveals the emotional and psychological background, which conveys the author's attitude to what is happening around, mood transitions in the descriptions of the sea, which, according to a striking remark by E.A. Guseva is a "landscape of moods" [4, p. 82], "a sign of a certain feeling, make up the psychological background of the depicted, that is, they are lyrical" [4, p. 87]. For example, Chekhov gives his own emotions to the water of a river or sea, portraying it: "...the waves rustled sadly", "...when I saw it, evening shadows laid on her completely smooth surface; it was quiet and seemed to doze off", "the eternally cold sea, as if it wants to smile goodbye"[2, p.51]; through the landscape, it

expresses a sense of pride in her involvement in nature: "The morning was bright, brilliant, and the pleasure I experienced was enhanced by the proud understanding that I was seeing these shores" [2, p.51]; the fire in the Sakhalin taiga and thoughts about people's inaction to solve this problem, paint in the author's imagination a fantastic, demonic landscape, a "terrible picture", with its "monstrous bonfires", fast lights that look like two red eyes.

The author also correlates his feelings with the feelings of a mythological hero who "sailed through an unfamiliar sea and dimly foresaw encounters with extraordinary creatures." Moreover, associations with Odysseus are moving to the image of an ordinary landscape with people whom the author also calls "strange creatures", who are trying to swim in boats to the ship and sell "dead geese".

Thus, the landscape in "Sakhalin Island" has a specific pictorial function, it is deeply psychological, plays an evaluative role and is a clear expression of the author's idea of the tragedy of Sakhalin life.

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BRIGHTNESS AS A SIGNIFICANT COMPONENT VERB LEXICO-SEMANTIC GROUP "FLUORESCENCE"

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Abstract. This paper introduces the phenomenon of light in the language on the basis of the insights on issues of definitions and contexts of verbs using. The lexical-semantic group "FLUORESCENCE " is taken for analysis. It is shown how cultural differences in the language are associated with the perception of the same physical phenomenon. The components of meaning and the basic verbs are provided at the lexical meanings of the verbs of the Russian and the English languages. The main components of the meaning are: the ability to emit light, the ability to reflect light, the intensity of radiation, the combination of light and brilliance, the unevenness of the feature, the continuity of the feature. The basic verbs reflect in their semantics the process of shining (the emission of light) and they necessarily have in their definitions the meaning "emit light, be a source of light." Analysis of the definitions of verbs and the contexts of their use showed how verbs convey information about the nature and quality of light radiation.

Particular attention is paid to the component "brightness, radiation intensity." It is proved that bright radiation plays an important role in linguo-culture and it is fixed in the values of most verbs. The component "high radiation intensity" is widely combined with other components of the value and weakly depends on the ability of the object to emit or reflect light. Information on the brightness of the fluorescence in the sentence is transmitted by the components of the meaning of the verb and adverbs. Brightness of light has a different quality depending on the light sources and circumstances.

The perception of light differs in different languages, which is found in the analysis of the verbs of Russian and English. Even closely related verbs have differences in the distribution of components. In the English language a broader combination of the components of meaning is presented.

Key words: verb, lexical-semantic group, meaning, light.

A person perceives a large amount of information through vision—the visual channel. The nature of light is complex: it is not only a necessary condition, but also a medium through which a person can see. It is light that creates specific conditions that affect the perception of physical reality by a person. The relevance of studying the nature of light from a linguistic standpoint is relevant, because linguistic studies of verbs-light meanings allow us to study the features of perception, conceptualization and categorization of physical reality phenomena (in our case – the phenomenon of light) in language. They allow us to achieve new results in the study of the complex relations of language, human thinking and the real world. The novelty of the research lies in the fact that the analysis of verbs-light meanings allows us to show how linguistic and symbolic meanings are formed on the basis of the phenomena of the physical world, how cultural differences related to the perception of one physical phenomenon are fixed in the language.

From the point of view of the psychology of visual perception, light with different wavelengths is refracted to different degrees, resulting in the effect of colored rings around the objects being viewed. Thus, the human eye transmits a spatially distorted and color-corrected image to the retina. However, these shortcomings are not noted by us in our actual perception. Transportation of visual impressions is associated with the interpretation of visual information, the creation of visual impressions and images directly in the human mind. At the same time, to date, there is no exhaustive explanation of all the phenomena that occur in the process of visual perception [1]. Thus, ideas about light are formed in the process of complex psychophysical and cognitive processes.

The phenomenon of comprehension of light radiation goes far beyond the boundaries of perception of a physical phenomenon. The unknown physical nature of light radiation led to the fact that light was used in occult concepts, which often became the cause of scientific discoveries [2]. Thus, the ability to emit light or reflect it was of key importance for the knowledge of the nature of light, which was reflected in the conceptual structure of the verbs of the lexico-semantic group FLUORESCENCE.

The phenomenon of light served as the basis for the emergence of a number of significant abstract ideas. In religion and culture, the phenomenon of light, along with the ability to emit light, was initially involved in the formation of the idea of the basic mystical symbols: "the Trinity, the sacraments of Theology, prayers are shells of symbols, symbolic signs. Behind them are the symbolized "pure radiance", "Divine Darkness"" [3, p. 24]. Abstract representations developed on the basis of specific, associated with

natural cycles: "the suddenness of the change from darkness to light with the rising sun and the disappearance of the sun in the evening is more striking than in more northern countries, and it is not strange that in the ancient days there should have arisen a worship of the sun as the giver and the evening disappearance of the sun was all the more impressive, the North was The country, it is not surprising that in ancient times there was a glorification of the sun as giving warmth and happiness – translation mA) [4].

Similar processes of conceptualization of ideas about the sacred through the phenomenon of light are present in Christianity and Islam: "Light always involves the removal of darkness in the unfolding of biblical history and theology. The contrast of light and darkness is common to all of the words for "light" in both Old and New Tests." (Light always means getting rid of the darkness in the unfolding of biblical history and theology. The contrast of light and darkness is common to all words-designations of light in the old and New Testaments-translated by M. A.) [4]. "Allah is the Light of earth and sky, and the Light is like a niche, and in it a lamp that the glass, glass – just a bright star, (sheds) light pearl. (The lamp) is kindled from the tree of the blessed Fig tree neither in the East nor in the West (of the earth), whose oil can flash (with light), although the fire has not touched it. (It is put) Light on Light (all above to heavens), - and to the Light Allah conducts only those whom (the pleasure) will. (Surah 24: 35) " [5].

Initially, the sun was perceived as the main source of light and life. The important place of light in this era is evidenced by sacred texts [4], which show the distinction between natural and artificial light. This distinction, in turn, became the basis for the appearance of verbs representing different luminescence. First of all, the concept of bright light is connected with the natural and divine principle. This study is devoted to the analysis of verbs of English and Russian languages that convey the meaning of bright glow. Verbs denoting a bright glow are allocated as part of the lexico-semantic group GLOW. Analysis of verbs definitions and contexts of their use allows to identify the components of meaning that convey information about the nature and quality of light radiation.

