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SATISFACTION OF POPULATION BY ACTIVITY OF CULTURAL INSTITUTIONS: EXPERIENCE OF THE REPUBLIC OF TATARSTAN

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ABSTRACT

Conduction of marketing researches in sphere of culture is dictated by the branch's need of information on culture demands and preferences of population, social-economic characteristics of auditorium of these institutions, motives of their visiting or not visiting, degree of satisfaction by their activity.

Today the majority of cultural organizations do not have specific information on social, demographic, economic and other signs characterizing the visitors of these institutions, on demands, preferences, remarks and requirements of population to sphere of culture, estimations of activity of theaters, museums, libraries, club and other leisure organizations. But, as the eventual target of functioning of culture and art objects and entities is the satisfaction and formation of diverse spiritual needs of people, cultural institutions have to possess a wide-scale information field on real participation of diverse social groups (segments) in cultural process.

The presence of such information is one of the fundamental conditions of successful solving of economic difficulties emerged in formed contemporary market situation, connected both to perspective and with current planning of effective activity of culture's organizations.

In this article the qualitative analysis of cultural institutions of the Republic of Tatarstan activity via subjective estimation of their customer's satisfaction degree is conducted. Materials of sociological research of cultural institutions services consumers (n=806), received by authors in November of 2014, allowed to detect major quantitative-qualitative parameters of culture's institutions, and also to analyze the general issues in operation of these organizations in the republic.

The publication is prepared in the framework of the research project No15-32-01353 supported by the Russian Foundation for Humanities.

Key Words: *effectiveness, social infrastructure, consumers, cultural institutions, marketing in sphere of culture, evaluation researches.*

INTRODUCTION

At present day cultural practices and institutional standards are changing in dynamic manner: re-thinking of old forms and working practices and formulation of new goals, adequate to global tendencies and new challenges, requests of diverse stakeholders is happening. Interest to analysis of cultural institutions activity effectiveness is growing in the world practice. In foreign science, the field that studies the effectiveness of institutions' activity is called evaluation research.

A range of researchers are drawing a difference between analysis of consumers of educational institutions services and other estimation procedures. To the first field is related the making of hypothesis on subjects' behavior, ways of communications and results of new knowledge production. To the second one is related a systematic data collection for elaboration of decisions about a particular educational improvement. Methodological tools of these approaches are similar, but they are applied for different purposes. (Yermolaeva and Noskova, 2015)

Anyway, in order to obtain a long-term positive effect from quality estimation system, it should be systematically integrated into the structure of cultural institutions activity. Only in this case the measurement of quality and effectiveness would be practically meaning tool for managers in sphere of cultural institutions strategic development.

METHODOLOGY

The main goal set for us in this research was concluded in estimation of quality of the Republic of Tatarstan cultural institutions activity via estimation of customers' satisfaction. We conducted this research by a range of parameters that were reflected in research tasks. To the major among them could be related the following: general estimation of satisfaction by quality of provided services, estimation of major qualitative-quantitative parameters of cultural institutions of the Republic of Tatarstan (level of pedagogues' competence, studying conditions, degree of information awareness about acceptance, computerization level etc.), estimation of job positioning of cultural institutions consumers, general problems in work of cultural institutions in the republic. (Yermolaeva and Noskova, 2015)

The object of research were consumers of cultural institutions services. The interviewing was conducted in form of individual standardized interview by place of respondent's actual place of residence. The selection was target, multi-stage, stratified (n=806).

The data analysis was conducted by statistic package SPSS (version 21.0). "Rough" methods of information processing were used: one-dimensional and two-dimensional arrangements, indexes development.

RESULTS

The opinion of population of the Republic of Tatarstan about the level of provision of cultural institutions.

Residents of the Republic of Tatarstan, interviewed by us are feeling the deficiency of places where one can spend his time on open platforms in the highest degree. So, the quantity of places for leisure at open air (such as parks, public gardens) was estimated as "deficient" and "rather deficient" by 32.6% of respondents, museums-reserves – 28.9%, parks of recreation and leisure – 27.8%. Also respondents find deficient the quantity of museums (26.0%) and concert halls (25.5%).

Residents of Tatarstan are satisfied to the most degree by quantity ("sufficient quantity" and "rather sufficient than insufficient quantity") of culture centers (68.2%), movie theaters (63.6%) and libraries (62.0%).

Many cultural institutions (drama, opera, children theaters, philharmonies, concert halls, movie theaters, parks of recreation and leisure, circus) are presented in big cities only. Due to this reason let's consider the arrangement of respondents' answers who reside in cities and village inhabited communities by the following institutions only: culture-center, museum, museum-reservation, adult and children libraries and open air leisure places. (Safiullin. et al., 2015)

More than a half of respondents, both among city inhabitants (69.0%) and villagers (66.5%), are satisfied by the quantity of culture centers, clubs in their district (city). The deficiency of such institutions was noted by 22.8% of city population and 23% of villagers.

The quantity of museum is estimated by respondents as "sufficient" and "rather sufficient than insufficient" by 60.2% of city residents and 41.4% of village residents. 10.7% of interviewed persons in village districts noted that there are none of these institutions in their district (city).

The deficiency of libraries is experience by approximately equal number of interviewed city (26.1%) and village (26.9%) residents. The deficiency of children libraries is larger in villages - such were the answers of 30.2% of respondents. This per cent is a little lower in cities - 23.8%.

City residents (61.2%) are satisfied by the quantity of open air leisure places to more degree than villagers (24.4%). A little more than a quarter of respondents-villagers (27.5%) stated that "there is no this leisure place in their district" (see Table 1).

Table 1
ARRANGEMENT OF RESPONDENTS' ANSWERS TO THE QUESTION: "HOW WOULD YOU ESTIMATE THE QUANTITY OF LISTED CULTURAL INSTITUTIONS, EDUCATIONAL INSTITUTION AND PARKS IN YOUR CITY (DISTRICT)?" IN PER CENTS

Name of institution (leisure place)	Sufficient	Rather sufficient than insufficient	Rather insufficient than sufficient	Insufficient	I cannot say	There in so this institution, educational institution, leisure place	Total
Theatrical-spectacular institutions							
Drama theater	30.9	16.9	8.7	11.2	8.9	23.3	100.0
Opera theater	21.7	17.4	6.3	8.7	10.1	35.8	100.0
Children theater	25.9	19.0	8.6	11.7	10.3	24.5	100.0
Philharmony	21.3	18.3	5.3	10.0	10.4	34.8	100.0
Concert hall	29.2	21.6	13.3	12.2	7.5	16.2	100.0
Culture center, club	39.8	28.4	13.4	9.5	6.7	2.2	100.0
Circus	26.8	16.7	11.9	12.5	7.4	24.7	100.0
Movie theater	44.8	18.8	8.6	7.1	6.3	14.4	100.0
Museums and museums-reserves							
Museum	30.4	24.6	16.9	9.1	15.1	4.0	100.0
Museum-reserve	11.2	15.6	15.8	12.5	22.0	22.9	100.0
Libraries							
Library	34.2	27.9	18.5	7.8	10.1	1.5	100.0
Children library	32.2	23.2	17.3	8.1	16.9	2.2	100.0
Parks of recreation and leisure							
Part of recreation and leisure (has the entertaining functions, amusements are present)	30.2	23.1	15.9	11.9	8.2	10.7	100.0
Open air leisure place (park, public garden)	27.4	24.1	14.9	17.7	7.6	8.2	100.0

Estimation of level of satisfaction by range and quality of services provided by cultural institutions of the Republic of Tatarstan by population.

Respondents were proposed to mark cultural institutions which services they used within the last year and estimate by 5-point scale the quality of services provided by these institutions. In general the estimations can be characterized as "above the average": they fall into the interval of 4.2 to 4.5 points. The highest estimations of visitors (4.5) were received by concert hall, park of recreation and leisure, movie theater and children library. The lowest estimations (4.2) were received by circus and children theater. (Economou M. Evaluation strategies in the cultural sector: the case of the Kelvingrove Museum and Art Gallery in Glasgow. P. 35)

In frames of our interviewing respondents were also estimating the material-technical provision of institutions and diverse aspects of their service. In general, marks are staying in limits of interval of 3.3 to 4.9 points. The highest average estimation were attributed to such parameters as convenience of working hours and institution's location, interior and comfortableness, competence and politeness of institution's employees. The lowest estimations are observed in estimation of services availability (by price) and in regard of provision of conditions for persons with limited physical abilities, and also material-technical provision (see Table 2).

Table 2

AVERAGE ESTIMATES OF RESPONDENTS BY QUESTION: "ESTIMATE BY 5-POINT SCALE (5-4-3-2-1-0), WHERE "5" IS A HIGHEST SCORE, MEANING "EXCELLENT", "HIGH LEVEL", "1" IS A LOWEST SCORE, MEANING "VERY BAD", "EXTREMELY LOW LEVEL", CULTURAL INSTITUTIONS THAT YOU HAD VISITED WITHIN THE LAST YEAR, BY PARAMETERS STATED IN THE TABLE"

in points

Name of cultural institution	Provision of firefighting	Material-technical	Interior,	Competency of	Politeness, tactfulness, availability of	Cleanliness in	Comfortableness of	Availability of services	Availability of information about the	Information about services provided at	Comfortableness of	Cloakroom service	Provision of conditions for persons with limited	Transport
Drama theater	4.5	4.3	4.5	4.5	4.5	4.5	4.3	3.9	4.4	4.5	4.6	4.3	3.7	4.1
Opera theater	4.5	4.6	4.8	4.8	4.8	4.5	4.7	4.0	4.6	4.5	4.7	4.4	3.9	4.4
Children theater	4.3	4.2	4.4	4.4	4.5	4.3	4.3	4.0	4.4	4.3	4.5	4.1	3.6	3.9
Philharmony	4.4	4.3	4.6	4.6	4.6	4.3	4.4	4.1	4.4	4.3	4.8	4.5	3.7	4.5
Concert hall	4.5	4.4	4.4	4.6	4.7	4.6	4.5	3.8	4.3	4.4	4.6	4.5	3.5	4.2
Culture center, club	4.3	3.9	4.1	4.3	4.4	4.3	4.4	4.1	3.7	4.1	4.4	4.1	3.4	4.1
Museum	4.4	4.1	4.3	4.5	4.5	4.5	4.3	4.2	4.0	4.2	4.3	4.3	3.8	4.1
Exhibition hall (center)	4.4	4.3	4.4	4.5	4.5	4.1	4.4	4.4	4.2	4.2	4.9	4.1	3.4	4.1
Library	4.2	3.9	4.0	4.4	4.5	4.4	4.3	4.4	3.9	4.1	4.3	4.1	3.6	4.0

Children library	4.4	4.0	4.1	4.5	4.6	4.5	4.4	4.7	4.0	4.2	4.5	4.3	3.3	4.2
Movie theater	4.6	4.6	4.5	4.6	4.6	4.4	4.7	3.8	4.6	4.6	4.7	4.5	3.9	4.6
Circus	4.5	4.3	4.0	4.5	4.6	4.1	4.4	3.8	4.4	4.6	4.6	4.1	3.6	4.4

Issues occurred to population at addressing to cultural institutions of the Republic of Tatarstan.

In frames of research we proposed our respondents to mark the problem issues in work of cultural institutions, with which they had to deal most frequently. For estimation were proposed issues connected to diverse quantitative-qualitative parameters: location, working hours of institutions, tickets price, convenience of places in audience halls, adherence to firefighting measures, building's newness, professional level of institution's employees, culture, quality of services culture level of visitors, quality of proposed repertoire. (Ermolaeva, 2014)

The major part of visitors of theatrical-spectacular cultural institutions noted that they were not dealing with any problems at addressing to most of institutions listed in questionnaire. For different institutions a share of these is 32.9% (culture center) to 53% (philharmony).

In general, residents of the republic most frequently remarked on issue of "high tickets price" (opera theater – 30.7%, movie theater – 27.7%, concert hall – 27.1%, circus – 22.6%, drama theater – 20.6%, philharmony – 14.5%, children theater – 11.4%). However, the visitors of culture centers distinguished a weak material-technical provision (24.1%) and uncomfortable conditions in halls (14.5%) as the main problematic issues.

At visiting of museums-reserves the most actual problems among villagers are such as "difficulty to get to the institution, absence of developed transport infrastructure adjacent to institution" and "weak material-technical provision"; among city residents it was "a high price for visiting".

Nearly one third of respondents stated that they were not experiencing any problems at visiting of library (31.2%), children library (35.4%). Adult library causes more negative comments of visitors than the children one. In library respondents are dealing, first of all, with deficiency of modern literature and absence of repair (18.1% each), in children library - with the absence of the book needed (10.2%).

In general, marked issues occurring at visiting of libraries in city and village are matching. However, there are some differences. So, residents of village locations are dealing with deficiency of modern literature and absence of the book needed twice times more often.

The problem of preservation and development of parks, public gardens, parks recreation and leisure in cities and municipal formations stays similarly actual. Issues of quality of services provided by employees and companies managing parks and public gardens were placed for respondents' estimation into separate questionnaire's items. (Giuliana et al. 2015)

Interviewed residents of the republic estimated the condition of parks and public gardens located in their city or district as "good" – 26.1%, "satisfactory" – 19.5%, "excellent" – 10.9%, "neglected" – 8.4%, "extremely neglected" – 3.7%. 6.8% remarked that there are no parks and public gardens in their city (district), and 9.9% do not visit them. Arrangement of answers by city and village population showed that in regard of options "satisfactory", "I don't visit parks and public gardens" and "I cannot say" their opinions match. However, the "excellent" condition was noted by 14% of city residents and only 1.9% of villagers, and "neglected" - by 6.5% of city residents and 14.1% of villagers. (Holden, 2007)

Opinion of population about the necessary measures directed at increase of quality of services provided by cultural institutions.

By opinion of interviewed, as the most effective measured that should be taken for solution of existing problems in culture sphere could be distinguished the following:

- 1) increase of salary of all cultural institutions' employees – this option was marked by almost half of respondents (43.7%);
- 2) improvement of material-technical provision of institutions (31.9%);
- 3) decrease of prices for services provided (28.6%).

Equipping of cultural institutions by elevators, ramps and other devices for persons with limited physical abilities would also be effective (25.8%).

The following measured can be united into unified complex of measures: this is the work with these institutions' employees, their motivation and professional development. Here are related the increase of professional prestige of culture's employee (23.7%), bonus award of the best specialists in sphere of culture (by results of work) (21.6%), improvement of specialists' work conditions (19.4%) and heightening of their qualification (18.8%).

Arrangement of answers among city residents and villagers is approximately similar. On the first place is the increase of employees' salary (42.6% and 47.3% respectively). For village residents the next important measure is the improvement of material-technical provision of cultural institutions (42.0%), for city residents – the decrease of services' prices (30.1%). (Jan-Benedict E. M. Steenkamp, 2001)

CONCLUSIONS

At present day the change of culture industry quality understanding dictates new forms of estimation of culture services estimation from position of its correspondence to needs of major stakeholders. In this regard the conduction of sociological researches of cultural institutions' quality is a basis for making of management decisions.

In frames of today's general trend, more than a half of respondents do not like to read books. In spite of development of technologies and general computerization, more than a half of respondent prefer to read books in printed form. This impacts the visiting of libraries: these institutions are visited "rather often" and "not too often" by 48.8%, "once a year" and "less than once a year" - by 51.2%.

By the 5-point scale the highest estimations of visitors (4.5) were received by concert hall, park of recreation and leisure, movie theater and children library. The lowest estimations (4.2) were received by circus and children theater. Estimation of material-technical provision of institutions and diverse aspects of service in them are in general falling in limits of interval of 3.3 to 4.9 points. The highest average estimation were attributed to such parameters as convenience of working hours and institution's location, interior and comfortableness, competence and politeness of institution's employees. The lowest estimation are observed in estimation of services availability (by price) and in regard of provision of conditions for persons with limited physical abilities, and also material-technical provision. (Rajshekhar (Raj) G. Javalgi, Bob D. Cutler, Robert B. Young, 2005)

SUMMARY

In summary let's mark some recommendations distinguished on basis of received data. Let's start from the fact the parks, public gardens are the most accessible leisure places for population of the republic, and that's why the development of park zone should be at one of

the first places. Increasing of their quantity and ennoblement of territory, equipping by ramps are necessary for these objects.

More than a half of respondents are visiting theatrical and opera performances, concerts, museums, libraries once a year and less than once a year. This is connected mostly to cost of institutions' services, for example, in opinion of our respondents the most expensive are opera theater tickets. A special attention should be paid to provision of conditions for persons with limited physical abilities.

The attention also should be paid to development of librarianship. It should be noted that more than a half of our respondents answered that they do not like to read books. However, "readers" prefer to use printed editions rather than electronic ones. The deficiency of modern literature and absence of books needed are among the key problems marked by respondents, and the most acutely it is felt by residents of village locations.

And finally, it is not possible to solve problems existing in cultural institutions without professional employees. (Stern, 2000)

In general, the obtained results show one of the most important problems yje modern culture industry deals with: at growth of requirements to quality of cultural practices and performance, dramatic rates of technologies development, a need for continuous upgrading of existing competencies, technologies and forms of work in cultural industry are not changing practically.

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NEORACISM PHENOMENON AS HIDDEN DEMONSTRATION AND CONFLICT IN POLITICAL APPEALS TO OPPOSITION TO «STRANGER»: RUSSIAN EXPERIENCE

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ABSTRACT

The article is dedicated to consideration of social relations emerging in connection to establishment and realization of neoracist views and teachings as a source of political, ideological, race, national and religious hatred, xenophobia or antagonism, and also of hatred and antagonism in regard of any social or ethnic group.

The theoretical-ideological meaning of neoracism phenomenon in contemporary Russian social practices is determined.

Such methods of research as historical, system and institutional were used in this article.

In result of conducted research authors come to the conclusion that at present time the neoracism is a powerful ideological concept that, undetected in frames of social practices, inlays motives of potentially possible or realizable conflicts not only on the ground of race discrimination but also in political, ideological, national, religious sphere, where xenophobia or antagonism is translated in regard of some ethnic or social group as, for example, in regard of migrants. Neoracism in Russian space is not only an ideological concept in different theoretically postulated provisions of quasi-scientific theories among intellectuals, but at time a practical instrument of forced impact in youth movements of ultra-right type against migrants. The phenomenon of neoracism is researched as system forming sign of ultra-right intellectual tradition.

Key words: *Neoracism, racism, conflict, xenophobia, migrant-phobia.*

INTRODUCTION

In XXI century the racist discourse and racist practices are expressed, first of all, in migrant-phobia. In Russia ethnic groups of migrants are considered by ultra-radical youth movements, which are judging not only from ethnic-nationalist positions but also from settings of neoracism, as a menace to local identity (Ivanov, 2015). These circumstances dictate the need to address to understanding of neoracism phenomenon in frames of Russian space.

Contemporary racist settings are able not to insist on relation of hierarchy between races. The concept of "race" is able not be used at all. The contemporary neoracism avoids biologizing.

In the middle of XX century the researcher of racism, Oliver Cox, put force a provision according to which this ideology is a structural moment of capitalism in general. Racist world view legitimizes co-subordination of one groups of populations, namely the "colored" to the

"whites", on basis of functioning of capitalist economic, where racists are justifying and counts ethnic and race labor division to be a law (Cox, 1948).

For the first time the anthropologist M. Barker applied the concept of "new racism" for description of new political discourse in the Great Britain of 1970-80s, stating that the strive to live among "their like" and discriminate those who they are not consider as a part of their community due to this is natural for people (Barker, 1981). Sometimes researchers use a conception of "cultural" or "differential racism" instead of conception of "neoracism" (Voronkov et al., 2002).

Economic and social mismatches between ethnic groups gained a nature of cultural difference as a result of institutionalization and legitimization of racists approaches. So, the racism of Europe and New World until the end of XIX with its excess in fascist Germany can be named as traditional or classic.

However, with a victory of political correctness the racism occupied more hidden positions. The racism can act both as culturalization of biology and as biologization of culture. Practical significance of the research is comprised in the fact that the provisions, conclusions and suggestions comprised in it can be called for in plan of prevention and counteraction to extremist expression of ultra-right nationalist movements. The empiric base of this research is composed by results of studying, analysis and generalization of neoracist groups' materials in social networks of Runet.

MATERIALS AND METHODS

The essence of racism lies in interpretation of differences between people as a natural and therefore acceptable in human life. Differences formed in course of social history, which were formed by a multiple set of accidental factors, are explained in frames of racist settings as a necessity and entity of established social practices. For racism, differences have a natural nature which formally logically explains co-subordination and hierarchy of large groups of population. It happened that somebody is higher in social hierarchy in frames of racist settings by natural state of things.

The phenomenon of neoracism in contemporary historiography has just started to be studied. A pioneer in this field is V.A. Shnirelman, who, in his book "The tolerance threshold": Ideology and practice of the new racism" conducts a diversified research of racism, analyzes its different expressions and regional variants, trace its development in XX century: from traditional biological to contemporary cultural racism (Shirelman, 2011).

But the racism that infiltrated the Russian society was not a subject of discussions until now.

For analysis of a stated problem in article were used such scientific methods of research as historical, system and institutional.

The contemporary racism has a hidden nature and at times the bearers of this ideologeme are possibly not completely comprehending on which positions they are. The neoracism distances itself from biologization. However, followers of these approaches to differences between people, large masses of people, are coming to the same irremovable provision that the barriers between them are impassable. (Malakhov, 2016)

The neoracism refuse the understanding of differences via inferiority and passes to logic of human masses differentiation. "Others" are not lower or more primitive than "us", they are just different, and radically different. Neoracism speaks of principal incompatibility with "us", and all this is concluded from global mismatches in mental settings and way of life, in culture of diverse groups of people.

Classical racism proceeded from Europe-centrism. Due to these, all non-Europeans needed to be implanted by values of higher culture. Neoracism refused this position and

stated that nothing should be imposed on anybody. Everyone has to have a right to be "others", have a right for dissimilarity. But let everyone live in the place where he was born, in order to avoid mixings. Blurring of race borders would lead not to regression of human breed (this is a position of classic racism) but to the damage of other's peculiarity.

Etienne Balibar, while reasoning about the racism, noticed a peculiar universalism in it. (Balibar and Wallerstein, 2003) And he can be agreed with. Neoracism is an attempt of differentiation and hierarhization of the humankind.

For this researcher the nationalism is understood as more cut version of racism, namely, the enforcement of territory, ethnic, cultural, political borders. And racism is located in sphere of hypernational which cancels state-political and ethnic borders.

Political processes of modernity are demonstrating, on one side, the blurring of national states' borders. On the other side, poorly controlled migration fluxes on European continent are perceived as a menace for national security and provoke the growth of ethnic nationalism and neo-racist settings as saving doctrine for Europeans.

RESULTS

Neoracism represents the strategy of exclusion. Neoracism proposes the grounding of social of discrimination. Neoracism could be compared to such practice and ideology as sexism. Metaphor of "collision of civilizations" happened to be called for in modern realias, that's why the theory of Huntington with its hidden neoracist subtext is so popular (Huntington and Velimeev, 2016).

At the mundane level in Russian space the nationality is frequently determined not by culture and self-comprehension, but by blood. Nation in mundane understanding is not a civil but namely a kindred community.

"Disturbance of inter-ethnic balance" is one of provisions in anti-immigrant argumentation. Increase of migrants' mass in general quantity of residents destructs the culture and way of life of autochthonous population, in understanding of neoracism. As V.A. Shnirelman suggests, this serve as a core idea of cultural racism, whose followers adhere to essentialist view of culture and count that, first of all, a human is nearly sucking with mother's milk a strictly determined cultural codes, second, they are accompanying him through all his life and he is not able to change anything, third, he is a bearer of one and only, strictly determined culture" (Shirelman, 2011).

Migrant-phobia in Russian space is a serious precondition of occurrence of extreme forms of xenophobia and racism that are rather quickly spreading among youth. Representatives of ultra-radical intellectual tradition are frequently acting as ideologists of neoracist youth groups.

A ground for formation of neoracism in Russia is a mundane racism that does not require a developed ideology. The mundane racism is common in different social groups and causes a powerful impact in family and daily communication of people.

Hidden, camouflaged neoracist settings can be seen oat ideology level in political organizations of diverse kind, that usually has a network principle and are located in Runet. In Russia such organizations are prohibited by court decisions, but the ideology translated by them stays in information turnover via distribution of extremist literature in social networks in Internet space.

An institutional racism, characteristic to separate social institutes, should be noted, and namely this type can be found in army, at provision of social aid, in religious organizations etc.

Xenophobia, migrant-phobia and bursts of mass aggression in Russia could be connected with heightened social anticipation or with disappointment in reforms, with painful adjustment of ethnic majority to its new social-economic position (Pain, 2004).

Neoracism is a negative setting in regard of one or another individual or group, where separately selected social or cultural characteristics of other subject are considered as unacceptable and impossible for naturalization by bearer of the given ideology. The keeping of distance and refusal of cultural mixing with individual who is not similar to me in civilization aspect becomes important here (Malakhov, 2016). Ethno-centrism can be considered as an internal core of neoracism, where occurs the exaggeration of own culture value by comparison of other cultures on basis of own culture as a reference and measure of everything.

Individual expressions of racism are different from institutionalized racism that represents collective convictions of employees of one of another organization, deeply rooted in the system of its activity.

Neoracism is a mental-cultural distancing of local ethnic community from other ethnic-social group. In this case should be taken into account another non-complementary cultural code that does not allow to interact and cooperate with the first group in connection with the fact that the second group can deform its identity. At the same time, ethnic and religious differences between European "white" nations are considered by neoracism as secondary in regard to general European cultural identity.

Namely the problem of domination of race identity over civil is actual today.

In Russia cultural practices of separate social groups of transit population, namely migrants, can provoke the local population for sense of hatred, antagonism, fear, envy, where these negative feelings are based on impossibility to overcome cultural differences, and from here goes the avoiding of full-fledged dialog. Cultural-spiritual antagonism can be constructed on the fact that alien groups are guilty in social-economic ill-being of autochthonous population.

Neoracism is not only an ideological concept in different theoretically postulated provisions of quasi-scientific theories among intellectuals, but at time a practical instrument of forced impact in youth movements of ultra-right type against migrants, as, for example, "Misanthropic Division" (Ivanov and Mansurov, 2015).

CONCLUSIONS

In result of conducted analysis can be made the following conclusions.

Neoracism in Russia is a powerful ideological concept that, undetected in frames of social practices, inlays motives of political, ideological, race, national, religious hatred, xenophobia or antagonism in regard of some ethnic or social group (https://new.vk.com/belaya__rasa).

Internal impulses in form of stable distaste to certain cultural practices of separate social groups of transit population (first of all, migrants), and also to certain race, nationality, religious confession, social group as cultural-spiritual antagonist that are the content of corresponding motive of hatred or antagonism, based on perception of other, alien groups as guilty in troubles of autochthonous population and also impossibility of full-fledged dialog due to cultural differences, apriori perceived as irreducible. This prejudice in regard of corresponding groups can be constructed on their perception as those who represent a special danger to host society, and also on envy to their representatives, or on urge to avenge for belonging for such group.

Neoracism are not always comprehended by bearer of this ideologeme and at times sincere performances of this person in public space against the classic racism should not disorient the researcher about it.

SUMMARY

In neoracism the opposition "our - alien" is one of the central both in inter-culture communication and in internal national political discourse. Neoracist estimations are extremely stable. The object of estimation in political discourse are usually become groups, meaning people, social media, phenomena etc., that are perceived as "our" or "alien", and also events and facts that are in one or another connection with named groups. Neoracism can serve as a motive for verbal or physical aggression.

Neoracism in Russia is, first of all, use of diverse methods of verbal aggression on behavioral models of distancing from "alien" which, on one side, is the evidence of presence of social tension in Russia, of low toleration, of increase of inter-national distaste, and, on the other side, leads to transformation of addressee's world, negatively impacts on strategies of communicative behavior, causes responsive verbal and physical aggression.

CONFLICT OF INTERESTS

Author confirms that above provided data do not contain conflict of interests.

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CONTROL IN MARKETING-BASED MANAGEMENT

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ABSTRACT

Characteristics of modern organizations' functioning environment (multi-factoriality, dynamism, uncertainty) increase the actuality of marketing approach to management. In case of marketing approach the general problem of management, provision of effective control subsystem, has its own specificity. Research of proportion "general management system – marketing activity – control subsystem" was conducted on basis of critical analysis of theoretic heritage, practice of management and previous researches of authors.

Methodological basis of research were dialectical method of perception and systematic approach to analysis of considered facts and phenomena. Methods of analysis, applied in different combinations at each step of research dependently on research's objective and problems considered, were promoting the confidence and feasibility of conclusions made by work's articles.

By results of research was conducted a substantial interpretation of activity types system at marketing approach to management (expansion by vertical and horizontal); subsystems of control system at diverse stages of marketing management. On basis of methodology of system approach is grounded a list of control system's subsystem and their interconnection.

Results of research, their comparison with previously conducted researches of different authors are showing that control subsystem bears all system characteristics of management system, and its characteristics are determined by basis characteristics of management system; accordingly, at marketing approach to management, control sub-system is constructed with taking into account of this approach specific and aimed at increase of its effectiveness.

Authors think that grounding of need to create an adaptive management system that takes into account factors of environment and internal potential of organization, determines practical significance of conducted research's results. Basic provision of result allows formation of effective control system at marketing approach to management.

Key words: *management, control system, marketing approach, controlling, control, audit, monitoring.*

INTRODUCTION

Construction of effective control in system of management in general and at marketing approach to management in particular is one of poorly studied problems of management. Authors are judging that basic conceptions of management as reflection of laws and consistent patterns are operating independently from objects and subjects of management, types of activity, emphasizes on one or another conception of management theory; at this, management models, while maintaining system characteristics can modify under impact of factors listed above.

Research of proportion "general management system – marketing activity – control subsystem" was conducted on the basis of generalization and analysis of theoretic heritage, existing practice of management and generalization of previously conducted authors' researches (Mullakhmetov, 2015), (Sadriev & Gali, 2014), (Gabidinova, 2010), (Mullakhmetov, 2012), (Mullakhmetov, 2011a). Specification and analysis of defining characteristics of management at marketing approach to management allowed to detect problems of control organization and form some recommendations on increase of control activity effectiveness (Sadriev & Sadriev, 2015).

Marketing as specialized function of management is realized on all levels of management. At stage of strategic management the marketing forms information base, on which bases are then determined management objectives. Also, on this stage marketing is establishing strategies of company's behavior at market, is a philosophy of company's business. At stage of operative management the marketing is present as a tool of realization of management's strategic goals (Sadriev & Sadriev, 2015), (Mullakhmetov, 2013).

METHODS

Control, being the basis function of management, closely integrated with other functions, acts, by virtue of feed back mechanism, as information source at development and making managerial decisions, policy of organization by activity directions, its strategy. Final objective of control is the assistance to fundamental task of management – increase of management object's effectiveness. In order to complete it, control solves the following tasks:

a) presentation of relevant and quality information about deviations in process of functioning and development of organization of target setting – mission, vision, strategic targets (strategic level), planning of action items on goals realization (tactic level), preparation and making management solutions on separate tasks (operational level);

b) monitoring of processes of functioning and development of organization and timely report to management on significant deviations from anticipated results and standards of execution;

c) comparison of received and anticipated results and detection of deviations; collection, generalization and analysis of deviation, their consequences and reasons of occurrence, representation of grounded options of correction impacts, adequate to consequences of detected deviations and reasons of their occurrence to management.

The first task's solution is conducted by methods of preliminary control, the second one's - by methods of current and the third one's – of conclusive control (Mullakhmetov, 2015).

Let's detach the distinguishing characteristics of marketing approach to management that are significant to construction of control system. As already noted again, marketing is present at stage of strategic management, where in course of external environment analysis it forms information base, on basis of which then are determined targets of management. At this the following provisions become critically important.

1. Detection of strategy's major characteristics. At this the detection of preconditions (assumptions and forecasts) the strategy is based upon, is important. In course of control is necessary to constantly specify strategic preconditions on which the strategy is based upon, from point of view of their actuality.

2. Strategic foresight. The task of strategic foresight is observation of events happening in external and internal environment of organization, in order to estimate their possible impact on strategy (Pearce & Robinson, 2012).

3. Control of strategy realization, conducted via a range of mechanisms:

3.1. Response to special circumstances that are usually detected by results of clarification of strategic preconditions of strategic foresight (Mullakhmetov, 2013).

3.2. Control of tasks execution is aimed at estimation of need to change the strategy by results of intermediate stages of strategy realization. Tasks that are subject to control are usually related to one of two types: organization's results achieved at intermediary stages of general long-term strategy and results of strategic projects (Pearce & Robinson, 2012).

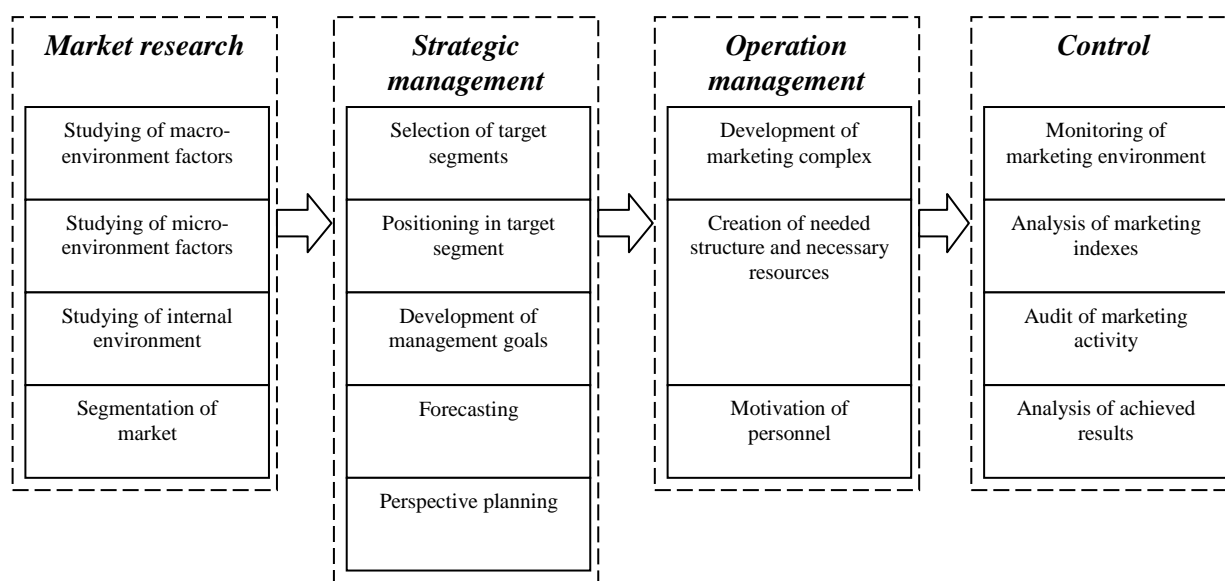
For purpose of effective organization of strategic control, the tradition control system gradually transforms into the system of controlling, aimed at information provision of strategic management; in controlling system significant changes of organization's environment are first of all considered as a reason of organization's goals non-achievement (Mullakhmetov et al., 2014).