The analysis should distinguish between basic and peripheral verbs. Basic verbs reflect in their semantics, first of all, the process of luminescence (emission of light) and necessarily have in their dictionary definitions the meaning "to emit light, to be a source of light / to produce light". Such verbs are the verbs Shine and Shine. The explanatory dictionary of the Russian language gives the following definition of the verb Shine (candle, Shine): 1. (1 and 2 L. no DMG.). Emit light. The sun shines. 2. Direct the light so that someone could see. Shine someone a lantern [6].

Although the definition of the verb to Shine does not contain an indication of the characteristics of light radiation, but when using the verb in a sentence-statement, the adverbs of the way of action are often used, which convey information about the intensity of the glow. They give information about the strength of the glow: they shone brightly with searchlights (V. Aksenov), the Stars in the sky shone brighter and more radiant (V. Mikhailsky), rare lanterns shone half-power (A. Motors) [7].

The analysis of definitions and contexts of the use of the verb shine in the English language demonstrates similarities and differences in the objectification of the light sign and allows us to conclude that the verb shine is the base for the lexico-semantic group of verbs "FLUORESCENCE" in the English language. Consider the definitions of this verb. Shine – to produce bright light ("The sun was shining"); if you shine a light somewhere, you point it in that direction ("Shine that torch over here, will you?"); to look bright and smooth ("She had shining black hair"); to make something bright by rubbing it ("His shoes were shiny to perfection"). [8]

Shine – give out a bright light ("the sun shone through the window"); glow or be bright with reflected light ("she brushed her hair until it shone"); direct (a torch or other light) somewhere in order to see something in the dark ("he shone the torch around the room before entering"); make (an object made of leather, metal, or wood) bright by rubbing it; polish ("his shoes were shined to perfection") [9].

Based on the analysis of definitions, we can conclude that the meaning of the verb shine objectifies the ability of an object to emit light, to be its source: to produce light, give out light. The definition of the verb shine also captures the high intensity of the manifestation of the trait (bright) and quality (smooth). For example, the moon and stars shine bright [10]. The definition reflects information about the intensity of light radiation.

Essential to the study of radiation quality is the division of verbs into verbs that denote the ability to emit light and verbs that denote the ability to reflect light. The Longman Dictionary of Contemporary English [8] provides a vivid example of a clear distinction in the semantics of verbs components "to emit light/to produce light" and "reflect light/to shine by reflecting light" and the division of verbs into two thematic groups [8]. The first group includes the verbs shine, flash, glare, flicker, twinkle, glow, blaze. The second group includes the verbs sparkle/glitter, gleam, glint, glisten, catch the light.

However, further study of verbs shows that the brightness of radiation is strictly independent of the ability of the object to emit or reflect light and is combined in the meanings of verbs with different components of meaning. Let's consider the verbs of the lexico-semantic group "FLUORESCENCE"

in more detail. The verb of the Russian language, objectifying the idea of bright light, is the verb to Shine. Shine (Shine I ness. nepereh.) 1. To Shine brightly; to Shine, to sparkle. 2. Shine, sparkle under the influence of any feelings (about the eyes) [6].

Consider examples use verb: Believe – and eyes are beginning Shine, and shoulders aunt straightens (D. Sabitova), Penetrated major Skvortsov – the entire picked up, boots glisten (and Grekova), Glisten on asphalt cans, the bottle (D. A. Granin) [7].

In the meaning of the verb Shine, in addition to the ability of the object to emit light, the component "high degree of radiation (brightness)" is allocated additionally. Here the special brightness of radiation – Shine is conceptualized. In English, the glitter effect is transmitted by a separate verb glisten.

Glisten – to shine and look wet or oily (glisten with "The boy's back was glistening with sweat") [8]. Glisten – shine with a sparkling light ("His cheeks glistened with tears") [9].

For example: the grey roofs glistened after the rain. Blood glistened on the Jaguar's shoulder. The wet tarmac glistened and the trees in the pier gardens dripped [10].

In practice use Russian verb Shine objectifies also sense "do object source of light radiation": Boots something, boots something as polished! Look how shiny! Eyes hurt! (Yu. O. Dombrovsky) [7].

In some contexts, with the verb Shine, there is a semantics of reflected light: stone turbans stand Quietly behind the fence, Shine in the moonlight (B. S. Zhitkov), Ice floes Shine in the sun (E. I. Zamyatin), Next to a heavy stone chair on which some sparks Shine from the moon, lies a dark, huge sharp-eared dog (M. A. Bulgakov) [7]. Reflection, as a rule, comes from the light of heavenly bodies. Bright radiation has different quality, so with this verb qualifiers are used as adverbs of the way of action: His eyes glassy Shine (V. Pelevin), glasses glisten anxiously (G. Bashkuev) [7].

Close to the semantics of the verb Shine are also the verbs of the English language glare and blaze.

Glare – to shine with a very strong bright light which hurts your eyes [always + adverb/preposition] ("The sun glared down on us") [8].

Glare – to shine with a strong or dazzling light (The sun glared out of a clear blue sky") [9]. The meaning of the verb glare also clearly captures the high intensity of radiation, it is very bright, dazzling (very strong bright, dazzling) to the extreme (hurts your eyes). Since the verb conveys the meaning of very strong light, it is used when in the position of the subject in the sentence there is a source of strong radiation, primarily the sun:

The sun glared down, dazzling them [10]. The combinations stars glare*, the moon glare* are not used because these celestial bodies do not have strong radiation like the sun.

The verb blaze is to shine with a very bright light ("A huge truck was advancing towards us, its headlights blazing", "The sun blazed down as we walked along the valley"). [8] In the definition of this verb, the meaning of very bright radiation is objectified: a very bright light. In a limited context, this verb is used with the noun eyes, conveying the meaning of brilliant eyes as a result of strong emotions: if someone's eyes are blazing, their eyes are shining brightly because they are feeling a very strong emotion, usually anger. [8] For example: Linda leapt to her feet, her dark eyes blazing with anger [10]. Thus, the unusual brightness of the eyes as a result of strong experiences is fixed the meaning of this verb.

The ability to emit bright light is also conceptualized in the meaning of the verb to sparkle. Sparkle - (sparkle ness. nepereh.) 1. Bright to Shine, to Shine with sparkling light. ttf. Blinding flash. ttf. Be visible, standing out with its bright color. 2. To be bathed in bright light, brilliance. 3. Shine under the influence of any feelings, experiences, expressing any feelings, experiences (about the eyes) [6].