RESULTS

System of Activity Types at Marketing Approach to Management

Differently from traditional approach, marketing approach to management requires expansion of management's activity types. Expansion by vertical anticipates occurrence of new stage, expansion by horizontal means addition of existing stages by new types of activity (Fig. 1).

Figure 1
SYSTEM OF ACTIVITY TYPES AT MARKETING APPROACH TO MANAGEMENT



At marketing management appears a need in emphasizing of special attention to analytical activity. This impels us to distinguish the research of market into separate stage. This stage anticipates the studying of factors of organization's macro- and micro-environment, its internal potential and also conduction of market's segmentation. Stage of "strategic management" is complemented by such types of activity as "selection of target segments" and "positioning at target segment". Stage of control also expands its limits by the following directions: monitoring of marketing environment, audit of organization's marketing activity, control of marketing indexes.

Proposed system of management activity types allows to take into account two mutually complementing processes that lie in basis of marketing: 1) thorough and universal

studying of market and 2) active impact on market, formation of needs and buyers' preferences.

Control system at marketing approach to management.

Structure of control system and content of its constituents at diverse stages of marketing management of organization are presented in Table 1. It should be noted that distinguishing of separate constituents in control system and determination of their contents is rather conditional, because that are closely interlaced and complement each other.

Table 1
CONTENT OF CONTROL SYSTEM'S SUBSYSTEMS AT DIVERSE STAGES OF MARKETING
MANAGEMENT OF ORGANIZATION

Stages of marketing management of organization				
Market research	Strategic management	Operation management	Control	
Tracing of organizations' environment condition	–	–	Monitoring	Subsystems of control system
–	Tracing of organization's market goals	Tracing of direct management parameters (product, price, sales, promotion)	Controlling	
Analysis of indexes characterizing external and internal environment of organization	Estimation of organization's activity types complex (estimation of strategic plan)	Analysis of organization's plans and programs	Control	
Estimation of effectiveness of action items on market's research, results of market segmentation in particular	Estimation of organization's ability in field of strategic planning and effectiveness of its response to external changes	Estimation of production policy, price policy, sales policy and promotion policy	Audit	

Monitoring generally has a close interlink with first stage of marketing management, market research, and controlling – with the following stages: strategic and operation management. Control should have a strategic nature and is called for to analyze not only planned indexes of organization's activity, but also changes of external environment characteristics. Here belong market's capacity, quantitative parameters of market segments, indexes of competitive ability of production (organization), indexes organization's internal potential. The major task of audit is the inspection of accepted solutions' correctness in plan of goals and strategies, correctness of these solutions' realization technologies.

CONCLUSIONS

In basis of marketing lie two mutually complementing processes: 1) thorough and universal studying of market; 2) active impact on market, formation of needs and buyers' preferences (Tretyak, 2009). At present moment the majority of authors agree in opinion that the main constituents of marketing are orientations of company on market. In this case the marketing can be approached to as a certain philosophy (culture) of business.

Also at determination of marketing's place in management one should take into account that management, depending on types and sequences of activity, can be separated into three stages: 1) strategic management; 2) operational management in conditions of created structure; 3) control that includes analysis of achieved results (feed back) and acts as initial point of new management cycle at two stages stated above (Gerchikova, 2012).

In its turn, in marketing activity of organization can be separated three major stages: 1) marketing research; 2) strategic marketing; 3) operation marketing (Cabidinova, 2010).

Therefore, at marketing approach to management, we propose to separated four stages in the following sequence: 1) market research that anticipated studying of organization's macro- and micro-environmental factors, its internal potential, and also conduction of market's segmentation; 2) strategic management complemented by such types of marketing activity as selection of target segments and positioning in target segment; 3) operational management, where major efforts are directed at development and realization of proposition, capable of competition at market, and also at motivation of personnel in plan of maximum customers' satisfaction; 4) control which information is complemented by marketing indexes.

In 1960 J. McCarty proposed a marketing model consisting of three levels that can be presented in form of chart shown in Fig. 2.

Figure 2
MARKETING MODEL OF J. MCCARTY.

Complex of auxiliary systems
Marketing tools
Consumer

According to this model, the foundation of company's marketing activity are consumers. For effective impact on customers the company applies marketing tools (4P). In order to provide impact on consumers via marketing tools the company should form a complex of auxiliary systems that, in its turn, includes: marketing information system, marketing planning system, marketing service's organization system, marketing control system (Tretyak, 2009). Therefore, according to model of J. McCarty, marketing is a tool of operational management, and control is considered as auxiliary system connected with planning of marketing activity.

CONCLUSION

At present time types of activity connected with control are not limited by sphere of operational marketing in company's management. For realization of control in marketing are applied four close but not similar types of activity: controlling, monitoring, control and audit. At this each one of them can be considered as independent system of organization's internal control.

Controlling in marketing is a complex type of marketing activity on tracing of necessary information amount with the following detection of deviations from set goals for formation of management impacts, directed at elimination of adverse deviations (Korotkov, 2012). Controlling in system of marketing management is conducted at two levels: 1) level of company's market targets that are the result of interaction of marketing service and management of the whole enterprise; 2) level of direct management parameters planned directly in marketing system and belonging to complex. Therefore, it can be said that in this interpretation the controlling is considered as activity belonging both to strategic and operational marketing.

Monitoring in marketing is a constant tracing of marketing environment's condition. Classification of monitoring corresponds to classification of marketing environment factors, including the following directions: monitoring of macro-environment. monitoring of micro-

environment, monitoring of enterprise, including current levels of plan indexes. monitoring of internal environment (Korotkov, 2012). Therefore, monitoring is mostly directed at tracing of marketing environment's factors is respectively closely connected with analytical stage of marketing.

Control is estimation and analysis of every one, not only planned indexes, and not only marketing targets and level of direct management parameters, but also of characteristics of external and internal marketing environment, and also of controlled parameters contained in place and programs of marketing (Korotkov, 2012). Control covers all stages of organization's marketing activity, namely marketing research, strategic marketing and operational marketing.

Marketing audit is an analytic activity of theoretical-practical nature on detection of drawbacks on in marketing activity on basis of systematic research of goals, strategies, plans and programs, and also organization of marketing at enterprises in order to develop recommendations on improvement of marketing's management (Korotkov, 2012). A target of marketing's audit is a detection of problem zones and development of recommendations on increase of marketing activity effectiveness (Kotler & Keller, 2014). As we can see, marketing audit is in generally called for to estimate the correctness of subject's actions in plane of conduction of the whole marketing activity.

At consideration of marketing control system in general are distinguished four major objects: control of annual plans, profitability, effectiveness and strategic control. Two types of control are most frequently used in company's practice: control of annual plans and strategic control. (Kotler & Keller, 2014). Therefore, control at marketing approach to management plays an important role in increasing of management effectiveness, is an important source of information at formation of marketing fields, acts as guarantor of marketing plan realization and allows to estimate the effectiveness of marketing management of company in general and at its separate stages. At proper organization, control, via detection of non-correspondence of goals with market environment, initiates the acceptance of management decisions by management, directed at elimination of deviations, their consequences and reasons of occurrence, thus increasing the effectiveness of marketing system.

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RESEARCH OF REGIONAL LABOR POTENTIAL TRENDS

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ABSTRACT

This paper presents the nature and content of the labor potential for the regional economy. Various approaches to verification of labor potential of region are considered. The method for evaluation of a complex index of changes in the labor potential of the regional economy is proposed. The particular indicators were justified that are a part of the proposed index. Particularity of the proposed complex index for changes in the labor potential involves evaluating (in a single coordinate system) indicators which characterize the different aspects of the reproduction of the labor force in a regional economy (employment structure, productivity, turnover, average wages and the degree of differentiation in the economy of the region).

The complex index of change in the regional economy's labor potential was tested on materials of the Republic of Tatarstan for 2012 - 2014. The relationship between the sound method for calculation of the labor potential with modern concepts on transaction costs and labor market institutions was shown. Based on the testing of the index, we highlighted the main advantages and problems in development of labor potential of the regional economy, justified measures to improve its formation and use in the regional economy of the modern Republic of Tatarstan.

Key Words labor potential, human resources, index method, wage differentiation, turnover rate of personnel, function elasticity.

INTRODUCTION

The effective development of regional socio-economic systems of various sizes and industry specialization is directly dependent on the quality of formation and effectiveness of regional labor potential implementation. In the most general terms, labor potential of a regional economy represents human resources with certain level of education, specialization, qualifications, and professional competence available on its territory, to ensure the effectiveness of sectors and industries in the region.

The professional literature presents a number of methods for quantifying the level of labor potential of a regional economy. Thus, A.V. Pikalova reduces assessment of the labor potential level to the analysis of the regional population employed in the economy (Pikalova, 2012). We can not fully agree with this approach, because it ignores the qualitative characteristics of the labor potential, and does not study internal aspects and proportions of its formation.

K.S. Fioktistov uses an expert estimation method for the regional labor potential (Fioktistov, 2014). A certain advantage of the expert estimation method is the ability to directly and quantitatively interpret the quality components of the regional labor potential. At the same time, the main disadvantage of this method is subjective assessment and the related risk of an erroneous assessment of the region labor potential level due to the lack of expert competence or deliberate bias of experts. A.A. Valitova applies the expert method as a complementary one to the study of quantitative indicators describing various aspects of labor

potential reproduction in the region: for example, the expert method is used to determine the level of the relative importance of indicators (Valitova, 2001).

V.P. Peresada proposes to use for the study of regional labor potential the method for constructing the input-output (inter-industry) balance of conditions and movement of labor resources (Peresada, 2010). The complexity of this method in the conditions of modern Russia is the lack of statistical information base for construction of an integrated inter-industry balance of the state and movement of labor resources, especially at the regional level of socio-economic system functioning.

METHODS

We propose a formula for calculating the complex index for changes of the regional economy's labor potential

$$I_{tp} = Dz * Dir * (Kg / Kr) * (Tlp / Ts) * (1 / J) * E \quad (1)$$

where I_{tp} - a complex index of the labor potential change in the regional economy;

Dz - the share of the employed population from the economically active population of the region;

Dir - the share of engineering and technical personnel and highly skilled workers (5th grade and higher) in the total number of industrial personnel in the material production sphere and in infrastructure sectors of the regional economy;

Kg - coefficient of turnover of employees in the state economy as a whole;

Kr - turnover rate of personnel in the regional economy;

Tlp - the rate of change in labor productivity in the regional economy;

Ts - the rate of change of the average wage in the regional economy;

J - the average wage differentiation factor in the regional economy (assets ratio);

E - point elasticity for the influence of the number of people employed in the regional economy on the dynamics of the gross regional product which can be determined on the basis of the following formula:

$$E = dGRP / dz \quad (2)$$

where $dGRP / dz$ - a derivative of the influence of the number of people employed in the regional economy on the dynamics of the gross regional product ($GRP = f(z)$).

Thus, under the proposed complex index it is proposed to take into account a wide range of basic, qualitatively diverse directions of formation and use of regional economy labor potential:

1. Labor potential of a regional economy is the more significant, the higher the share of employment in the number of economically active population of the regional economy, that is, the more the human resources are used for the production of products, works and services. Accordingly, an increase in the actual level of unemployment in the regional economy automatically entails a decrease in the level of labor potential.

2. In accordance of the proposed approach, the labor potential of the regional economy will increase in the wake of rising the share of engineers and skilled workers in the employment structure in the sphere of material production (industry, construction, agriculture) and infrastructure sectors (transport, communications, and others) of the regional economy. This particular indicator within the frameworks of an integrated labor potential change index characterizes, *ceteris paribus*, the degree of automation of labor.

In general, to ensure the progressive development of a regional economy, all categories of staff are important: administrative and managerial staff, employees, low qualification workers, etc. However, intensive use of labor potential is achieved at the expense of the labor contribution of engineering and technical personnel and skilled workers usually focused on the use of high-performance equipment, including innovative. This is a deficit of engineers and skilled workers that is one of the main factors which limiting opportunities to improve the efficiency of modern enterprises in various branches of material production, and the full process of labor potential development.

3. Labor potential of a regional economy is the higher, the lower the turnover rate of personnel. So, in the conditions of high staff turnover, the possibilities of effective transfer of skills in the organizations of the regional economy, and formation of coherent labor collectives as a whole are reduced, that, accordingly, adversely affects the performance dynamics as a whole. Thereat, within the frameworks of developed index, it is proposed to compare the turnover rate of personnel in the region economy with the same indicator for the state as a whole.

4. Effective use of the regional labor potential can be achieved under the condition of sustainable excess of labor productivity growth rates in the regional economy over the growth rates of the average wage. The need to perform this ratio to ensure the expanded reproduction of the economic system has been pointed out by K. Marx (Marx and Capital, 2015). Indeed, if the labor productivity growth rates in the regional economy lag behind the changes in average wages, it would show the relative reduction of financial possibilities for the development of current and investment activities of regional enterprises, and implementation of innovative projects by them, etc.

5. Labor potential of the regional economy is formed and used more effectively in the conditions of a relatively small degree of wage differentiation between various categories of staff. Indeed, under the conditions of unreasonably high levels of wage differentiation what testifies, as a rule, the unfair distribution of added value of enterprises, incentives to productive work, to increase professional skills of relatively low-paid staff have been reduced, and, on the contrary, the incentives for negligent execution of their own duties, and theft in the production enterprises, etc., raised. The average level of wage differentiation in regions economy can be estimated based on the ratio of funds, which is the ratio of incomes of 10% best paid and 10% of lowest paid employees in the regional economy.

6. Development of labor potential of the regional economy is in line with the proposed approach the more effective, the more the dynamics of real gross regional product is flexible in dependence on changes in the number of people employed. High elasticity means that the increase in the number of people employed in the regional economy implies proportionately more significant increase in real gross regional product, that is, such a change in the gross regional product is achieved not so much by simply increasing the number of employees, but due to improvement of their professional qualification structures, human capital development, and improvement of formation and use of labor potential of a region as a whole.

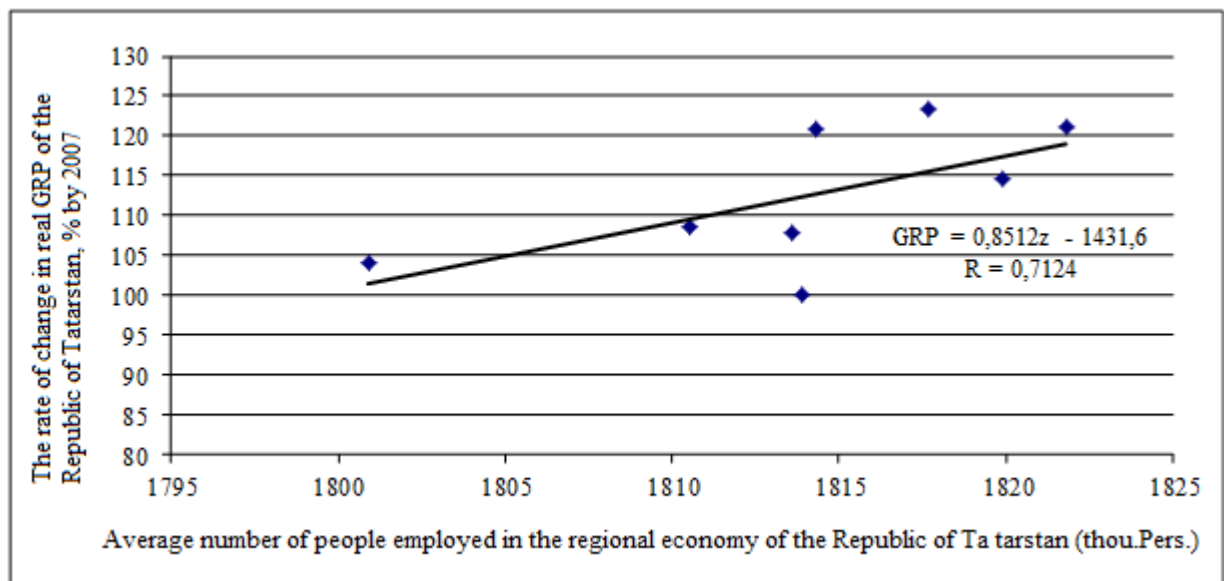
In general, the proposed index of changes in the regional labor potential is a dimensionless category, the synthesis of several partial indices characterizing various aspects of formation and use of the labor potential of a regional economy. The index makes it possible to compare change in the labor potential of a regional economy in the time respect, as well as to compare the rate of change in the labor potential of regional socio-economic systems of different scale.