For example: and over us, over our happy country, still light and happily will sparkle their bright rays the sun (D. Mityurin) [7].

In addition to the meaning of the emission of light, this verb contains the component "irregularity of the manifestation of a sign": flashes sparkled, but in vain (A. Kovaleva) [7]. In a number of contexts, the presence of the component "combination of light and color/Shine" is obvious: the stallion's Head is proudly raised, the neck is arched, the eyes, depending on what his gaze fell on, were filled and sparkled with red flame or blood (V. As-tafyev) [7].

In English, the verb sparkle corresponds primarily to the verb sparkle. The verb sparkle also contains in the meaning the components of intensity and discontinuity of the manifestation of a light sign (in small bright flashes).

Sparkle – to shine in small bright flashes ("the sea sparkled in the sun"); if someone's eyes sparkle, they seem to shine brightly, especially because the person is happy or excited (sparkle with "Ron's eyes sparkled with excitement"). [8]

Sparkle-shine brightly with flashes of light ("Her earrings sparkled as she turned her head"); be vivacious and witty ("After a glass of wine, she began to sparkle"). [9]

Analysis of usage contexts showed that the verb definitions do not highlight the ability to emit reflected light, however, it is indirectly present, because the ability to sparkle appears precisely in the presence of another light source: Bits of broken glass sparkled in the sunlight, When the sun came up, the snow sparkled as if it were studded with millions of diamonds, She wore a diamond necklace, which sparkled in the light of the fire [10].

The verb of the Russian language to Shine also contains the component "the ability to emit light" as the main one. Shine – (Shine I ness. nepereh.) 1. To Shine brightly; to Shine, to sparkle (usually iridescent, flashing and fading). 2. Shine, sparkle under the influence of any feelings (about the eyes). ttf. To Express any feeling, mood (about a look, a look) [11]. In the meaning of this verb, the component "irregularity of the manifestation of a sign" can be distinguished, because such light shimmers, flashing and fading. In the position of the subject in a sentence, there may be inanimate and animate objects, objects of nature, and artifacts. This means that the verb Shine means a strong glow, but it is weaker than the radiation of the sun. For example: His bald head-high, egg-shone over chairs (and Grekov), July Night shone...(V. Braslavsky), Evening Canberra quietly shone with lights (D. A. Granin), Kovalenko's Studio apartment shone with cleanliness and order (T. Tronina) [7].

With the verb to Shine, we compare the verb twinkle on the basis of the generality of the component "irregularity of the manifestation of a sign". Twinkle – if a star or light twinkles, it shines in the dark with an unsteady light ("Stars twinkling in the sky"); if someone's eyes twinkle, they have a happy expression (twinkle with " Her eyes twinkled with amusement"). [8] Twinkle-shine with a gleam that changes constantly from bright to faint ("The lights twinkled in the distance"); sparkle, especially with amusement ("The smile made her face crease and her eyes twinkle"); smile so that one's eyes sparkle ("Aha!" he said, twinkling at her") [9]. The verb twinkle combines several semantic components: the combination of light and Shine (with a gleam), the uneven manifestation of the trait, not discontinuity (changes constantly from bright to faint). In this case, the manifestation of a light sign on the contrast of its absence (it shines in the dark) is significant. The verb twinkle can convey a changing light – from bright to faint (from bright to faint).

This verb is used, as a rule, with artificial light sources and the names of night lights as the subject of the sentence, because the brightness of such light is much less sunlight in Soufriere flickered away as they went into the Black, and headed North into the Gulf of Marigot. Beyond the desert, the lights of the city twinkled. Votive candles flicker in every room. Above her shoulder the stars twinkled in the black sky. He grinned, his eyes moist.

Like a castle, it stretches to the sky, shimmering with crystal lights. His smile widened and his eyes sparkled with whimsy. [10]

The analysis showed that in the meaning of the verb, the component "strong intensity of radiation" is weakly related to the ability to emit light or reflect it. There are a number of verbs that combine two components in their meaning and can convey information about both the independent radiation of an object and the reflected light. For example, the ability to emit light and reflect it is objectified in Russian in the meaning of the verb Shine. In the meaning of this verb, the component "continuity of the manifestation of the sign" (even light) is also highlighted. Shine (Shine ness. nepereh.) 1. Radiate a smooth, usually bright light, radiance. ttf. Be flooded with light, brightly lit. ttf. Peren. To appear in splendor, greatness, glory. 2. To Shine, to sparkle, reflecting the light, rays. ttf. Peren. Differ, stand out any positive property, quality; Shine [6].

The nature of radiation is specified by the context. If it is reflected light, then the sentence shows an indication of the light source expressed by the circumstance. Light source: Boots had to Shine everything from backs to tops (e Lemons), under the gilded ceiling shone crystal chandeliers (MA Bulgakov) [7]. Reflected light: And the cows like the others. Former under sun shone, as if pictures of the (B. Ekimov), Month the lurked for cloud, then again vplyval, and then pale faces good sorceresses became transparent, and hair their shone silver light (L. A. Charskaya) [7].

In English verbs glint and glitter component "light reflection" (reflect, it shines back off it) is combined with the component "give light" (give out), which is less common in Russian. In the meaning of the verb glint, the component of discontinuity of the manifestation of the sign (small flashes of light) is also fixed, which follows from the definitions: Glint – if a shiny surface glints, it gives out small flashes of light (sparkle "The gold rims of his spectacles glinted in the sun"); if light glints off a surface, it shines back off it ("Sunlight glinted off the windows of a tall apartment building"); if your eyes glint, they shine and show an unfriendly feeling [8]. *Glint* – give out or reflect small flashes of light ("Her glasses glinted in the firelight"); shine with a particular emotion ("His eyes glinted angrily") [9].

Context analysis shows that this verb often represents the semantics of light reflected from something: The midday sun glinted against the bronze bas-reliefs. The sun glinted from the onion domes of the Royal Pavilion [10].

The verb glitter also in one of the meanings contains the component "light reflectivity" (shine with a reflected light), in addition, it contains components of intensity and discontinuity of the manifestation of the light attribute:

Glitter – to shine brightly with flashing points of light (sparkle “The river glittered in the sunlight”); if someone’s eyes glitter, they shine very brightly and show a particular strong emotion (glitter with “His blue eyes glittered with anger”) [8].

Glitter – shine with a bright, shimmering reflected light (“The grass glittered with dew”); shine with a particular emotion (“Her eyes glittered with excitement”) [9].

The nature of the independent or reflected light is also determined by the context and the presence or absence of another light source, which is usually represented by a circumstance: The long moist furrows of the new-turned soil glittered under the pale February sun. Fresh snow glittered in the morning light. Jewels glittered in the dim light of the cave (reflected light). His eyes glittered with an arctic coldness. The frost glittered on the ground (light source) [10].

In General, the quality of light is an important component for many verbs of the Russian and English languages of this lexico-semantic group, so it can be singled out separately as a component of "the degree of intensity of radiation (emission) of light". The degree of intensity can be low and high. High intensity radiation is represented more widely, because it is more important for human perception of the surrounding reality.

High intensity of radiation is represented not only by verbs to sparkle, Shine, but also to cut through, to highlight. For example: and over us, over our happy country, still light and happily will sparkle their bright rays the sun (D. Mityurin). If no one opens the door behind which needs to Shine the light, do not rush to open one where gostitsa darkness (A. Hair). Roughly through half an hour of exercise darkness again cut through light headlights (mainstream Bazhenov). ...making even more acute the need for advanced creative thought, able to highlight the unexplored path forward (G. Arbatov) [7]. The verbs cut through, highlight convey information not only about the ability to emit bright light, but also about the finiteness of the action. Here the manifestation of the light sign is limited in time. In English, the finiteness of the manifestation of the trait in combination with the high intensity of radiation is clearly expressed in the meaning of the verb flash (for a short time).

Flash – to shine suddenly and brightly for a short time, or to make something shine in this way (“Lightning flashed overhead”) [8].

Flash – shine in a bright but brief, sudden, or intermittent way (“A police car with a flashing light”) [9].

Например: The huge sapphire *ring flashed* in the sunlight, Then her eyes *flashed* as she recognized him [10].

Unlike Russian, in English there are cases of a combination of seemingly opposite components of meaning. The verb gleam is interesting in that its meaning combines components of low (to shine softly) and high intensity (shine brightly) manifestations of the trait, as well as such components as "the ability to emit light" and "light reflection" (reflected light). Gleam-to shine softly ("His teeth gleamed under his moustache"); if your eyes or face gleam with a feeling, they show it (gleam with "He laughed, his eyes gleaming with amusement") [8]. Gleam-shine brightly, especially with reflected light ("light gleamed on the china cats"); reflect light because well polished ("Victor buffed the glass until it gleamed"); be expressed through the brightness of a person's eyes ("affection gleamed in her large green eyes"). [9]

As a conclusion, it should be said that the perception of light is of great importance to man, so it is enshrined in language and serves as a source of abstract and religious meanings and symbols. The analysis of lexical and semantic group "FLUORESCENCE" of verbs of Russian and English languages, carried out on the basis of dictionary entries and cases of use, shows that bright radiation plays a big role in linguoculture and is fixed in the meanings of most verbs. The component of the value "high intensity of radiation" is widely combined with other components of the value, such as "emit light, be a light source", "reflect light", "combination of light and color/luster", "uneven manifestation of the characteristic". This suggests that the brightness of the light may have different quality depending on the light sources and circumstances.

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**THE 19TH CENTURY ARABIC CHRESTOMATHIES
BY A.V. BOLDYREV IN RUSSIA**

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Annotation. The 19th century witnessed a new stage in the development of Russian Arabic studies by introducing the teaching of this oriental language into the curriculum of the higher school. At that period the issue of acute necessity of creation of various Arabic language teaching aids arose. Professor A.V. Boldyrev (1784-1842), who started teaching Arabic at the new Chair of Moscow University, compiled “The Arabic Chrestomathy” which was spread throughout Russia in its two publications (1824 and 1832). The author took into account all the achievements of the Arabic Science of that period in full, and the examined chrestomathies were distinguished by both continuity and originality.

Keywords. 19th century, Arabic Chrestomathies in Russia, Professor A.V. Boldyrev.

The 19th century witnessed a new stage in the development of Russian Arabic studies. In 1804 University Statutes were issued. These Statutes for the first time introduced the teaching of Oriental languages into the curriculum of the higher school and founded a special Chair for them. But the governmental circles of that period showed much earlier their understanding of all the state matter importance of the Arabic language. As far back as in her Edict of the 27th September, 1782, Catherine II specifically substantiated the necessity of teaching of the Arabic language together with Tatar and Persian at schools “of those provinces which are located in the Tatar, Persian and Bukhara lands” as from Arabic “all the dialects used in that land have their origin and through it better interpreters may be acquired in all those languages than we have been having until this time”. [7, p. 40]

It is already from the second half of the 18th century that the Arabic language started to appear systematically in the curriculums of the comprehensive secondary schools. The first educational institution where among other Oriental languages Arabic was taught was the Astrakhan Main Peo-

ple's School, that was founded in 1788. It is with Astrakhan that the appearance of the known Arabic Grammar by Skibinevski in 1810 is connected, but this Grammar remained only in manuscript form.

In the second half of the 18th century the scope of public Arabic interests increased steadily and the readers' awareness also increased, including the one based on encountered translated materials. But the Arabic language was more or less brought into play in the only major linguistic enterprise of that period, that is "Comparative Dictionary of All Languages and Dialects" compiled on the order of Catherine II .

Early 19th century a fundamental change occurred in the Arabic Science and in two areas simultaneously – methodical teaching of the Arabic language and forming of the native manuscript base. At that period the issue of acute necessity of creation of various Arabic language teaching aids arose. Professor A. V. Boldyrev (1780-1842), who started teaching Oriental languages at the specially created new Chair of Moscow University from 1811, immediately started working on compiling teaching aids in Russian. Mr. I. Yu. Krachkovski emphasized that all teaching aids that existed in Russia before Mr. A. V. Boldyrev "were either undergrade primers as those by Mr. Ghiganov (1802) or remained in manuscript form, as the translation Grammar by Mr. Skibinevski (1802); anyway they were distributed in a very narrow environment". [6, p.80] It is for the first time that Mr. A.V. Boldyrev compiled "The Arabic Christomathy" ("christomathy" is the obsolete way of writing the word "chrestomathy" (greek) - "a collection of selected texts or excerpts from texts compiled as a teaching aid" [5, p.459]), which was spread throughout Russia in its two publications (1824 and 1832). The author himself observed that "the text-books for Arabic and Persian languages (published by him) were received favourably and introduced into usage in all Russian Universities and other educational enterprises wherever these languages were taught... I do not in the least believe that some virtue of these was the reason of such great success, but ascribe this to the only fact that in Russia there are no other educational supplies for studying Oriental languages". [2, p.]

In fact the "Christomathy" by A. V. Boldyrev took into account all the achievements of the Arabic Science of that period in full. At least this is confirmed by the fact that for the preparation of this book the author used works that existed at that period, in the first place the Reading Book and other works by Baron Silvestre de Sacy (1758-1838).

"Christomathy" by A. V. Boldyrev contained only printed materials and did not have any texts based on manuscripts. This can be explained by the fact that in Moscow at that time no sources of this kind existed, while usage of the St. Petersburg sources offered difficulties to the author.