RESULTS

Let's evaluate the proposed method for calculating the complex index of change in the labor potential of the regional economy using the corresponding materials of the Republic of Tatarstan for 2007 - 2014. Influence function for the number of employees in the regional economics to the rate of change in a real gross regional product of the Republic of Tatarstan is shown in Fig.1.

Figure 1

INFLUENCE FUNCTION FOR THE NUMBER OF EMPLOYEES IN THE REGIONAL ECONOMICS OF THE REPUBLIC OF TATARSTAN TO THE RATE OF CHANGES IN A REAL GROSS REGIONAL PRODUCT (YEARS 2007 - 2014) (BUILT ON THE BASIS OF THE INFORMATION CONTAINED IN (RUSSIAN STATISTICAL YEARBOOK, 2015))



This function is linear indicating that there is no a multiplier effect of influence of the employed persons number dynamics in the regional economy under study on the rate of change in real GDP. The function elasticity is:

$$E = dGRP / dz = 0,8512 \quad (3)$$

Thus, there is the inelastic influence of dynamics of the employed persons number in the regional economy on the rate of change in the gross regional product of the Republic of Tatarstan: in an average, 1% increase in employment causes, ceteris paribus, growth of the real gross regional product by 0.8512%. In general, it shows not very satisfactory quality of the labor potential in the region, and that the growth of gross regional product due to the labor factor is provided to a greater extent by the extensive increase in the number of employees, including the relatively low-skilled ones, and not as a result of active introduction of scientific and technological achievements in the use of labor resources. (Regions of Russia: a statistical compendium, 2015)

Initial data for calculation of the proposed complex index of changes in the labor potential of the Republic of Tatarstan regional economy are shown in Table 1.

Table 1
THE CONSTITUENT ELEMENTS OF THE COMPLEX INDEX OF CHANGE IN THE LABOR
POTENTIAL OF THE REPUBLIC OF TATARSTAN REGIONAL ECONOMY (CALCULATED BY
THE AUTHOR ON THE BASIS OF THE INFORMATION PROVIDED IN [10], [11], [12])

Indicators	2012	2013	2014	The change rate, 2014 to 2012,%
1. The share of employed people in the economically active population of the Region (Dz),%	93.4	92.7	92.6	99.1
2. The share of engineering and technical personnel and skilled workers in the total number of industrial personnel in the sphere of material production and in infrastructure sectors of the regional economy (Dir),%	21.4	22.3	22.9	107.0
3. Ratio of staff turnover in the Russian economy Ike, Kg	0.17	0.18	0.2	117.6
4. Ratio of staff turnover in the economy of the Republic of Tatarstan Ike, Kr	0.16	0.16	0.18	112.5
5. The rate of change in labor productivity in the economy of the Republic of Tatarstan (Tlp),% to prev. year	105.5	102.0	98.7	93.6
6. The rate of change in average real wage in the Republic of Tatarstan's economy (Ts),% to prev. year	111.1	104.9	102.1	91.9
7. Ratio of average wage differentiation in the Regional Economy (J), times	15.7	15.9	16.2	103.2
8. Point elasticity of employment influence function on the rate of changes in real gross regional product of the Republic of Tatarstan (E).	0.85	0.85	0.85	100.0
9. A complex index of change in labor potential of the regional economy, Itp	109.2	120.8	119.5	109.5

As shown in Table 1, in 2012 - 2014, despite certain crisis phenomena in the economy, there has been 9.5% increase in labor potential of the Republic of Tatarstan. Such increase was caused, first of all, by a relatively smaller increase in staff turnover in comparison with the dynamics of this indicator in the Russian economy as a whole. Relatively lower level of staff turnover in the regional Tatarstan economy is linked, in our view, with a relatively higher level when compared to many other regions of Russia (except Moscow and St. Petersburg, and the oil production regions of the Urals Federal District) of remuneration and, accordingly, increased desire to work in times of crisis to save their jobs, rather than trying to find a more advantageous areas of application of their own workforce in other industries and regions.

In addition, a gradual increase in the proportion of engineers and skilled workers of those employed in the regional economy is a positive factor of change in the labor potential of the Republic of Tatarstan in 2012 - 2014.

However, the main factors limiting the further growth of the labor potential of the regional economy in the Republic of Tatarstan are as follows:

- Sustainable excess in 2012 - 2014 of the growth rates of average wages over the labor productivity growth rates that is a restriction to ensuring expanded reproduction of the regional economy in general, and the labor potential in particular;
- Increasing differentiation of wages.

DISCUSSION

In the professional literature, the problem of formation and improvement of the labor potential is closely linked to the concept of transaction costs related to regional labor relations. It is worth noting that O. Williamson considered transaction costs as a kind of economic equivalent of friction inherent in any physical system (Williamson, 1988). R.

Coase considered transaction costs as the costs of any company associated with information collection and processing, protection of property rights, and ensuring the normal execution of contracts performed (Coase, 1990).

P. Drucker highlighted reduction of transaction costs as one of the necessary conditions for sustainable increasing the level of innovation activity of enterprises and expanding on this basis the possibility to form their effective labor potential, development by saving transaction costs of new funds to stimulate productive labor of personnel (Drucker, 2006).

In the context of the general problem of labor potential development, E. Furubotn and R. Richter have considered transaction costs arising in the process of formation and development of the company's labor relations (Furubotn and Richter, 2005). According to them, this kind of transaction costs is formed as a result of insufficient information about the structure of the labor market, and in the results of mismatching the individual strategies of a company management and of employees. S. Nicoleta argues for the use economic and mathematical tools of game theory in the study of the factors and dynamics of transaction costs, including those arising in the process of regulation of labor relations (Nicoleta, 2013).

In order to improve the labor potential, it is also essential to consider development of special institutions regulating, one way or another, nature of social and labor relations, and minimizing transaction costs on this basis. It is possible to mention the project "Factory of business" which was being successfully implemented in the Republic of Tatarstan in 2013 as a good practice of development of similar institutions based on public-private partnership (Bulatov et al., 2014). Within the framework of the project, there are realized effective communications and training of representatives of the business community, including those which allow increasing the workforce management efficiency of companies in the region, and creating opportunities for more complete implementation of the regional labor potential.

CONCLUSIONS

In our opinion, in order to solve the identified problems of formation and use of labor potential in the regional economy of the Republic of Tatarstan, it is necessary to step up implementation processes for the labor-saving technologies at the enterprises of various branches of the regional economy. The state can influence the intensification of the process by means of compensation of the interest rate on loans for the purpose of implementation in production of this kind of technology (means of Pledge and Insurance Fund of the Republic of Tatarstan) through corporate governance mechanisms (for joint-stock companies in Tatarstan in which there is a share of state property), through direct administration mechanisms (regarding management of investment priorities for regional state unitary enterprises).

The second of the identified problems of labor potential development for the regional economy of the Republic of Tatarstan requires a set of measures to reduce the unreasonably high levels of wage differentiation. The strategic direction of solving this problem is a quality reform of the trade unions institution which is now, including at the level of the industrial enterprises of the Republic of Tatarstan, performs largely declarative function. (Republic of Tatarstan in figures: Statistical Yearbook, 2015)

In general, the proposed complex index of changes in the regional economy's labor potential allows us to analyze its development over time, identify the main obstacles to increase the labor potential and to develop measures to reduce their negative impact.

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CROSS-SECTOR INTERACTION IN MUSLIM COMMUNITY IN TATARSTAN

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ABSTRACT

The article is devoted to the process of cooperation between the Muslim, state and public institutions to preserve the unity in the Muslim community and ethno-confessional consent in the Republic of Tatarstan. In Russia in the last two decades such types of cross-sector partnership have been established, as a public-state partnership, state-private partnerships and public-private partnership. A partnership in the sphere of confessional relations has the specificity. The interaction of such sectors, as state and civil society plays an important role in this process. In Tatarstan Muslim culture originated in the X century, and after seventy years of decline of religiosity in the XX century, is currently experiencing a period of Renaissance. Tatars – Muslims, with their own cultural and religious traditions, established norms of social life, the mechanisms of power, formed the Muslim institutions, responsive to the interests of the Russian state.

Using the institutional method, the spheres of interaction of the Muslims, authorities and the scientific community are analyzed, to ensure unity in the Muslim community.

Analysis of documents allowed us to determine the dynamics and results of cross-sector cooperation for the development of traditional Islam, the ways of reducing radicalization of a part of the Muslim youth. It is noted that development of a doctrinal framework for the functioning of Islamic institutions, systematization of Muslim education, coordination within the Muslim community allows you to create in the public mind the real idea about the worldview of Muslims. The author comes to the conclusion that currently, there are a number of issues facing Muslims in Russia, among them the need to adapt to the society the graduates of Islamic educational institutions, educated abroad, counteraction to extremism on the basis of Islam, the coordination of interests of representatives of different religious consciousness, which determines the level of public safety. Thus, the study of cross-sector partnerships will allow us to generalize the mechanisms for generating optimal solutions of the problems, existing in the Muslim Ummah, and makes it evident, that the process of testing of institutions of partnership began, which is of practical importance.

Key words: *partnership, cross-sector partnerships, Islam, Muslims, the state, science, safety.*

INTRODUCTION

Re-Islamization in the region, which has become possible in the post-Soviet period, occurs on the background of the newly emerging religious values and practices, national form of existence of Islam, simplified during the years of persecution of religion, and the influence of foreign missionaries. The existence in a secular and multicultural environment of Muslims, who had different religious environment, creates preconditions for value conflicts. In this regard, the study of ways of cross-sector partnerships in the field of integration of Muslims into society, counteraction to religious extremism is an important issue.

The purpose of this article is to identify general trends in the partnership of authorities, of Muslim clergy, the scientific and academic community, contributing to the development of traditional Islamic values. On the basis of the analysis of documents,

discourse analysis, the efforts of the three sectors are revealed – government, Muslim community, public organizations - on the revival of Islam in Tatarstan. The study has a descriptive nature, it explores qualitative and quantitative indicators of cross-sector partnerships in development of Islamic institutions and their influence on solving of social problems.

As a result of cooperation of public organizations and the academic community of Tatarstan, the Muslim educational institutions get scientific–methodical support of educational process. The grant support of young clergy and representatives of the teaching staff of Muslim schools is held. The results of cross-sector interaction are displayed in the revival of theological – legal foundations of Islam, in the establishment of mechanisms and promotion of Islamic values among Muslim youth.

The author will continue research in this area, in particular, identifying opportunities of Spiritual administration of the Muslims as a single ideological center in improving the work of religious communities, the determination of the potential of the Muslim intelligentsia in the process of adaptation of young Muslims in social and cultural environment.

The practical significance of the article is in possibility of using the results of the study for further work of authorities, public organizations, working in partnership to promote religious ideas, traditional for the region.

MATERIALS AND METHODS

In the article as the methodology of the research, historical, systematic and institutional methods are used. The historical method made it possible to trace the main stages of dynamics of development of partnership in the sphere of revival of Islam. Systematic method contributed to the consideration of the cooperation process as a system, consisting of elements in dynamics, to the identifying the specifics and contradictions in various spheres of relations between members of ethnic and religious policy in the region. Application of the institutional method contributed to the study of state and public institutions influencing the state of Islam and building a dialogue within the Muslim community.

The analysis of documents - of the publications on the official website of the Spiritual administration of Muslims of Tatarstan, informational–analytic data that allows you to capture events, that influenced the integrity of the Muslim Ummah, determined trends and dynamics of changes in the field of the revival of the traditions of their ancestors. There are several approaches to the study of the phenomenon of arising of extremism on the basis of religion. The analysis of the manifestations of religious motivated extremism and terrorism, that occur on the background of poverty and low income levels (in conditions of ensuring adequate implementation of civil and political rights) (Kruger and Maleckova, 2003), educational level (Blomberg and Hess, 2008; Kruger and Maleckova, 2003) allowed to talk about the lack of correlation between these phenomena.

To understand the essence of the phenomenon of extremism on the basis of religion the works of E. F. Mickolus (Mickolus, 1978; Mickolus, 1977) and P. Wilkinson (Wilkinson, 1975; Wilkinson, 1977) were analyzed, using quantitative methods and statistics, the database was created, and the dynamics of the activity of Islamist organizations was identified.

To determine a format of interaction of Muslim institutions with the government, the participation of Muslims in decision-making procedures, patterns of development of institutions of democracy in Islam the works of foreign authors have been studied. S. Fish, showed no links between deficit of democracy and Islam, pointing out that political violence and "secularism" present both in Muslim and non-Muslim societies (Fish, 2002). John Voll points out such signs of democracy and harmonization of interests of government and society in Islam, as "an Advisory body (Shura) presents the privilege of the Khilafah (representation)

for the whole society, not individuals; the recruitment of leaders and representatives of the Shura will correspond to the free will of the masses" (Voll, 2007). A. Stepan sees the principles of democracy in traditional methods of judgment as *ijtihad* (independent judgment) and *ijma* (consensus) (Stepan and Robertson, 2003).

C. Angenendt studied the models of integration of Muslims into the European community and the impact of these processes on the security of host states (Angenendt, 2007).

RESULTS

In Russia the twentieth century was marked for religion by the decline of spirituality, repression of clergy, destruction of religious institutions. The implications of the policy of atheism led to the disruption of continuity in the transmission of knowledge about Islam, "the lack of training institutions and the reproduction of Muslim clergy in the Russian regions has led to the fact that not their own traditions were used as the educational models, but the experiences of different Islamic countries" (Galikhuzina, 2015) was assimilated. Cross-sector cooperation of the state, Muslims and society in Tatarstan, in this regard, for more than two decades of religious pluralism, is aimed at overcoming ideological differences, resulting from the introduced ideas, and at the development of a competitive Russian school theology.

Occurring events, in connection with the increase in terrorist activity in the world, the separation of Muslims, lead to the realization by the government of the importance of dissemination of qualitative knowledge about the principles of Islam and following the religious traditions of their ancestors; in this connection, "the state began to finance the education of Muslims" (Sagitova, 2016).

The interest of the authorities to the development of Islam could be seen in the establishment in 2007, under the Office of the President of the Russian Federation on internal policy, of public enterprise the Fund for support of Islamic culture, science and education. The Fund provides grant support to the educational process (the formation of libraries), scientific work, publishing activities of Muslim schools and Islamic public institutions. For the period of 2007-2011, the Foundation poured out on "those targets no less than 100 million rubles" ([http://islamrt.<url>/htm/news/news_01-10-2010_01-04-2011.htm](http://islamrt.ru/htm/news/news_01-10-2010_01-04-2011.htm)302613).

An important direction of cross-sector partnership is cooperation of religious and secular education, recognized by the state. The result of this cooperation was the decree "On promoting the training of specialists in the history and culture of Islam", adopted in 2007 by the Russian government, according to which five of the Muslim universities in Russia are to increase the efficiency of education in madrasah; later five secular universities - partners joined to this process.

President Vladimir Putin, meeting with the Muftis of the spiritual administration of Muslims, held in 2013, among the topical issues of cooperation of Muslims and the authorities has indicated the necessity of lifting the prestige of the Russian Muslim clergy, recreation of native Islamic theological school, which would have been recognized in the Muslim world of scholarship and would be able to face the new geopolitical challenges.

The promise of the continuation of the chosen course to support Islamic education was contained in a speech of Vladimir Putin, delivered in 2015, at the ceremony of opening of the Cathedral mosque in Moscow. The President noted that "the state will continue to help the reconstruction of the domestic Islamic theological schools and native religious education system" (Putin, 2016). Financial support for Muslim schools is set through intermediaries – the state educational institutions. Currently, the project for the development of Islamic education is being implemented in seven regions of the country, including Tatarstan.

The need for joint efforts for the development of Muslim education system in the region consists in the fact that at the end of the last century in conditions of loss of our own educational traditions, Arabic and Turkish experience was used, that had had unfavourable consequences for the formation of Muslim identity of Muslims - Tatars, becoming carriers of alien ideological beliefs.

The partnership in this area is reflected in the signing in Conques, 2014 the Agreement on mutual cooperation between the Kazan Federal University, Russian Islamic Institute, Kazan Seminary and the Institute of Oriental studies of RAS in the field of collaborative research, educational, cultural, informational and publishing activities.

In the Republic the scientific-methodical and organizational support of Islamic education at all levels is carried out under the coordination of the Resource center for the development of Islamic education of the Institute of international relations, history and Oriental studies of Kazan Federal University, opened in 2014

The academic and scientific community is making a considerable contribution to the preservation of centuries-old traditions of Russian Islam. The Center of the Islam research of the Academy of Sciences of the Republic of Tatarstan, the Center for mediation and prevention of extremism in Kazan Federal University also conduct research (research among the Islamic clergy, the monitoring of the ideological orientation of the clergy) and applied projects to study problems of counteraction the spread of destructive currents, based on pseudo religious ideology. The autonomous nonprofit organization "Kazan inter-regional center of expertise" is monitoring the ethno-religious situation in the Republic of Tatarstan.

The joint efforts of government, science and Muslims lead to the training of the personnel of penal colonies on the basics of Islam, the work with prisoners professing Islam is conducted, on the proper understanding of traditional values of Islam (based on the recommendations of the British Quilliam Foundation), the religious literature that enters the correctional institution is controlled.

The efforts of the authorities of Tatarstan in the sphere of popularization of the ideas of tolerance and non-conventional dialogue, are to provide "information and consultative support to public organizations to organize discussions on topical issues of the Concept of "Tatars and the Islamic world", seminar for state and municipal servants of the Republic on the specific features of interaction with religious organizations" (Informational and analytical data on the implementation in the Republic of Tatarstan the Strategy of national policy of the Russian Federation for the period up to 2025, 2015). Thus, cross-sector cooperation contributes to the prevention of extremism, promotion of activities of public associations, the development of cross-cultural dialogue with resources of non-profit organizations.

DISCUSSION

As a result of conducted research we can draw the following conclusions. Analysis of cross-sector partnerships allows to allocate such areas as informational, educational (training of qualified personnel), monitoring of the state of inter-religious relations and information field. A partnership between the Government, public organizations, DUM RT is aimed at creating high-quality religious education as a factor of counteraction radicalism.

The result of cooperation nowadays, is provision of the unity of the Muslim community, strengthening the authority of the Spiritual administration of Muslims of Tatarstan.

Scientific and academic community plays its own role in the revival of Islam in Tatarstan, which provides access for citizens to qualitative education in the field of spiritual traditions of the people.

The position of the Interreligious Council of Russia in theology, which should be agreed with, is in the following: "insufficient development of theological science and education leads to a dependence of traditional religious organizations from foreign theological concepts" (Kashaf, 2015). As it was pointed out by Khairutdinov, low awareness of the spiritual heritage of outstanding national figures of Islam leads to the fact that "ideological orientations, alien to the Russian tradition of the Muslim, are easily implemented in the minds of people under the sign of Islamic Sciences" (Khairutdinov, 2016).

Now, on the basis of the joint work of science and Muslims, there is a gradual development of the theoretical heritage of Islamic leaders, in future it will be further popularization of their ideas.

Partnership in the field of Muslim education contributes to the training of specialists, able to revive the pre-revolutionary Russian theological heritage of Muslims on the basis of mathhabs, traditionally prevalent in the country. Social benefits from this cooperation will lead to the strengthening of the Spiritual administration of Muslims of regions with competent theological staff that will strengthen the organizational cohesion in the Muslim community.

Thus, in the course of cooperation between authorities and Muslim religious organizations for the preservation of Russian spiritual and religious traditions and development of domestic Islamic education the understanding is achieved of how to interact with the Muslim community, to identify problems, in which the Executive authorities should participate.

CONCLUSION

A key area for cross-sector collaboration is training of specialists for the Islamic education by secular educational organizations. Thus, the state creates conditions for the revival of Russian Islamic theological school.

Cross-sector partnership (informational and consulting, methodological support of religious organizations) demonstrates success in overcoming the misunderstanding in the Islamic community in the region.

In the future, it is necessary to identify the possibilities of the Muslim intelligentsia in the adaptation of young Muslims in the socio-cultural environment. The involvement of Muslim religious leaders to social relations, academic, creative environment will allow them to strengthen their civil capacity.

CONFLICT OF INTERESTS

The author confirms that the submitted data do not contain conflict of interests.

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SYSTEMATIC CORRUPTION THREATS OF THE NATIONAL PRIORITY PROJECTS IMPLEMENTATION IN RUSSIA

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ABSTRACT

The author of the article considers threats to financial safety of economy of the Russian Federation, in particular to implementation of national projects, namely corruption. Corruption still significantly complicates normal functioning of public mechanisms, interferes with carrying out of social transformations and modernization of the economy. The formation of the shadow political market, including lobbying and corruption became the negative trend, which should be noted while considering the feedback influence of the shadow economy exerted on the state and political power. Personnel corruption forms one chain, which is based on the relationship between the two persons- one having the right of appointment to a position or to influence the elections outcome, and the other one- interested in getting the position. It is important to create systemic conditions limiting the possibility of commission of crimes of such category.

Key words: *corruption, shadow economy, anti-corruption policy*

INTRODUCTION

According to the concept approved by the President of Russia, corruption is one of the five major threats to the national security including by the implementation of the national priority projects.

State budget production and budget funds management, which are almost completely released from the public control by the state political power, are the most dangerous areas of the shadow economy rendering adverse effect on the efficiency of the national priority projects implementation.

The experts estimate the damage from corruption in Russia as reaching 37 billion US dollars. By the same assessment, about 50% of the appraised value has to be added to the volume of any signed contract to bribe officials responsible for the preparation of necessary documents. The carried out studies reveal, that at least 70% of municipal employees, 80% of the judges and the traffic police, 40-45% of doctors, 60% of university professors constantly take bribes. The shadow phenomenon of corruption can be divided into several loops, each previous being linked to the subsequent one forming a chain as a result of its operation and development.

The incompetence of officials, work inefficiency, state power credibility reduction is among the main negative effects of the personnel corruption. All kinds of personnel corruption possess a number of common problems as well as their solutions. Alongside, there are specific problems, the existence of which necessitates a separate analysis of personnel corruption in various power structures: executive (the system of appointments to the post), representative (electoral system) and judiciary. Some researchers identify one more component of power structure, the so-called controlling one (Glinkina S.P., 2010).

THEORY

The analysis of personnel corruption issues in the executive power primarily entails the identification of positions, which are the most attractive for corruption, and related primarily to economic activity and the redistribution of financial flows (all budget managers and their assistants, those who form financial offers (from administrative manager to the officer responsible for R&D), and persons who exercise control of financial flows (Kulikova L.I., 2014).

The other dangerous group of civil servants presenting corruption threat is formed by persons possessing supervisory, regulatory and permissive authorities, including licensing and other types of permits. Personnel certification and manpower activity also belongs to potentially corruptive one. Another group – is a property management and public services provision. Any positions of law enforcement bodies are potentially corruptive as well, their powers include criminal cases initiating.

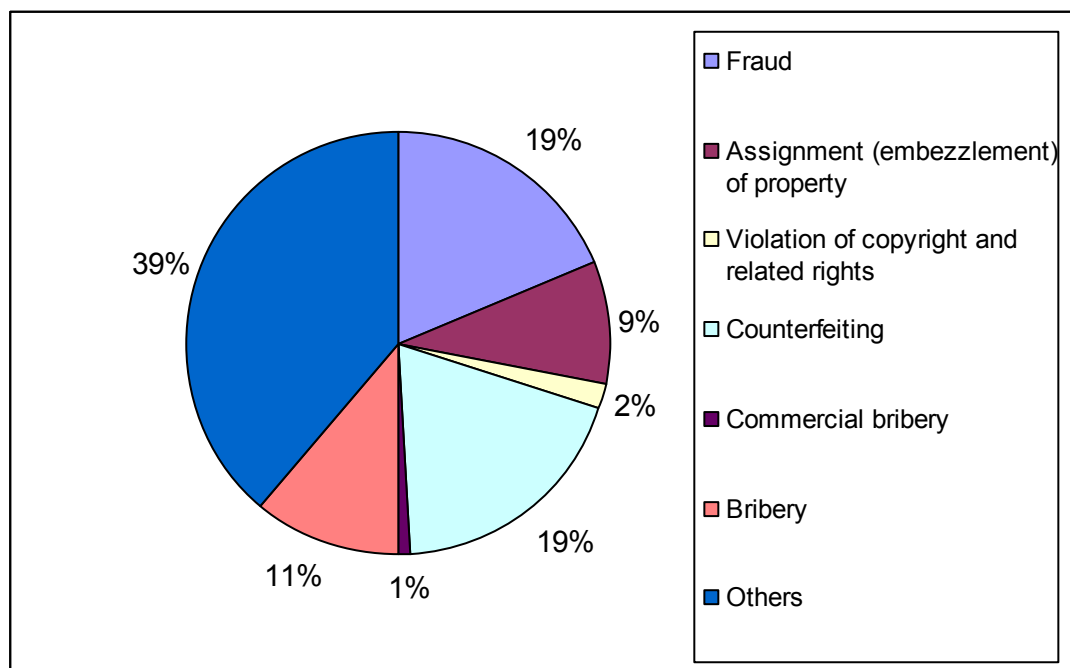
Herewith, it should be noted that the above list is not full, it only demonstrates the corruption generating component of the public service.

Judicial system is one of the most attractive structures in terms of corruption, according to experts.

Here almost any duty position possesses the corruption appeal, differing only in the level of authorities and respectively the scale corruption capacity.

Corruption in the judiciary system occurs, inter alia, largely due to the imperfection of judges' appointment institution and the lack of effective control mechanism over their appointment. Structure of economic crimes revealed during 2014 in Russian Federation is shown on Figure 1.

Figure 1
STRUCTURE OF ECONOMIC CRIMES IN RUSSIA IN 2014



According to the official statistics, no more than 4 thousand facts of bribery and corrupt business practices are annually revealed in Russia, but only 1500 criminal cases against 2 thousand bribetaker officials come into court. According to the Russian Economic

Crime Survey for 2014, based on data given by respondents, the picture of economic crimes, presented in Table 1 as follows: the bulk of economic crimes in Russia are misappropriation of assets (as much as around the world), bribery and corruption (higher than worldwide by 31%) (Harland E. et al, 2014).

Table 1
PRINCIPAL CATEGORIES OF ECONOMIC CRIMES

Type of economic crime	Russia (%)	Worldwide (%)
Misappropriation of assets	69	69
Bribery and corruption	58	27
Cybercrimes	25	24
Accounting data manipulation	25	22

According to the Ministry of the Internal Affairs of the Russian Federation in 2014 25 thousand corruption crimes were solved and about 12 thousand persons were prosecuted.

The Table 2 shows the dynamics of crimes related to bribery crimes.

Table 2
DYNAMICS OF CRIMES CLASSIFIED AS “BRIBERY”

Year	Number of recorded crimes	Growth rate
2009	7909	
2010	12 012	52%
2011	10952	-9%
2012	9 758	-11%
2013	11 521	18%
2014	11 809	2,5%

Another chain is formed by the so-called economic corruption, the trade in corruption services. Here the major share of abuse is related to application of authorities in the field of control and distribution of financial flows.

This kind of corruption is called "corruption services" in a general sense (Portes A., 2013). A specific "sale" of power source takes place within this chain, or the power resource use for mastering of other public resources.

The analyzed type of corruption leads to damage of competition, to braking of further market relations development, to the increase of business costs, reduction of investment ratings, etc. Corruption in the private sector can be considered exactly in this conjunction that is in “business –business” relationship (Aletkin P.A., 2014).

The “business – power” conjunction forms the next chain of corruption relations, which differs from the others by having only one entity bearing both corruption interests, and corresponding power authorities.

This relationship is based on a conflict of interests: personal and public.

Merger of business and power can also be regarded as a special form of economic corruption. Nevertheless, due to the fact that there are enough differences in the subject composition, in the interest or intent, and mainly in the methods of corruption control, it is advisable to allocate a separate unit for this type.

In countries with a larger number of government or administrative tiers and (given local revenues) a larger number of local public employees, reported bribery was more frequent (C. Simon Fan et al, 2009).

Shadow economy forms a relatively independent field of corruption relations due to its specific character of non-observability. Shadow economy and corruption are inseparable.

There are objectively inextricable bilateral ties between these two phenomena: corruption is a kind of security and sustainability system for the shadow economy operation; the shadow economy in its turn serves a fertile soil for the growth of corruption being beyond the legal protection area. The shadow economy is a growth supporting environment for corruption practices, being its financial and economic basis and herewith creating a demand for this type of services. Besides, corruption relations, due to their latent essence, are part of the shadow economy themselves.

On the other hand, the existence of corrupted officials and the so-called "administrative barriers" factor force business to go into the shadow. In this regard, the anti-corruption enforcement will not be productive if not supported by the systematic opposition to the shadow economy. In general, there are two main problems that require urgent action in the governmental level in the area of combating criminal relations, forming a conjunction of "corruption - shadow economy".

The first problem is related to the already mentioned so-called "corruption services" in the broad sense, that is, when the subject of corruption activity coincides with the subject of the shadow economic activity, and the material effect of the corruption activity - is a part of the shadow income (Derzayeva G.G., 2014).

The second problem is connected with corruption in the field of macroeconomic financial decisions of the state, motivating and involving the development of the shadow economy. This refers to the monetary, financial and tax policy of the state leading to a large-scale tax evasion; as well as unjustified administrative barriers forcing the business to go into the shadow.

The absence of balanced monetary and credit control policy leads to an increase in cash turnover as the basis of shadow economic activity and reduction of the non-cash payment capacity.

The budgetary and administrative resources concentration on the improvement of the Russian citizens' life quality - this is the main objective of the national priority projects implementation, as well as the transition guarantee of the inert, stagnant economy to its innovative development.

RESULTS

It is possible to identify the main techniques for implementation and insurance of smooth operation of these shadow processes by analyzing the whole chain of corruptive transactions yielding to the external control: from posting information of a tender to implementing a contest results. In particular, they are: signing of public contracts with predetermined range of people, formation of excessive and inappropriate cost structure of purchased goods, works and services, investment and subsidies to organizations not able and not aimed at the targeted budget implementation, establishing links of corruption in law enforcement and regulatory bodies to ensure the safety of the shadow component of the budgeting process.

As a result - a gradually expanding range of companies, which establish relations with the organizers of the competition, not interested in the situation improvement and new participants in the competition (Vetoshkina E. Yu., 2015).

Such actions may be explained to a certain extent by the fact that all participants of the analyzed corruption relations possess large investments in the relevant business. They can ensure the sustainability of their business only through the new state orders; whereas the loss

of orders spells a disaster. Such business entities do not care whether the legislation is complied with or not in holding competitions. Out of desperation they are ready to any violations of the applicable laws and to unlawful acts, for the sake of getting any part of orders guaranteeing and ensuring their existence. This is what the unscrupulous organizers of the competitions make use of.

The unscrupulous organizers specifying the price in the tender documentation almost depriving businesses of the opportunities to profit quite confidently can attract a "friendly" company, which has paid them for participation in the competition, and this enterprise will most naturally win the competition. The quality of work issue for such enterprise would not be relevant, the fact that ultimately allows the contractor implementing an order to get some profit.

In case the competition is won by the company not belonging to the "elite" circle, the issue of the work quality could become dominant, and the technical requirements and conditions of the governmental customer would be formulated so that the contractor would not be able to meet them. Besides, there could occur possibility of additional work for the "friendly" company not taken into account in the formation of the competition conditions but inseparably connected with the fulfilled work and of course subject to compensation.

Furthermore, formal compliance with most of the law requirements regarding the procedure of competitive tendering does not insure impartial assessments of tender committee.

Not only organizers of tendering are interested in maintaining of such situation, but also part of their participants. In this respect, the existing rules of organization and holding of competitive bidding modification is currently required, as well as the legal culture of the contestants improvement.

As a result, corruption mechanism starts functioning not in the process of public contracting, but still at the stage of planning and budget formation of the offered project. Thus, the prepared documents contain "extra" services and products, the amount of work is overestimated and unnecessary activities are attributed.

This often causes a negative return on government projects. Moreover, the list of excessive costs must be added with artificially inflated cost of the work performed and delivered products.

This factor determines the low implementation efficiency of the most government programs and national projects; and the budget assumes an enormous burden as there occurs a forced necessity to take into account the so-called "corruption extra charge" to the value of the state contract. The present corruption has reached a level where the interests of corruptionists impede the big business interests in the regions and jeopardize national projects implementation. The bribes ensure the provision of non-competitive advantages, thus causing the distortion the competitive mechanism.

This undermines the market relations in principle, creates new, corruption monopolies (often collocated with organized crime), and reduces efficiency of the economy as a whole. Corruption deprives the state of the opportunity to comply with fair market rules. It damages both the very idea of the market, and the credibility of the state.

This is a situation, when corruption has become a most important barrier for the formation of civilized market relations, the establishment of new enterprises, and economic growth.

Hence, the increased social tension, as the corruption mechanism increases the costs of economic agents, which is burdened on to consumers through higher prices and tariffs.

A constant elimination of budgetary funds from the legal turnover and their transition into the shadow economy is ensured through operation of the above listed shadow processes. But corruption mechanism does not provide funds flow, but practically the financing of

shadow component in the national economy, in contrast to the classical approach to the sources of money infusion into the informal sector, according to which these are funds formed at the expense of tax evasion or business activity fulfillment without state registration. Financing herewith is fulfilled from the public funds.

A paradoxical situation is formed as a consequence: the shadow economy receives capital flows both in case of non-payment of taxes and as a result of their payment by the taxpayer into the budget. National priority projects having a significant volume of public funding become, in fact, an inexhaustible source for shadow capital growth.

This is what causes the lack of progress in the combat against the shadow economy as well as against the corruption component.

A benevolent social planner may preempt the harmful effects of corruption by either manipulating the number of pre-existing firms in the market, or by setting up two independent (corrupt) licensing authorities. A socially optimal number of firms in the market may be reached by choosing the right number of pre-existing firms or by having exactly two licensing authorities. These mechanisms may be seen as restoring second-best efficiency in settings characterized by two major sources of distortion: Imperfect competition and corruption (Rabah Amir, Chrystie Burr, 2015).

The national plan against corruption was adopted for the years of 2014 - 2015, but the test results showed that half of the federal departments failed to fulfil the plan, or did it rather formally.

CONCLUSION

According to statistics from the Ministry of Internal Affairs of the Russian Federation, the most common economic crimes in Russia are crimes of corruption.