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The republication of the lithographed “Arabic Christomathy” of 1824 was conditioned by the fact that it was very short and did not have a dictionary necessary for work. “New Arabic Christomathy” of 1832 was more comprehensive and contained a dictionary.

Simultaneously with the publication of the Christomathies Mr. A. V. Boldyrev compiled Grammars that were meant for preparation of those studying the Arabic language to work with the given manuals. Thus in 1827 the “Arabic Grammar in Tables” was issued, and in 1836 – “Concise Arabic Grammar”, which was a supplemented republication of the 1827 Grammar and it served a sufficient basis for proceeding to read the Arabic Christomathy. [4] The Grammar contained the following parts:

- The Alphabet and Reading
- About Verbs Regular
- About Verbs Irregular
- About the Meaning of the Aorists
- About Substantives
- About Adjectives and Numerals
- About Pronouns
- About Particles

The examples for the most important syntax rules

According to the author’s design the “New Arabic Christomathy” of 1832 was intended “for reading under the guidance of Professors”. [2, p.II] That is why there were no translation and notes in it, “as the foreign Orientalists do meaning to allow to use their issues to those who study individually and are deprived of an extraneous textbooks”. [2, p.II] The “Christomathy” contained plays which due to their diversity, entertaining contents, due to their importance and style seemed to the author worthy of attention and useful for those studying the Arabic language. In the arrangement of the works the gradual transition from the simple to the complex was observed.

The “New Arabic Christomathy” consisted of two parts: Prose and Poetry. The First Part consisted of the following Sections (the names of the sections in the Table of Contents is given in the chrestomathy only in Russian).

The name of the Section in the "Christomathy" by A.V.Boldyrev	The literal translation of the Arabic Name of the Section	The Arabic Name of the Section
Didactic aphorisms	"From Arabs' Speech"	من كلام العرب Min kalām al-'arab
Luqman's fables	"The fables by Luqman The Wise"	امثال لقمان الحكيم Amthāl Luqmān al-ḥakīm
The Historical Passages	From the "Book by al- Fakhri about the literature of the period of the Sultan's rule and about Islamic States"	من كتاب الفخري في الآداب السلطانية والدول الإسلامية Min kitāb al-Fakhrī "Fi 'l-ādāb as-sulṭāniyya wa 'd-duwal al-islāmiyya"
Short Narratives	Stories	حكايات Ḥikāyāt
The Narratives from the One Thousand and One Nights	From the "Book of One Thousand and One Nights"	من كتاب الف ليلة وليلة Min kitāb "Alf layla wa layla "
Two rhymed narratives	"The notification of people about what happened to the Abbassides at the period of khalif 'Umar ibn al-Khattab's rule"	إعلام الناس في ما جرى لبني عباس في خلافة عمر بن الخطاب l'ām an-nās fī mā jarā li banī 'Abbās fī khilāfat 'Umar bin al-Khaṭṭāb
The passages from the book: Birds and Flowers	From the "Book of discovering of secrets about the wisdom of birds and flowers"	من كتاب كشف الأسرار عن حكم الطيور والأزهار Min kitāb "Kashf al-asrār 'an ḥukm aṭ-ṭuyūr wa 'l-azhār"
Maqamats	From the book "Maqams" by the learned sheikh Abu Muhammad al- Qasam ibn 'Ali ibn Muhammad ibn 'Usman al-Hariri	من كتاب المقامات للشيخ العالم ابي محمد القسم بن علي بن محمد بن عثمان الحريري Min kitāb "Al-maqāmāt" li 'sh-shaykh al-'ālim Abī Muḥammad al-Qasam bin 'Aliyy bin Muḥammad bin 'Uthmān al-Ḥarīrī

The Second Part of the Chrestomathy included such works as:

Small Verses	(Verses) of some poets	لبعض الشعراء Li ba‘ḍ ash-shu‘arā’
The verses from Hamasa	From the book of verses “Al-Hamasa” (“The Book of Valour”)	من كتاب أشعار الحماسة Min kitāb ash‘ār “Al-Ḥamāsa”
Elegy	(What) Abu l-Baqa Salih ibn Sharif ar-Rundee said about Andalusia	قال ابو البقا صالح بن شريف الرندي في حال الأندلس Qāla Abū ‘l-Baqā Sālih bin Sharīf ar-Rundī fī ḥāl al-Andalus
Qasyda by Tograi	Qasyda by at-Tugrai known as “Lamiyat al-‘Ajam”	قصيدة الطغرائي المعروفة بلامية العجمق Qaṣīdat at-Ṭughrāy al-ma‘rūfa bi “Lāmiyat al-‘ajam” (Most likely, that a misprint was made in the text of the Chrestomathy. لامية العجم «Lamiya of the Persians» is meant)
Prayer to God	Prayer	صلاة Ṣalāt
Moallaqa by Amrulqais	Seven Qasydas – mu‘allaqas “Said Imru‘u l-Qais ibn Hijr al-Kindi”	السبع القصائد المعلقة. قال امرء القيس بن حجر الكندي As-sab‘ al-qaṣā‘id al-mu‘allaqāt. Qāla Imru‘u ‘l-Qays bin Hijr al-Kindī
Moallaqa by Tarafa	“Said Tarafa ibn al-‘Abd al-Bakri”	قال طرفة بن العبد البكري Qāla Ṭarafa bin al-‘abd al-Bakrī
Moallaqa by Zogaeer	“Said Zuhair ibn Abi Sulma	قال زهير بن ابي سلمى Qāla Zuhayr bin Abī Sulmā
Moallaqa by Lebeed	“Said Labid ibn Rabi‘a al-‘Amiri”	قال لبيد بن ربيعة العامري Qāla Labīd bin Rabī‘a al-‘Āmirī
Moallaqa by Antara	“Said ‘Antara ibn Shaddad al-‘Absi”	قال عنتره بن شداد العبسي Qāla ‘Antara bin Shaddād al-‘Absī
Moallaqa by Amr	“Said ‘Amr ibn Qalsum at-Taglibi”	قال عمرو بن كلثوم التغلبي Qāla ‘Amr bin Kalthūm at-Taghlibī
Moallaqa by Garef	“Said Haris ibn Hilliza al-Yashkuri”	قال حارث بن حليلة اليشكري Qāla Ḥārith bin Ḥillīza al-Yashkurī

To facilitate the reading of difficult verses shown in the Second Part of the "Christomathy" A.V.Boldyrev issued them together with translation into the Latin and French languages by a separate book under the name "Seven Moallaqats, or the Verses by Amrulqais, Tarafa, Zogaeer, Lebeed, Antara, Amru and Garef ". [3]

The «Christomathy» by A.V.Boldyrev not only served its turn in the Arabic language teaching, but also substantially affected the development of bright "Orientalism" in Russian literature of the 20s and 30s, as considerable quantity of short stories and narratives was a very convenient material for translations which were published in abundance in various, mainly Moscow, magazines and almanacs of that period both by Mr. Boldyrev himself and by his pupils.