Thus, as mentioned above, corruption acts in the capacity of a key factor allowing the state financial system and the shadow sector to operate for implementation of national priority projects, to adapt easily to changing conditions, as systemic threat in conjunction with the system of shadow settlements formed on the basis of the legal monetary system and primarily the cash circulation.

Prevention of corruption at the general and individual level shall be constructed due to personality features of individuals and groups committing such crimes. The greatest effect in this regard has the creation of system conditions to restrain corruption which creates a clear understanding of high probability of exposure and condemnation in case of commission of crime in minds of would-be criminals. Expansion of judicial practice concerning the execution of forfeiture would be very effective. Besides that, it is important to create systemic conditions limiting the possibility of commission of crimes of such category.

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THE RESULTS OF AN EXPERIMENTAL STUDY ON THE DEVELOPMENT OF CRITICAL THINKING OF HIGHER EDUCATION INSTITUTION STUDENTS IN THE CONDITIONS OF EDUCATION ORGANIZATION IN TEAMS

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ABSTRACT

The modern society expects that the university students will have the skills to work in a team, professional competences, and ability to think critically about the surrounding. The subject of studying the processes of critical thinking education, finding a way out of difficult situations and applying such skills in practice, is relevant and attracts the attention of domestic and foreign researchers. According to their view, the higher education institution students should have the integrative skills, ability to work in a team, think critically and creatively realize their ideas. Formation of critical thinking is the result of interaction between a teacher and a student, and is most fully manifested in the involvement of students in teamwork, where the process of active thinking is created through the special training, making exercises and carrying out trainings.

Key Words: *critical thinking, teamwork, skills, integrative skills, professional competences, formation of critical thinking.*

INTRODUCTION

The socio-economic changes taking place today in the various spheres of Russian society cause reforming of the labor market, affecting a wide range of social and professional issues related to the solution of adaptation problems of the higher education institution graduates to the modern conditions of professional activity. These reforms significantly affect the educational process of higher education institutions, presenting new demands on the quality of students' preparation. The higher education institution graduates shall have a new professional thinking, high mobility, competence, tolerance, and shall focus on the intragroup activities, etc. These requirements are primarily related to the need of formation and development of critical thinking of the university students, which is an integral and necessary part of their professional competence. Only at a sufficiently high level of formation of critical thinking, the students have some prospects for further professional activities, requiring the conversion of a higher education institution graduate in an independent, creative and critically thinking the subject of activity, who has the abilities and skills of business interaction and cooperation manifested in the non-standard approaches to solving the production problems. The higher education institution students should be well prepared for further self-development, innovation, diversity of ways to achieve their objectives, making decisions, collegiality, displaying initiative and flexibility.

MATERIALS AND METHODS

As the term "competence" is mentioned in this article, it is necessary to clarify its definition and interpretation in the context of the study. The "professional competence" means the totality of a certain type of skills (intellectual, practical, communication, etc.), as

well as the motivational attitudes, value orientations used in the professional practice activities that make up the essence of the concept. The process of formation of professional competence includes training of specific competencies, which can be identified with the skills based on knowledge and experience of their practical application in different situations. "Skill - the ability to consciously perform a certain action. The skill forms the basis of mastery" (Gamezo, 2001) and the professional competence of the future expert. The pedagogy understands the "skill" as a possession of activity means, ability to apply knowledge (Makhmutov, 1997).

As it is shown by the literature analysis, the subject of studying the processes of critical thinking education, finding a way out of difficult situations and applying such skills in practice, is relevant and attracts the attention of a lot of researchers, including foreign. According to their view, the higher education institution students should have the integrative skills, ability to work in a team, think critically and realize their ideas in creative and innovative way.

As an example, we can provide the experimental study (Shariff et al., 2013), conducted by a group of scientists, the aim of which has been to evaluate the work performance of students in teams during the project execution, as well as to identify the skills, which are the most important for the team activities of the students. The survey involved 165 respondents. The obtained experimental results enable the researchers to create the following skills rating that match the most efficient teamwork of the students according to the results:

leading skills - 43%;

the ability to think critically and solve the problems - 36%;

communication skills - 34%;

the ability to work in team - 30%.

Based on the above results, we can make the following conclusion: in order to turn the group of students into a single entity, its members should possess certain qualities, namely, the integrative ability to think critically and to work in a team. Such qualities should be included in the professional competences of the future expert; their formation is possible only at the targeted, systematic training of students in special courses and seminars using the interactive technologies of training of thinking and practical activities. These findings, in particular, have been confirmed by the results of the experimental research carried out by the author of this article, which has had more complex nature than the above-mentioned (Shariff et al., 2013).

RESULTS

In the course of study made by the authors of this article (Plotnikova, 2008), the following objectives have been put forward: to determine the possibility of formation of critical thinking of students at the team form of training organization, to conduct a statistical analysis of the experimental results, to analyze and evaluate the effectiveness of command form of training organization in the process of preparation of the future experts in the higher education institution.

It has been made a survey between the students to receive the information on the compliance of the most essential aspects of critical thinking with the most meaningful team qualities. A specially designed questionnaire offered to the students, enabled to diagnose a variety of qualities of critical thinking personality necessary to work in a team, namely: curiosity, tolerance, ability to an objection, responsibility for the self point of view, looseness, courage in the statements, communicativeness, mutual understanding, energy, tact.

On the basis of the questionnaire answers, it has been formed the incidence matrix, which reflects the relationship of elements that characterize the concepts of "critical thinking"

and "team". The author's method (Shykhalev, 1996) of cognitive representation of critical thinking criteria in the form of fuzzy frames has been chosen to highlight the integrative skills of team working from the standpoint of critical thinking of its members*. The content of the "critical thinking" concept is revealed as a set of essential features that characterize this concept. An indication of the concept of "critical thinking" of a student has been selected as the identity quality $x=\{x_i\}$, $i=n$, and an indication of the concept of "team" - the ability to work together in a team $y=\{y_j\}$; $j=m$, where n - the number of rows and m - the number of columns in the "incidence matrix" (Table 1).

Table 1
RANKED INCIDENCE MATRIX

Qualities $x=\{X_i\}$	Skill $y=\{y_j\}$								
	y_1	y_2	y_3	y_4	y_5	y_6	y_7	y_8	y_9
	formulate the skills, assessments independently of the others	formulate the self problems	find a way out of the situations	contribute ideas and set goals	have a command of the emotions	openly express the self opinion	change the point of view under the effect of arguments	clearly express the self opinion	be able to listen to others
x_1 (curiosity)			4						
x_2 (tolerance)			3		1				2
x_3 (ability to an objection)	3	3		3		2	2	3	
x_4 (responsibility for the self point of view)		1		1		1			
x_5 (looseness)						2		3	
x_6 (courage in the statements)	2	1		1		2		2	
x_7 (communicativeness)	1						1	1	1
x_8 (mutual understanding)			1	3	2				
x_9 (energy)	2	2	2	2		2			
x_{10} (tact)		3		3	2	3			3

Many of the skills identified are consistent with those used to characterize the concept of "critical thinking", i.e. their joint formation is capable to give a new quality - integrative ability to think critically in the process of developing effective ideas and solutions in a team of professionals.

The information obtained enabled to use it as the input information for a computer program (Shykhalev, 1997), which carries out the following operations with the original data: 1. performs content analysis; 2. computes all the matrix elements under the comparison algorithm; 3. performs the hierarchical clustering mechanism (defines the similar elements and groups them). As a result of these actions the command structure has been obtained from the perspective of critical thinking.

The results of summative stage of the experiment showed that it is necessary to use the method of critical thinking formation. The construction of student team and the creation of the problem situation enabled the team members to be in a constant search for the right options for solutions and answers to the questions, to form such mental operations as analysis, synthesis, comparison, summing up. This problem has been solved at the formative stage of the experiment.

The foreign researchers (Paul and Elder, 2008; Elder and Paul, 2010; Nor'Aini Yusof, Siti Nur Fazillah Mohd Fauzi., 2013) dealing with this issue note that teaching the students of critical thinking, namely in the teams, enables them to use the theoretical knowledge obtained during the seminars, trainings in real life and identify the following stages in the formation of critical thinking (Gabriela Kelemen, 2014):

- problem definition;
- systematic observation;
- brainstorm;
- beginning of the problem solution;
- setting short-term goals;
- argumentation based on the qualitative indicators;
- feedback and self-assessment.

Based on the theoretical and practical knowledge of a number of researchers (Veksler, 1973; Tyaglo, 1999) related to the issues of studying the stages of the formation of critical thinking, the authors of this article also believe that the implementation of critical thinking and hence its formation are possible to some extent at all stages, wherever there is a problematic situation. This vision of the problem enabled the authors to develop a plan for the training sessions focused on the formation of critical thinking of students, working in teams, and to build all subsequent actions strictly in accordance with them. (Plotnikova, 2015)

The experimental work carried out by the authors of this article had a productive, creative nature, was based on business communication and included the elements of critical thinking: the students were taught to put the right tasks and to do them, to make the appropriate decisions, to think critically over them, to solve the problems, and the results obtained enabled to suggest that such skills of team members as "assessment independence" and "finding the way out" are the most important (see Table 2) for the development of such qualities as communicativeness (17.8%), curiosity (15.8%), courage in the statements (12.4%) and tact (10.2%) (see Table 3).

Table 2
MODEL RESPONSES OF MAJOR SIDES OF THE "TEAM" CONCEPT (EXPERIMENTAL GROUP)

No.	Team attributes	Model of team sides	
		Weight, %	Rank
1	Independence of estimates	23.2	1
2	Problem formulation	8.0	6
	Acceptance of arguments		
3	Goal setting	8.6	5
4	Accessibility of the opinion	8.0	6
5	statement	8.4	8
	Openness to criticism		
6	Listening skills	9.4	4
7	Finding way out	6.5	7
8	Having command of the emotions	18.0	2
9		13.3	3

To form the skills of independence of estimates, it is necessary to have all of the above characteristics of critical thinking. However, for the independence of estimates, according to the students, the most important qualities of critical thinking are communicativeness and curiosity, which, according to the rank scale take the 1st and the 2nd places.

Table 3
MODEL RESPONSES OF MAJOR SIDES OF THE "CRITICAL THINKING" CONCEPT (EXPERIMENTAL GROUP)

No.	Team attributes	Model of the critical thinking sides	
		Weight, %	Rank
1	Communicativeness	17.8	1
2	Courage in the statements	12.4	3
3	Ability to an objection	5.8	7
4	Energy	5.0	8
5	Responsibility	9.0	4
6	Tact	10.2	3
7	Tolerance	8.2	5
8	Mutual understanding	8.2	5
9	Looseness	7.5	6
10	Curiosity	15.8	2

The 3rd place is taken by tact and courage in the statements. The students formulate their estimates and beliefs independently of the others, and only the individual, independent character makes the thinking critical. Thinking occurs when the team members are put in front of a number of problems, where an independent thinking process begins. Once the students begin to deal with a specific problem, they certainly correlate their viewpoints, discuss ideas in a team and find answers to their questions. To achieve the expected results, the team members shall not only process the facts, ideas, information, and subject them to critical reflection, but they shall be able to express their thoughts, to master the discussion culture. It can be assumed that having command of the emotions requires the ability to listen to the interlocutor, to appropriately conduct a conversation, using the pause, to master a discussion culture. (Eliasa, 2014; Renee-Pascale Laberge., 2013)

The team members do not only tactfully criticize someone else's opinion, expressing their own one, but, as shown by the results of the lessons carried out, they can take the opinions of others as their own, and if the point of view of one member of the team is the same with the other one, then it only proves that they are right. In the second place the students put the ability to find a way out that is consistent with the fact that when asking the

questions and clarifying the problems the team members show their curiosity. After a series of classes, this quality has been identified as major by the students of the experimental group. As it has been already noted, the curiosity level was very low in the students of the control group. This fact suggests that the university professors do not give problems to the students, and if they even give them, the student group includes only two or three students, who are involved in the work, i.e., the problem does not cover all the students, taking into account that all the team members shall be involved in solving the problem. As the results of the experiment conducted show that doing a specific problem, the student team begins to collect data and necessary information, to compare alternative points of view and to seek and find answers to these questions, using the command discuss opportunities.

Next skill, in order of importance, is the ability required to work in a team - it is the ability to have a command of the emotions, for the formation of which a curiosity has a special importance. In the process of finding a solution to the problem, exchange of ideas, an important condition for the student is having command of the emotions during the discussion and during communication with the teachers. It can be assumed that having command of the emotions assumes the ability to listen to the interlocutor, to appropriately conduct a conversation, i.e., to master a discussion culture.

CONCLUSION

Thus, the results of the experiment conducted indicate that the training students in teams promotes the formation of critical thinking. The quantitative and qualitative data of experimental work confirm this conclusion as training students in teams requires the systematic inclusion of critical thinking in the process of training and education of higher education institution students. The formation of critical thinking in students enables them as the future professionals, critically reflecting on their environment, to be able to fix the traditions and experience, influence on the course and results of social and economic reforms aimed at the development of the country and society. Possession of skills of critical thinking prepares them for practical work and life in general, to the ability to anticipate and take into account the changes in the economy, to see the changes in the technology and production management.

CONFLICT OF INTEREST

The author confirms that the data presented does not contain any conflict of interest.

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END NOTE

Frame – minimum object description

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LEGAL POSITIONS OF THE CONSTITUTIONAL COURT OF THE RUSSIAN FEDERATION ON THE PROBLEM OF THE LIMITATION OF RIGHTS AND LIBERTIES OF CIVIL SERVANTS

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ABSTRACT

The article covers the legal positions of the Constitutional Court on the legality of limitation of rights and freedoms of public servants in the Russian Federation.

The study aims to examine the judicial acts of the Constitutional Court of the Russian Federation that resolve issues in the sphere of the public service, and to analyze the legal positions being stated in these documents.

The article points out that being a judicial body of legislative review, the Constitutional Court of the Russian Federation has developed sufficiently clear and certain legal positions concerning abridgment of the rights and freedoms of civil servants, according to which regulating the legal status of civil servants, the procedure of entry on civil service and its record, the state has the right to establish special rules in this area.

In the process of writing this article the general scientific methods of research (logical analysis and synthesis, functional and historical and legal methods) as well as special methods were used.

The methodology of the research were primarily normative legal acts of the Russian Federation, the judicial practice of the Constitutional Court of the Russian Federation as well as the works of Russian scholars, the foreign experience on the issue was studied.

As the result of studying the authors conclude that the objectives, principles and goals of organizing and functioning the civil service, the specifics of the activities of civil servants determined the need for setting by the state special rules for public servants that serve to ensure the maintenance of high-level exercise of public service, which is confirmed by formed position of the Constitutional Court of the Russian Federation.

Key Words: *public service, civil servant, restriction of the rights and freedoms, legal position of the Constitutional Court of the Russian Federation, statutory requirements, prohibitions.*

INTRODUCTION

The specific character of the public service of the Russian Federation as the professional activity on the enforcement of powers of the state bodies determines a special legal status of civil servants. The peculiarity of the legal status of this category of persons is reflected in the restrictions of their rights and freedoms established by the state.

The objectives, principles and goals of organization and functioning of the civil service, the specifics of the activities of civil servants led to the need for establishing special rules for state public servants that serve to ensure the maintenance of a high level of public service exercise (including at the expense of renewing and replacing of executive staff).

Limitation of rights and freedoms of public servants is intended, in addition, to provide effective professional activities of the persons entering the government service and holding the

positions of public service, to prevent possible abuse of authority by public officials, to ensure implementation of the civil rights by the servants so on.

In view of the fact that the public service is one the most important institutes of the Russian state, and the limitations associated with taking the civil service have constitutional character, the Constitutional Court of the Russian Federation has developed its legal positions on the issue of restrictions of the rights and freedoms of the civil servants. The study of these legal positions is one of the priority specialties of scientific research in the field of law, as these restrictions are an important means of combating corruption.

METHODS

In the process of writing the article the general methods of scientific cognition were used. The specifics of the theme led to the use of formal legal and comparative legal research methods. Thus, the formal legal method was used in determining the methodological aspects of the institute of the restrictions of the rights and freedoms of civil servants as well as the institution of legal positions of the Constitutional Court of the Russian Federation. The comparative legal method was used to analyze foreign experience on the subject under study as well as to analyze various provisions of the legislation of the Russian Federation.

Normative legal acts of the Russian Federation, the acts of the Constitutional Court of the Russian Federation as well as the research of Russian and foreign scholars were primarily the empirical base of the investigation.

THE MAIN BODY

Regulating the legal status of the civil servants, the order of taking civil service, the state has the right to establish special rules in this area. This statement found its confirmation in a number of studies by foreign scientists. Industrialized countries have an effective civil service and a properly developed system of restrictions related to public service (Evans Rebecca, 2004; Reyburn, 1999).

In the United States of America, an essential significance is given to the issue of ethics of civil servants. An important part of legislation in this area is the US President's Decree of 1990 "The Principles of Ethics in Government Act", which contains some restrictions for the persons holding public service. In particular, it specifies the following: a civil servant cannot have financial interests that could come into conflict with honest discharge of his duties; a public official must not be engaged in financial transactions by using classified information or allow the use of such information to promote someone's private interest; a civil servant must not solicit or accept any gift or other compensation of monetary value from any person or organization wishing to assist in any matter or having business relationship or activities coming within the jurisdiction of the agency, where this servant works, or whose interest may be substantially affected by fulfillment or failure to perform their duties; when carrying out the official duties a civil servant is obliged to act on non-party basis, without giving any preference to one or another private organization or person (Miller, 2008).