However great was the contribution of this outstanding Russian scientist in the national Arabic science; to speak about an Oriental School created by Mr. A.V. Boldyrev, according to Mr. I. Yu. Krachkovski's opinion is scarcely possible the more so because his closest pupils in specialty went out of the picture together with him. So, Mr. I. Yu. Krachkovski observes that after Mr. A. V. Boldyrev's retirement from the stage "the development of the Oriental Science at the Moscow University came to a standstill" for some time. [6, p.85]

As a whole, the Arabic chrestomathies compiled in Russia in the 19th century were notable for the following peculiarities. First of all, these teaching aids did not represent stand-alone works, but the ones that were closely connected to the educational process, dedicated to its purposes and methodology and, as a consequence, were designed for working with a teacher. As a rule, the authors of the chrestomathies on the basis of their works compiled a whole series of other teaching aids (dictionaries, grammars). Finally, both continuity and originality distinguish the examined chrestomathies by their composition.

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STRUCTURAL MODELS OF VERB CONTAMINATED FORMATIONS

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Annotation. In the article, the author considers the study of structural types and structural models of contamination, which has both theoretical and practical significance, as it gives an opportunity to highlight the exact composition of the word and predict the ways in which the formation of new contaminated words will proceed. The manifestation of the principle of contamination based on the selection of types and models is explained by the author by studying stylistic verb contamination in French and the author notes that the number of structural models has been supplemented by the division of components of the contaminated word into the initial, final part and the first/second half of the word, as well as the full form of the word and its lexical basis.

Key words: contaminated word, structural model, affixal derivation, word composition, word formation.

The study of linguistic changes is one of the currently topical tasks of modern linguistic science. It is known that the formation of words on the basis of available dictionary units in the language at the expense of the own means of internal resources of the language, is one of the main ways to enrich its vocabulary composition.

One such rapidly progressing word-forming and phrase-forming methods is the compounding of words and phraseological units. In linguistic literature, it is known as "contamination." The uniqueness of this phenomenon attracts the attention of linguist researchers of different languages. Contamination seems to be less studied, as a linguistic phenomenon in Romance philology, particularly in the theory of the word formation in French.

Analysis of the theoretical material shows that the ambiguous understanding of the substance of contamination depends on the different approach of researchers to this problem. Some take into account only the form (character of clipping of the original words) of the contaminated word,

leaving aside the equally important side of the word - its meaning (formal approach). Other linguists take into account not only the formal side of the contaminated word, but also its meaning, considering not only the plan of expression, that is, the phonetic shell of the contaminated word, but also an important component of its structure - the plan of content (formal-semantic approach). However, among some and others, there is no consensus in understanding the essence of the phenomenon.

Thus, linguists who take a formal approach in the definition of contamination express different views about the nature of the clipping of the original words of the contaminated unit and use different linguistic units in the definition of contamination (phonemes, syllables, part of syllable, part of base, part of word). The main difference in the definition of contamination, however, is in which plan, broad or narrow, the contamination is considered.

The study of structural types and structural models of contamination has both theoretical and practical significance, as it makes it possible to identify the exact composition of the word and predict the ways in which the formation of new contaminated words will proceed [1].

The main criterion underlying the selection of types and models is the nature of the syncopation and joining of the components of the contaminated word. Depending on the initial theoretical assumptions, the authors propose different numbers and compositions of models. The most complete classification of the description of the contaminated words in terms of expression was proposed by T. R. Timoshenko (1976), who highlighted two structural models [4]. Studying stylistic verb compounding in French, S.V. Raylyan and A.J. Alekeev, following A.P. Sokolenko (1965), divide verb contaminated formations into nine structural models. The number of structural models has been added due to the division of the components of the contaminated word into the initial, final part and the first/second half of the word, as well as the full form of the word and its lexical basis [3].

Taking into account the existing attempts to classify the contaminated words proposed in the works of V.M. Leychik, A.Y. Muradyan, S.V. Raylyan and A.J. Alekseyev, A.P. Sokolenko, T.R. Timoshenko, as well as J. Algeo, A. Goossa we consider it possible to identify in French language the following formal models of contaminated words:

- the initial part of the first word and the whole second word: *mosamétal* = *mosaïque+métal*, *Sénégambie* = *Sénégal +Gambie*;

- the initial part of the first word and the final part of the second word: *mobotmobile+robot*, *Parly* = *Paris+Marly*; *phalanstère* = *phalange+monastère*;

- the initial part of the first word and the initial part of the second word: *Nickinox* = *nickel* + *inoxidable*, *plastisol* = *plastique*+*solide*, *cinévog* = *cinéma*+*vogue*;

- the whole first word and the initial part of the second word: *bétonac* = *béton*+*acier*, *duralumin* = *Düren/dur*+*aluminium*, *vidéotex* = *vidéo*+*textes*;

- the whole first and whole second word superimposed at the junction of fusion: *libérationnement* = *libération*+*rationnement*, *Parisec* = *Paris*+*sec*, *voyagence* = *voyage*+*agence*;

- the whole first word and the final part of the second word: *cinématurge* = *cinéma*+*dramaturge*, *Reagonomie* = *Reagan*+*economie*, *savanturier* = *savant* +*aventurier*;

- the whole second word "is inserted" in the middle of the first word between its initial and final part: *écrivaineux* = *écrivain*+*vain*+*eux*, *ridicoculiser* = *ridiculiser*+*cocu*;

- initial part of the second word "invested" in the middle of the first word between its initial and final part: *consombrition* = *consomption*+*sombre*, *conjabuler* = *confabuler*+*jaser/jaboter/jacasser*;

- a combination of three or more original words represented in the resulting ingot by their parts, usually truncated bases: *se rebimbeler* = *rebiffer*+*regimber*+*serebeller*.

Thus, the selected structural types of French contaminated words, on the one hand, show a variety of combinations of parts of merged original words, different combinations of their full and truncated parts, and, on the other hand, indicate the "bordering" character of the phenomenon being analyzed, the "gravitation" of each selected type to some other method of word contamination, for example, to affixal derivation, word composition, abbreviation.

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APPROXIMATE SOLUTION OF THE STEFAN PROBLEM IN THE SOLIDIFICATION OF A METAL MELT DROPLET

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Abstract. A mathematical model of the solidification process of a liquid metal droplet is considered, taking into account the mobility of the boundaries at which the phase transition is carried out (Stefan problem). Refinements to the algorithm of mathematical modeling, allowing to take into account the nonlinearity in the equation of unsteady thermal conductivity, are given. Using the developed numerical model, a study of heat transfer during solidification of lead-containing aluminum melt droplets of different sizes in air and water was carried out. Based on the results of numerical experiments determined the effect of initial overheating of the melt droplet size and coefficient of velocity of crystallization of the pellets included in the well-known approximate expression (law square root) linking the thickness of the solid crust with the duration of the solidification process.