The political rights of servants are also limited. For example, the right of civil servants to strike is subject to restrictions (Reyburn, 1999).

Abridgment of rights and freedoms of civil servants in the Russian Federation is established by the norms of law, especially by the Constitution of the Russian Federation, reasonable restrictions, prohibitions, requirements that are imposed on public officials in connection with the performance of their official professional duties for the position and limit their general civil status to ensure the interest of public service and the protection of the rights and legitimate interest of citizens.

In the very general form of restriction of the rights and freedoms of public servants one can determine the circumstances under which a citizen cannot be taken to the civil service and public servant cannot hold the position.

With the formation of the law on civil service a problem of restrictions of the rights and freedoms has arisen – firstly, those established in the Constitution of the Russian Federation, - the persons being taken to the civil service or being on it. The literature points out that the legal regime for a civil servant is purely restrictive, which is connected with the establishment of the legal regime for the limitation for government agencies in general (Malko, 2004).

It should be noted that the restriction of the rights and freedoms of civil servants should be justifiable - this is one of the main conditions for their establishment (Basu, 2006). Justifiable restrictions of the rights and freedoms of civil servants can be only under the condition of their validity, and if they help to achieve the constitutionally significant goals.

The foreign literature tends to state the legal position regarding the institute of restrictions of the rights and freedoms of civil servants, also based on the European Court of Human Rights, which is the statement of the following provisions:

- 1) the restriction must be prescribed by law (Elewa Badar Mohamed, 2003);
- 2) the restriction must pursue one or more legitimate aims (Deflem Mathieu, 2008);
- 3) democratic society is to need it (Fiona De Londras, 2004).

Given the importance of the institute under study, the Constitutional Court of the Russian Federation has developed its legal positions on the matter of restrictions of the rights and freedoms of civil servants.

Concerning the notion of legal nature and use of the legal positions of the Constitutional Court of the Russian Federation in practice, many viewpoints have been expressed on the subject, and a scientific discussion has been held for several years. Overall, the scientists have found that the legal positions of the Constitutional Court of the Russian Federation is formed by the intellectual and legal content of the judgment (Karnishina, 2015).

In the science of constitutional law the term “legal positions of the Constitutional Court of the Russian Federation” is frequently used. For the first time this term was used in the Act of the RSFSR of July 12, 1991 № 1599-1 “On the Constitutional Court of the RSFSR”, where it was determined that the Court decisions in compliance with the strict sense of the Constitution “express the legal position of judges, free from considerations of expediency and political inclinations” (Morozova, 2015).

Despite the fact that the approaches to the definition of the term “legal positions of the Constitutional Court of the Russian Federation” are ambiguous, all researchers take the view that the legal position of the Constitutional Court of the Russian Federation and the decision of the Constitutional Court of the Russian Federation are not the same either in content or volume. In addition, the decision of the Constitutional Court is not the only act that can contain the legal position of the Constitutional Court. The legal position of the Constitutional Court of Russia can find its expression in the definitions of the refuse to accept the statements for consideration and other legal acts of the Constitutional Court of the Russian Federation. Moreover, any judicial decision of the Constitutional Court may contain not one but several legal positions, which explains the fact that they do not coincide in volume. Thus, the legal positions of the Constitutional Court of the Russian Federation comprise basic, key conclusions reached by the judicial authority in the consideration and study of the major contentious legal issues and having obligatory value for the resolution of such disputes in future (Morozova, 2015).

As noted above, the Russian legal field has a well-established legal position of the Constitutional Court of the Russian Federation relating to the limitation of rights and freedoms of public servants.

The Constitutional Court of Russia has repeatedly pointed out that the specifics of civil service in the Russian Federation determines the special legal status of civil servants that includes the rights and obligations of civil servants due to such nature of their activities, the limitations of the public service imposed on them as well as guarantees provided for them (Access from reference of legal system «Consultant Plus», 2016).

It should be noted that this position is reflected in the number of acts of the Constitutional Court of Russia.

The right of the legislator to establish special rules for being taken to the civil service and the special rules for serving there as well as the right of the legislator to place on the persons coming to the state civil service and holding the positions of civil servants special demands concerning not only their professional preparation, business skills but also moral and ethical level is predetermined, as already noted, by the specifics of the legal status of civil servants, resulting from, *inter alia*, the nature of the challenges the civil service faces, and the need to maintain a high level of its performance.

For the purposes of the legal position of the Constitutional Court of the Russian Federation, the very establishment of such rules and demands cannot be regarded as the violation enshrined in the Constitution of the Russian Federation on citizens' rights to equal access to public services and the right of everyone to freely dispose of their abilities to work, choose an activity and a profession.

At the same time, the state, carrying out legal regulation of the relations in the field of public service, must ensure a balance of constitutionally protected values, public and private interests, and use only the necessary and strictly specified measures by the Constitution of the Russian Federation, and the principles of justice, equality and proportionality must be respected; in order to preclude a disproportionate restriction of the rights and freedoms of a public servant, the legislation which contains restrictions of the rights and freedoms, related to access to public service, should be strict and formally defined, and should not allow a broad interpretation and arbitrary application; in turn, limitations of rights and freedoms of man and citizen shall not be retroactive, encroach on the very substance of the rights and lead to the loss of its main content.

According to Paragraph 2 of Article 15 of the Constitution of the Russian Federation, public authorities, officials and citizens are obliged to comply with the Constitution of the Russian Federation and laws (The Constitution of the Russian Federation: adopted in nationwide referendum on December 12, 1993, 1993). Failure to comply with this constitutional requirement by the citizen who wants to be taken to the public service can be regarded as a manifestation of disdain for the rule of law based on this requirement, and as a consequence, one can call into question the ability of the citizen to a responsible and conscientious discharge of duties of public service, which in one way or another are connected with implementation of public functions and determined by a special legal status of a civil servant.

Considering various complaints from citizens, the Constitutional Court of Russia decided the following: since the state civil service is a special form of the right to freely dispose of their abilities to work, special provisions that regulate the service relations of persons holding positions of state civil service, may differ from the rules governing the relations arising in the process of realization of this right in other forms (in particular, via conclusion of the employment contract).

Besides, the Constitutional Court of Russia emphasizes the fact that implementing the right to freely dispose their abilities to work through civil service, a citizen is voluntary to choose a professional activity, which involves the presence of certain restrictions on exercise of the constitutional rights and freedoms.

RESULTS

The result of the study was the statement of the following provisions:

- objectives, principles and goals of organization and functioning of the civil service, particularly the activities of civil servants determined the need to set special rules for state public servants that serve to ensure the maintenance of a high level of performance of public service;
- industrialized countries have an effective civil service as well as properly elaborated system of restrictions related to the public service;
- regulating the legal position of civil servants, the procedure entering the civil service and record service, the state has the right to establish special rules in this area;
- the state exercising legal regulation of relations in the field of public service should ensure a balance of constitutionally protected values, public and private interests and use only the measures necessary and strictly specified by the Constitution of the Russian Federation, at the same time the principles of justice, equality and proportionality must be observed.

CONCLUSION

Summarizing the above, it is possible to note that the issue of restrictions of the rights and freedoms of civil servants has repeatedly been the subject of consideration by the Constitutional Court of the Russian Federation, as the result of which the Constitutional Court of Russia has formulated some universal legal position with respect to the studied institute.

According to this legal position, the state regulating the legal status of civil servants, the procedure of their entry on the civil service and serving, has the right to establish special rules in this area.

Restrictions of the rights and freedoms of civil servants should be justifiable - this is one of the main conditions of their establishment. And restrictions of the rights and freedoms of public servants to be permissible can be only under the condition of their validity, and if they help to achieve the constitutionally significant goals. In addition, restrictions of the rights and freedoms of civil servants should be consistent with the main objectives of the legal regulation of the civil service in the Russian Federation and answer the legitimate interest relating to its organization and effective functioning.

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ADVERTISING THE LEGAL SERVICES AS A MORAL PROBLEM OF ADVOCACY

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ABSTRACT

In the context of the contradictory tendencies of contemporary development of advocacy, the quality of the marketing offers to legal business is critically assessed, and the problem of solidity of legal services advertising is analyzed. Exclusive feature of legal services in a moral aspect is noted, and a characteristic of compatibility of the non-commercial nature of advocacy with advertising of legal services is given.

As one of the most acute problem tendencies of modern advocacy, imposes its imprint on the permissibility of advertising of legal services, the absence of correlation between the results of the legal services and advocates' fees is discussed. Based on the contradictions between the monopolistic position of the Bar in the market for the provision of professional legal assistance, and pluralistic nature of market relations, assess of the prospects and risks of advocacy, in the context of its coming monopolization in Russia, has been given.

Taking into account the practice of unfair treatment of advocates to their duties in providing professional legal assistance, attention is focused on the problem of imitation of advocacy. In order to counteract imitation of advocacy, measures of ensuring the moral viability of advertising legal services, are proposed. Practical importance of norms of professional morality for the solution of the question of responsibility for the negative consequences of abuse of legal services advertising is shown.

Key words: *imitation of advocacy, the moral worth of advertising, responsibility of the lawyer, professional morality, advertising of legal services, legal marketing.*

INTRODUCTION

The modern development of the Bar is characterized by many trends and contradictions. In particular, the contradiction between non-profitable nature of the Bar and its financial aspect, the contradiction between the monopoly position of the Bar in the market for the provision of professional legal assistance and pluralistic nature of market relations and others. One of the most aggravated issues of modern development of the Bar is to actualize the moral aspect of advertising marketing of legal services.

The essence of the problem situation in the actualization of the moral aspect of legal services advertising

Of course, marketing occupies an important place in many kinds of social practice, which causes unquenchable interest to its theoretical actualization ([http://www.quickmba.com/marketing/ries-trout/marketing-warfare](http://www.quickmba.com/marketing/ries-trout/marketing-warfare;); <http://www.saigontre.com/FDFiles/22ImmutableLaws.pdf>; Kotler, 2006). Marketing on the legal services market is relevant to this study (Marketing magazine, 1994; Law practice management, 2000; Blaxland, 2008; Schmidt, 2004; Udalova, 2014). One of the key issues on the legal services market is that, by its nature, marketing has a very utilitarian character, which is incompatible with the nature of legal practice, and above all, advocacy. "Marketers

often have to deal with the problems of moral order. What is good for business is not always perfect. As not all marketers are the examples of honesty and integrity" (Pavlyuchenko, 2002). Therefore, the pursuit of greater profitability can not only be at the expense of the quality of services provided, but be accompanied by a vivid cynicism and violation of basic moral norms. The moral aspect of the problem of advertising marketing is most acutely manifests itself in the advocacy. Promotional activity may have negative consequences for the sphere of legal services. Turning legal services into a commodity, marketers dilute the moral foundations of the lawyer profession, its non-profit social nature. In this connection, the question arises about the ethical aspects of advertising of legal services, in manufacturing of which the most acute problems are the immoral behavior of a marketer and moral responsibility as an integral part of the technology of advertising marketing of legal services.

Moral solidity of advertising of legal services as a problem of theory and practice

We fully agree with the researchers who mark the complexity and polemics of the issue of advertising of legal services, both in legal and in moral and ethical aspects. "The world practice has ambiguous approach to its solution. Thus, in France the advertising of aforesaid services is prohibited by law. In the US, the legal ethics codes of most States contain ideas against unethical character of lawyer's advertising," (<http://www.ardashev.ru/index.php/article/archive/238>). The most common form of advertising of legal services is an interactive form through a Global Network, the Internet, which offers courses of video lectures, as in legal marketing (<http://jurmarketing.ru/publikacii-nashix-ekspertov>), and in organizing of marketing of legal services (Melnichenko, 2016)

And this is despite the fact, that marketing does not take into account the simple fact, that unfair, and even purely mercenary attitude to its duties, is a common trend not only of a legal business, but of modern advocacy. In this regard, it should be noted that the question about the moral viability of the advertising of legal services, should be considered, taking into account the negative trends and moral issues of advocacy. This form may be varied. For example, banal advertising of such legal services and conditions, that are included in the duties of a lawyer, according to the status.

So, on one of the sites it is suggested "to visit the prisoner in custody; to collect the evidence, including materials that characterize the personality of the suspect or accused; to appeal against unlawful actions and decisions of the inquirer or investigator to Prosecutor and court; to familiarize with criminal case materials" (<http://www.urist-proffi.ru/?pg=3&bl=16&md=1>).

Of course, there is nothing reprehensible in such advertisement. Another thing, if the advertisement for legal services is associated with the thesis, which is obviously contrary to the non-profit nature of advocacy.

Today, in the Internet, services of marketing service are usually offered, aimed at increasing profits. For example, one of the promotions to legal business contains the following marketing tool: "We make a nice package for services" (<http://jurmarketing.ru/uslugi/privlechenie-klientov/marketing-pod-kluch>). Here, in support of the importance of "packaging" of legal services, it appears the idea that "Packaging is as important, as the product. Sometimes even more important!" or "The most important concept in marketing – the concept of the brand. If you are not in the brand, you don't exist. Who are you then? You are the usual product" (<http://jurmarketing.ru/uslugi/privlechenie-klientov/marketing-pod-kluch>)! In this case, obviously anticipating uncomfortable questions about the effectiveness of their advertising activities, the question and the cynical answer is

immediately declared: "What the customers say about working with us? Nothing. With each client we sign a non-disclosure agreement. Money likes silence. Why would we bring one of our competitors?" (<http://jurmarketing.ru/uslugi/privlechenie-klientov/marketing-pod-kluch>). In the example, there is the obvious formal and cynical approach to advertising marketing of legal services, which makes important the question of the quality of services which is dealt with in a considerable number of studies (Rust and Oliver, 1994; Gronroos, 1991; Lehtinen, 1982; Parasuraman et al., 1985).

One of the most obvious problematic tendencies of the modern advocacy that have a negative impact on the question of the moral viability of the advertising of legal services, remains the absence of correlation between the results of the legal services and attorneys' fees. Even when sentencing a defendant with the use of the maximum punishment, provided by the sanction of corresponding article of the criminal law, the lawyer is not liable to the Trustee for no moral or financial responsibility. Meanwhile, even in the legal practice of the Russian Empire "the Trustee could recover from an attorney the damages, caused by the negligence lawyer" (<http://baznica.info/article/rossiiskaya-advokatura-gotovitsya-k-monopo/>).

Another, no less dramatic and contrary to the prohibitions of the Code of professional conduct for counsel (Code of ethics) trend of advocacy, is to accept much more orders, than the lawyer is able to perform productively. "The majority of criminal cases are conducted by the lawyers formally, without hard protection, which is especially necessary in criminal cases, as they concern freedom for a person"

(<http://zakon.ru/discussion/2016/2/17/statistika?AspxAutoDetectCookieSupport=1>).

Indeed, if in a criminal case there are dozens of volumes, and one volume of the criminal case has hundreds of pages, how, while, accompanied by at least a dozen criminal cases, the lawyer physically and intellectually may study this all critically and analytically, to develop an effective strategy or tactics for protection of rights and legitimate interests of the trustee? However, the practice shows, that a situation is "normal" for lawyers, when under their authority, on average, can be several dozens of criminal cases at the same time. So, according to the study of V. Luterkov, lawyers "on purpose," "lead at the same time about 50-60 cases, and sometimes just sign papers, brought by the investigator, not protecting the interests of their clients". This practice testifies the transformation of advocacy to the profitable business, which is in contrary to the non-profit nature of advocacy and prohibited by the Code of professional ethics of a lawyer of Russia. Whether in such a situation, advertising marketing of legal services can be socially justified and acceptable? Could even the issue about the necessity of advertising marketing brought up, if it is based on deception or misrepresentation citizens, concerning the results of activity of the lawyer? The conditions, under which the trustee is legally illiterate and is not able to assess the effectiveness of legal services, professional mediocrity, formal and careless attitude to their status of many advocates, bordering on cheating the customers, are reproduced in unimaginable scale, all adding to a more professional deformation of the personality of the lawyer. Whether the defendant, in the case of intended in Russia monopolization of legal services, would be protected from unfair performance by lawyers their obligations, is a rhetorical question. The monopolization of any kind of activity leads to the problems of its arbitrariness and inferiority. The monopolization of legal services is unlikely able to become a factor in healing and improving their quality. On the contrary, in the absence of competition, it has the potential to strengthen the negative trend of simulated advocacy.