Keywords: stefan problem, numerical method, approximate solution, square root law, solidification rate coefficient, aluminium melts and droplet/

Mathematical solidification process simulation of a melted drip linked with the analysis of thermal conductivity objectives with consideration of moving borders on which the phase transfer occurs. Mathematical models of specified processes represent nonlinear boundary-value thermal conductivity problem with the abruptness of the temperature gradient of the phases failure front. All these tasks can be determined as «Stefan's problems». The difficulty in the solution of Stefan's problems lies in the fact that thermal calculations of heating and cooling metal must consider the value of thermophysical characteristics of liquid and solid phases, also their complex heat exchange with the environment. Boundary value problem nonlinear structure connected with the processes of heat-and-mass transfer focused in both equations (internal nonlinearity) and boundary conditions equations (external nonlinearity).

In general case Stephan's problems can be considered as a problem of interfacing several temperature fields with special conditions on movable boundaries S_{\square} between them with defined boundary conditions. The temperature field of each i phase is defined by three dimensional differential equation of conductivity, where boundary coordinates satisfy the condition:

$$S_{i-1} < (x, y, z) < S_i, i = 1, 2, \dots, m.$$

If consider the task for two phases, the equation of Stephan's problems on the boundary with thermal balance looks like this (indexes 1 and 2 refer to solid and liquid phase):

$$\lambda_1 \frac{\partial T_1}{\partial x} \Big|_{x=\xi} - \lambda_2 \frac{\partial T_2}{\partial x} \Big|_{x=\xi} = L\rho \frac{d\xi}{d\tau}. \quad (1)$$

Here λ_1 and λ_2 are the thermal conductivity coefficients of the solid and liquid phases; L – is the latent heat of solidification; ρ is the density of the phase; ξ is the moving boundary of the phases.

Thus, heat balance realisation requires heat $L\rho d\xi$ to be equal to the difference to a quantity of heat which passed through borders $\xi = x_1$ and $\xi = x_2$. Also, heat spreading problem with the existence of phase transition and knowledge of the boundary phase speed comes down to solving a set of equations.

$$\frac{\partial T_1}{\partial \tau} = a_1 \frac{\partial^2 T_1}{\partial x^2}, \quad 0 \leq x \leq \xi; \quad \frac{\partial T_2}{\partial \tau} = a_2 \frac{\partial^2 T_2}{\partial x^2}, \quad \xi < x < \infty, \quad (2)$$

where a_1 and a_2 are the temperature conductivity coefficients for the solid and liquid phases, respectively.

In classical Stephan's problems, model crystallisation process with a constant temperature of the phase transition is considered ($T_c = \text{const.}$). Fluid mass $x \geq 0$ is restricted from one side with the plane $x = 0$. At the initial moment ($\tau = 0$) liquid possesses constant temperature T_0 . On the surface of $x = 0$ the temperature remains unchanged ($T(0, \tau) = T_{\text{sur}} = \text{const.}$). If $T_{\text{sur}} < T_c$, then the boundary condition of crystallisation $x = \xi$ gets into a depth of liquid. The equations (2) are supplemented with boundary conditions: $T_1 < T_{\text{sur}}$ at $x = 0$; $T_2 = T_0$ at $\tau = 0$. Furthermore, condition (1) is applied on the crystallisation border (at $T_1 = T_2 = T_c$ and $x = \xi$).

The given crystallisation solution values as limited nonlinear boundary problem, thermal characteristics and density are piecewise constant within each phase and thermal capacity at $T = T_c$ adopts infinitely big value, and phase changes occur instantly.

An important result of the solution of the simplified version of Stefan's problems is receiving the simple ratio between the thickness of a solid crust and a cooling-off period which received the name «The law of a square root» [1]:

$$\xi = K_s \sqrt{\tau}, \quad (3)$$

where ξ is the thickness of a solid crust of metal; τ is the time; K_s is the coefficient of a speed of a crystallization.

In engineering practice, the ratio (3) allows making a quick approximate assessment of thickness of a solid crust of metal in the course of its hardening. However, determination of the coefficient of K_s is very difficult task. For some well-studied hardening processes, it is received empirically. Specification of the law of a square root is possible on the basis of the composite mathematical models. At the same time using possibilities of numerical methods and the modern software products, it is possible to consider and analyse influence practically of all factors accompanying metal hardening process. At the same time, from the point of view of obtaining acceptable engineering results with small labour and material inputs, application enough efficient approximate analytical methods of solution of nonlinear problems of processes of a heat mass transfer is perspective. However, most of the numerical solution of Stefan's problem the method of grids was widely adopted [2-4]. Along with method of grids, big distribution in solvers of potent software products (for example, Star-CD, Ansys, Procast) was received by finite element methods and control volume [5].

Earlier we developed the mathematical model of heat exchange in a two dimensional axisymmetric statement with the use of a numerical method of control volume on the basis of the Star-CD software product [6]. Let's note that from all methods of calculus mathematics known now only the method of control volumes has the universal properties mentioned above. This circumstance was the main reason for its choice for the solution of the considered problem of a transient heat conduction in the calculated area with the composite geometry. As a result of carrying out a series of the numerical experiments necessary cooling rate of drops was determined by a research of a thermal condition of drops of a lead-bearing aluminum melt of various size in the course of their cooling in an aqueous medium at the fixed reference temperature of a melt.

The major factor influencing dynamics of hardening of drops of melt in an aqueous medium when receiving granules of the fixed size is its initial overheating. In the theory of hardening of mold pieces for an approximation of the simplified hardening model to actual conditions, various modifications of the law of a square root (3) bound to correction of the size K_s on the basis of empirical material were widely used. However, for practical use, they are not the universal because of the considerable, often insuperable difficulties, the bound to a definition of correction factors in the law of

advance of a solid crust for casting each case. At the same time, creation of an adequate approximate method for calculation of a kinetics of body height of a crust taking into account extent of overheating is bound to two key factors: dynamics of heat exchange (change of a heat transfer coefficient) in system and nature of withdrawal of warmth of overheating of a liquid phase.

The description of a mathematical statement of the solvable task representing the system of differential equations of continuity, preservation of an impulse and conservation of energy explicitly is submitted in [6]. At the same time in the real work, specifications were brought in an algorithm of accounting of nonlinearity in the equations of a transient heat conduction. With the use of opportunities of the developed numerical model the analysis of the influence of initial overheating of a melt is carried out and necessary amendments are introduced in an approximate model of a square root (3).

In the picture, the accepted scheme of calculated area of hardening of drops of a melt at their driving is provided in an air and aqueous medium according to which the mathematical model of heat exchange of process of granulation is constructed. In a mathematical model process of crystallization at the fixed transition temperature of heat transfer is considered $T_{sol} = \text{const}$. Because Stefan's condition is at the interface of the two phases (1) concerning the radius of a drop of r will be written as:

$$\rho L \frac{\partial \xi}{\partial t} = \lambda \frac{\partial T}{\partial r} \quad \text{npu } r = \xi; \quad T(\xi, t) = T_c = \text{const.} \quad (4)$$

Thus, in the accepted two-phase calculated area Ω , divided into two subareas (fluid Ω^- and solid Ω^+), on the border of $S(r)$ between them according to a condition (4) there is a rupture of a heat flux at the crystallization temperature of T_c (fig.). At the same time position of the border of $S(r)$ moving when hardening is obviously not present in the mathematical model, and T_c is defined to the accepted $T = T_c$. According to [1, 7] it the condition in the equation of energy is implemented with use by a δ -function of Dirac when determining the size of efficient thermal capacity $c_{eff}(T)$. Then in case of $T_{sol} = T_{lig} = T_c$ the shopping malls of the equation considering the warmth of phase change concentrated on the border by $S(r)$ take the following form:

$$c_{eff}(T) = c_p(T) + L\delta(T - T_c). \quad (5)$$

Here δ -function receives values

$$\delta = \begin{cases} 0, & T > T_c \\ 1, & T < T_c \end{cases}. \quad (6)$$

It is visible that in the mathematical model the quasi-stationary Stefan's problem characterized by the fact that in each separate subarea Ω and Ω^+ the thermal field is described by a differential equation of non-stationary heat conduction with internal sources of warmth is accepted. Note that this equation is a quasilinear parabolic type of the second order, where all coefficients are temperature dependent and the boundary of the phase transition is fixed and unknown.

In the [8] the recommended ligature production of aluminium alloys consisted with 15 % of plumbum in the granules with diameters no more than 4...6 mm, enabling to get its attachments' dimensions in the ligature, which don't exceed 30 mkm. It's considered that if highly concentrated melts with determined structure are needed it is necessary to overheat the melt to 100...150 K above the critical point on the curve of delamination of elements. This particular regime provides full dissolving and upcoming fast speeding crystallisation of the plumbum.

Constructive design and determination of the operating mode of an industrial plant for the production of ligature in granules with an equilibrium distribution of lead requires a detailed study of the process of droplet crystallization of the melt using modern mathematical models. At the same time, in order to reduce labor costs and save time, there is a need in engineering practice to make a simplified calculation of the crystallization dynamics process.

A calculated study of the granulation process of aluminum melt droplets composition Al-15 % Pb size 4,5...7.5 mm in a wide range of changes in their temperature T_m . It is established that the rate of formation of a solid crust in the initial period is linear, and in the rest-close to the parabola.

The average coefficient of crystallization rate $K_s = 5.93 \text{ mm/s}^{0.5}$ for the entire period of solidification of the melt droplet was determined, as well as the correction for this value $\Delta K_s = 0.012 \text{ mm/s}^{0.5}$ to 1 K of the initial overheating of the melt. The obtained value of K_s allows to carry out a comparative engineering assessment of the dynamics of hardening of granules taking into account the heat of overheating of the liquid phase according to the square root law (3).

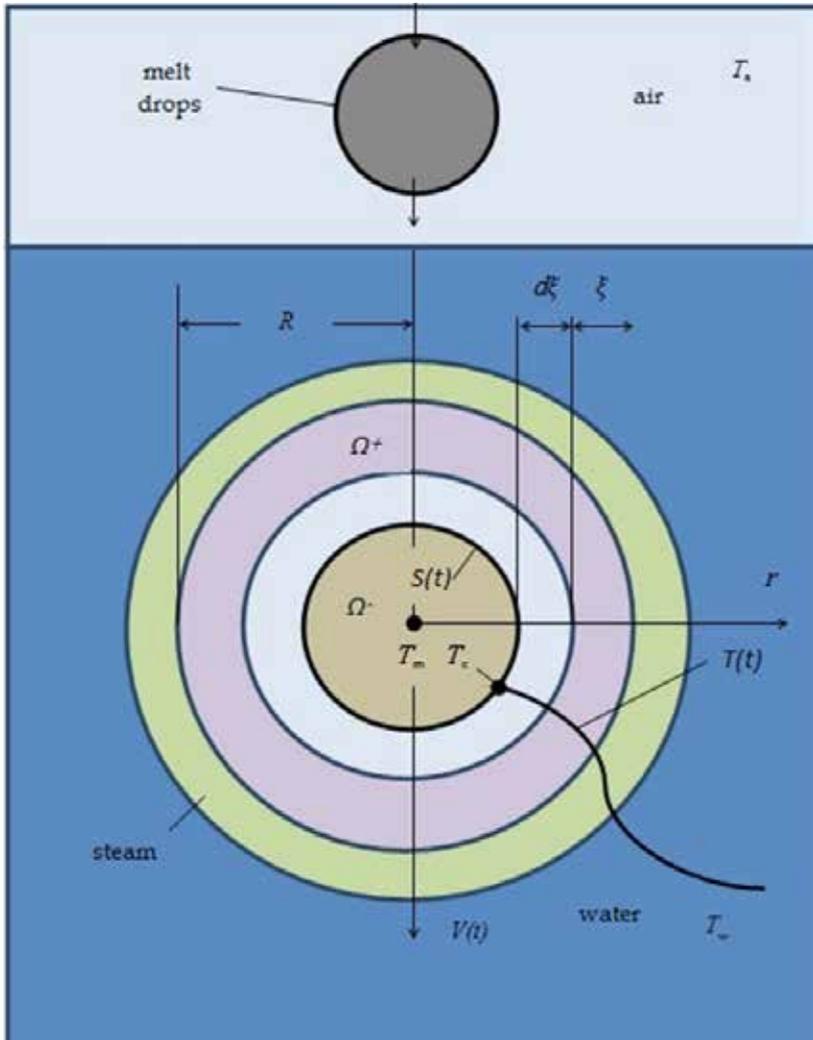


Fig. Scheme of calculated area of hardening of drops of a melt when driving in an air and aqueous medium:

R – drop radius; Ω and Ω^+ – subareas respectively fluid (melt) and solid (crust); ξ – thickness of the hardened crust; $S(t)$ – border of phase change; $v(t)$ – travelspeed of a drop;

T_a, T_w, T_m, T_c and $T(r)$ – according to air temperature, water, melt, crystallization and current

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