On the issue of evaluating criteria and measures to support moral viability of advertising of legal services

The field of legal services, being associated with the provision of legal assistance to citizens and their organizations, has a non-commercial nature. This is its exclusive feature. Advocacy in protection the rights and legitimate interests of citizens, is connected with the invasion to their private space, disclosure of confidential private information, which implies high confidence to the lawyer. In this regard, the lawyer should possess the properties of a highly moral personality, especially in conscientiousness and honesty towards the client – the trustee. Obviously, that is why article 17 of the Code of professional ethics of the lawyer of the Russian Federation fixed position on the list of bases of admissibility of advertising of the lawyer and legal education. However, the analysis of this article allows us to conclude that, firstly, existing bases of inadmissibility of advertising information do not exhaust a whole variety of unethical behavior of lawyers in the issue of the marketing of legal services; second, in accordance with the Code of ethics, the bases of inadmissibility have the assessing character, that complicates their practical use and may lead to arbitrariness in the qualification of actions in marketing of legal services. In our opinion, by and large, the marketing of legal services is already invalid on such basis, which is provided by article 9 of the Code of ethics, whereby the lawyer cannot be guided by considerations of his own benefit. In this context, it is difficult not to admit, that actions in advertising the lawyer and legal education, in fact, contrary to the above mentioned provision of the Code of ethics, because marketing, by definition, has the goal to increase sales of legal services. We believe that for assessing the admissibility of marketing information about a lawyer and legal services, a comprehensive approach should be taken, based on legal and moral foundations of professional activities of a lawyer. We are talking about international standards and principles of a lawyer's relationship with a client, national legislation and national Codes of legal ethics, which contain provisions of direct relevance to the assessment of the permissibility of a lawyer and legal services marketing. For example, for the advocacy marketing it is a fundamental requirement for priority of the interests of the client, set out in clause 2.7 of the General Code of rules for lawyers of countries of the European Community. Proceeding from sense of norms of article 8 of the Code of professional ethics of the lawyer of the Russian Federation, marketing advertising has to be commensurate with decency, honesty and integrity of the lawyer and not to undermine his credibility on the part of citizens. The nature of the Code of ethics is due to the regime of a free profession of a lawyer, by his self-government, independence and autonomy, which cannot be used contrary to the rights and legitimate interests of clients during the presentation of the lawyer's services. Based on the foregoing, we propose the following. As one of the indicators of evaluation of level of professionalism of the lawyer, and the moral consistency of his advertising marketing, a number of court decisions, reversed in higher courts, and the lack of complaints from clients can be used. It is this index that forms the reputation of the lawyer, in which, on the first place, is his attitude towards his customers. As a measure of increasing responsibilities in respect of the negligent lawyers, it should be applied to control the amount of criminal cases allowable in their proceedings. In modern conditions of the vicious practice of formal relation to the provision of legal services one of the objectively demanded accountability mechanisms of a lawyer, primarily, of his financial responsibility for knowingly unfounded advertising and marketing behavior, can act a partial fee refund to a client. Presentation of legal services, which guarantees a partial refund of fee in case of lack of productivity, in our opinion, looks not only competitive, but also exceptionally moral measure.

CONCLUSIONS

Firstly, in assessing the moral and legal viability of the advertising of legal services, it is advisable to use an integrated approach, based on its compliance with the legal and ethical components of international standards and principles of advocacy activities, national legislation on the Bar, as well as national Codes of legal ethics.

Secondly, as the criterion of a high professionalism of lawyers and the viability of their advertising presentations, can be an indicator of the number of the decisions of the court, reversed by higher courts, and the absence of complaints from clients.

Thirdly, in modern conditions of the practice of formal relation to the provision of legal services, measures to enhance the responsibility of a lawyer in order to limit the number of cases, being under the authority of a lawyer, and a partial fee refund to a client, objectively seems to be called for.

Fourth, as objectively demanded mechanism of increasing the responsibility of the lawyer for knowingly insolvent advertising and marketing behavior, may be a partial refund of fee in case of lack of efficiency of legal services.

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INTERACTION OF PROCESSES OF THE NEWS AGENDA SETTING IN THE RUSSIAN REGIONAL MEDIA SYSTEM (AS EXEMPLIFIED BY THE REPUBLIC OF TATARSTAN)

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ABSTRACT

Scientific understanding of the issue of agenda setting with the help of mass media allows identifying and developing certain ideas about the mechanisms of media influence on the mass consciousness by designing different agendas and revealing some problem areas of their semantic content.

Based on the fact that an agenda influences the authorities' formation process through the media practices and operation of mass media is defined as a method of forming a social majority opinion, the process of creating an agenda on different levels of TV channels was analyzed using a content analysis from the point of impact of a federal agenda on a regional one. The special features of this process include: traditional form of media presentation - a television interview - is an important agenda setting mechanism; it performs the functions of content adaptation for the audience, accumulation of the major thematic directions of an agenda, ranking, formatting, and management of a variety of agendas. An ambivalent nature of the agenda setting process is noted, when public and corporate interests encounter, which leads to an avalanche-like growth of agendas on the federal channel and containment of the process in the region. The main characteristics of access points to an agenda on the federal and regional levels are highlighted by four parameters: knowledge, degree of coordination, institutionality, conformity to norms. Compliance with the public and group interests and conformity with the personal and group interests are fundamental among them. Access to the agenda coordination system, formal or informal status, legitimacy and formal character of an event are also important. Thus, the main characteristics of access points to an agenda become crucial, they focus on value judgments and national interests. The real features of described events, which mutually condition and constrain each other, are behind them.

When different levels of channels set their agenda, they use direct and indirect influence on each other; it results in a general news model with identical thematic dominants, common forms of media presentation, similar genre composition of the news content. However, the federal TV channel is characterized by the predominance of public agenda, while personal and group agendas manifested in covering local topics and partial projection of nationwide issues on the region are specific to the regional TV channel.

Key words: media, agenda, media agenda setting, media agenda, mutual influence of mass media.

INTRODUCTION

The phenomenon of agenda-setting represents an issue now, which scientific understanding will allow considering the characteristics of public and political discourse formation, identifying and developing ideas about the mechanisms of media influence on mass consciousness by creating/designing different agendas and revealing some problem areas relating to semantic content of this quite common term.

Definitions of the agenda are diverse. So, I.V. Rogozina defines it as a "verbalized result of mental-cognitive activity of a group of individuals aimed at collection, selection and processing of information about the social and natural reality gathered from a variety of information sources for the purpose of its further mediation" (Rogozina, 2003). E.I. Kuznetsova emphasizes that an agenda can be characterized as a media reality, which task is to deliver to the society a mythological world model based on a culture of specific sensorial perception (Kuznetsova, 2009).

There is no doubt that one of the major approaches to studying the agenda phenomenon is political and communication science approaches. For the purposes of the latter, the knowledge system in the studied context was formed. For example, the development of the mass communication impact by W. Lippmann N. and Luhmann allowed identifying the main features of this phenomenon, structuring it and describing its functional characteristics (Lippmann, 2004; Luhmann, 2005). M. McCombs and D. Shaw highlighted three types of agenda:

- internal (intrapersonal), which is based on personal assessment of the social and political issues;
- interpersonal, which is based on the microgroup's priorities;
- perceived community agenda, which is based on the public interest concepts. (McCombs, 1972; McCombs, 1981; McCombs, 2014)

There are also other agenda classifications, which allow designating both their specific and functional characteristics. They include selection of agendas according to their organization method (system, public); nature of setting (institutional, social), branches of knowledge (political, cultural, social/humanitarian, etc.); form of presentation and carriers (media, information). (Belenkaya, 2015; Kazakov, 2011; Du, 2013)

In the context of the studied issue, the idea of authorities' formation as part of the media agenda is of interest, when the mass media serve as an agenda subject and carrier and highlight a set of different topics (five to seven), which are offered to the society at the moment. Creating a problem-thematic space, on which a linguistic and textual role-playing game will be developed, becomes an important step of the mass media agenda setting. The choice of a form of content delivery in the media system is also critical; it can be considered as a factor affecting the quality and efficiency of mass media exposure.

The stated topic is also relevant because the study can result in better understanding of the mass media principles, and such phenomena as consumerism, celebrification of society, participatory journalism can be interpreted in the context of the challenges facing the information society.

METHODS

In order to study the news agenda set from the federal and regional news content and to determine a degree of influence of the federal news agenda on the regional agenda setting in the Russia Holding Company, a content analysis was undertaken as to the aired news

reports in 2016 (from January 1 till June 30) on the Russia 1 and Russia 1-Tatarstan TV channels.

The content analysis was conducted on a random sample, and it included informative and formal criteria for evaluating the news media text. A thematic dominant, genre, form of media presentation, and evaluativity of media text were assigned to the informative criteria. Formal criteria are sequence of a message, chronometry, method of production and information context. In addition, the websites of two TV channels - main websites (www.russia.tv.ru, www.trt-tv.ru) were analyzed; all of it helped measure the impact of a federal agenda on the news agenda setting in the Russian region.

RESULTS

In describing a news agenda, we proceed from the fact that it affects the authorities' formation process through media practices - this is a new, not fully investigated issue that requires acute attention to be paid by researchers. There is a widespread view on functioning of the mass media as a way to form the social majority opinion, which leads to the society's medialization and mediatization, that is, to an ever increasing media influence on the society and culture. According to, for example, R. Williams, the communication process can be seen as a community formation process (Williams, 1961).

D. Matheson believes that the mass media and ideas dominant in a society shape the common world of culture (Matheson, 2013). Focusing on Erickson and his colleagues' idea that the mass media are called to transfer professional, specialized knowledge in general knowledge accessible to all (mass audience), and this process may be referred to as an ideological reproduction process (Fairclough, 2003; Ericson et al., 1987), D. Matheson clarifies the concept of ideological power of news discourse and defines it as a union (synthesis) of oral and written representations of different voices in a certain structure organizing and interpreting these voices (Matheson Donald, 2005).

Thus, a text that appears in the mass media is important not as a separate journalistic product, but as that incorporated into the communication system on the basis of its intertextuality. The texts, which have been published before such text, and which will be published afterwards, are of significance. In this regard, functions enhancing other texts of a particular topic are inherent in a mass media text. Identification of these features resulted from our analysis.

It has been revealed that the content of the regional TV channel incorporated in the all-Russian holding company is under a direct influence of the news agenda set by the federal TV channel; it allows tracing the mechanisms of relationship formation and content power reinforcement, as well as the content focus on identification with the social group's lifestyle and the introduction of such lifestyle in the public consciousness. One of the best ways to establish such power is a traditional form of media presentation - a television interview that not only performs content adaptation functions for the audience, but also accumulation functions regarding the basic topics of the agenda.

The mass media functions reflecting the agenda setting on both levels also included:

- a generating function that allows fixing the points of agenda setting - regional characteristics of the content appear in this case in the presence of authentic texts (including in the Tatar language);
- a formatting function, within which an agenda model is made;

- ranking function most clearly expressed in the structural compliance of news reports with the federal model (80% of the regional TV news reports contain the same headlines as the federal);

- agenda management function, which manifests itself in a stable segment of regional and national news, and their prevalence in the most news reports (up to 90%). Only about 12% of the news agenda coincided in the TV channels.

An ambivalent nature of the agenda setting process is noted, when social-public and private-corporate interests encounter, which leads to an avalanche-like growth of agendas on the federal channel and containment of the process in the region. It is necessary to highlight a diversity of agendas on the same problematic field (leading to the cognitive dissonance phenomenon) on the federal channel and a virtual lack of it at the regional level, which could be explained by a clearly expressed complementary nature of the mass media activity in relation to the authorities. This allows stating an obvious orientation of the mass media on the authorities and their agenda, when the mass media are used by the authorities as a basic instrument ensuring a political process (confirmation of that is the prevalence of political topics on the federal channel - 54% of materials and on the regional - 38% of the materials). The analysis of thematic dominant allowed determining the relationship of issues in the federal and regional channel news: three thematic dominants relate to the politics, economy and culture; they appear both in federal and regional news reports. The only difference is in the scale of involved issues: although the federal channel considers the issues underlying a social and group agenda, personal and group agendas bear the palm on the regional channel. The issues of the republic's economy and cultural events involving the regional top officials are covered here. The average duration of political TV materials on the federal channel was 10 seconds longer than that of the whole sample. The pivotal figures in the majority of materials on both federal and regional channels are the political elite's representatives. It should be noted that hardly any event on the regional channel is held without the region's or city's top official, it puts a premium on such event.

Such a phenomenon as having a mass media agenda management system should be also highlighted; this process is characterized by the use of integrative media capacity that allows combining different interests and types of agenda: personal, group, perceived community agenda in the one reflecting social issues. Moreover, when analyzing the genre structure of news reports, it was noted that the dominant genre is an event story and a news item with the inclusion of expert opinions – a television interview. Neutral evaluation of events is more characteristic for a federal channel's agenda, and a regional agenda dominated by a positive evaluation.

DISCUSSION

Researchers attribute the agenda setting to political processes and call it a "stage of political process, during which a range of issues is determined, which then become a subject of discussion and which result in political decisions" (Shakirov, 2012); it is closely associated with the coordination of existing concepts on the discussed issue, in which result, according to O.B. Shakirov, is determined what would become an issue, its definition and interpretation features (Shakirov, 2012).

In his studies, S.G. Livingston draws attention to the term an "agenda item", which is, along with a specific problem to be solved, a set of alternative options to respond to it with an estimate of the level of its importance by the subjects participating in the discussion (Livingston, 1992). Livingston characterizes the process of agenda setting as a dynamic,

continually reproduced, while the mass media are represented as an access point to the agenda.

Focusing on the term proposed by S.G. Livingston and evaluating the results of the study, the main characteristics of access points to the agenda were identified at the federal and regional levels.

Table 1
ACCESS POINTS TO AGENDA OF REGIONAL AND FEDERAL TV CHANNELS

Characteristics of access points to an agenda	Conditions of the access point's effectiveness: federal/regional levels
Knowledge	1. Compliance with the public and group interests/compliance with the personal and group interests 2. Applicability of knowledge in public practice/applicability of knowledge in group and private practice
Degree of coordination	1. Access to the agenda coordination system/access to the agenda coordination system 2. Mediation in setting a regional agenda/ independence in setting a regional agenda based on the reflection of interests of the national and regional business elite 3. Access to influential mass media/focus on influential mass media
Institutionality	Formal or informal status/formal status
Conformity to norms	Legitimacy and formal character of an event/legitimacy and formal character of an event

Thus, the main characteristics of access points to an agenda become crucial; they focus on value judgments and national interests. The real features of described phenomena (events), which mutually condition and constrain each other, are behind them. The content of event interpretation that occurs in rare cases should be mentioned: it differs in the integrity (inclusion of all characteristics of an event) and the coordination (conformity with a wide national cultural context).

CONCLUSIONS

The following conclusions were made as a result of study:

1. The news agenda setting at the federal and regional levels is always based on filtering the dominant topics and their comparison with the news models of channels, each of which is influenced by the established national cultural values, legal environment in the region and technological level of development.

2. When channels of different levels set an agenda they influence each other directly and indirectly, which results in a general model of news with identical thematic dominants, common forms media presentation, similar genre composition of news content, and this is a confirmation of the thesis by M. McCombs, who believed contacts among news organizations were one of three key elements that set the news agenda, along with news sources and accepted norms of their generation (McCombs, 2014).

3. Analysis of news agenda setting showed a different character of set agendas: the federal TV channel is characterized by the predominance of public agenda, while personal and group agendas manifested in covering local topics and partial projection of nationwide issues on the region are specific to the regional TV channel.

Therefore, interaction of agendas set by federal and regional TV channels contributes to the creation of media landscape both at the national and republican levels.

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CHANGE MANAGEMENT MODEL IN REGIONAL HOLDING COMPANIES: CASE OF RUSSIA

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ABSTRACT

In the beginning of XXI century holding structure for the ownership and management of business have become very popular. The paper presents the retrospective analysis of functioning of major holdings in Russia, the main features of formation and management of such structures is revealed. Based on the methods of deduction, statistical analysis and monitoring recommendations on the most effective implementation of the system of change management in the holding company in Russia are given.

The analysis of 56 of the holding companies in 15 regions of Russia was held in the study. The authors analyzed the following parameters of their activity: financial and economic indicators of development, the share and the contribution to GRP of all the regions, social responsibility, influence on the political and social situation in the regions, the nature of the interaction with regional and municipal authorities. The analysis was conducted in the period from may 2009 to April 2016.

Key words: *Holdings, change management in corporations, a strategic plan for the development of the region.*

INTRODUCTION

Holdings are a new phenomenon for Russia in comparison with international practice, where the experience is more than a century of history. Holding companies in our country started forming in the 90-ies of XX century, in the period of transition from administrative to market economy.

The specificity of the development of the economic and political system of Russia led to a number of features, inherent to holding companies in our country (Dannikov, 2004).

Firstly, at the end of the twentieth century, the company tried to gain control over the maximum possible number of assets, often not related to the main activity, without any deep analysis of the implications of such integration. As a result, a group of companies could enter a completely disparate business units, which Union not only did not provide a synergy effect, but also hindered the effective development of the Corporation and complexified the control (Burger–Helmchen T, 2009).

Currently, the management realized the fallacy of this development and accepted the necessity of measures for the reorganization and restructuring of the business.

Secondly, in 2001-2003 Russia came to the global wave of mergers and acquisitions. There was a significant redistribution of assets between Russian entities and Western investors, many Russian projects have included multinational companies. These processes led to the change in the structure of many holdings, as well as to the revision of the strategy.

Thirdly, modern holdings were formed as a result of corporatization of state structures that existed during the Soviet era. This led to the monopolization of the market, especially in the field of energy, oil and gas, telecommunications. These newly created companies, tend to have a dominant market position, an extensive branch network and are increasingly in control of a certain sector in the region. According to the authors, it is correct to call such structure of "the regional holding companies", as they have a significant impact not only on any particular

industry, but also to development and economic security of the region as a whole. However, their impact outside of the specific region either the minimum, or is reduced to zero. A distinctive feature of these companies is the need of management of regional holding company in the framework of strategy for socio-economic development of the region (Rodnyansky and Yasnitskaya, 2015; Sadyrtidinov and Rodnyansky, 2015).

METHODS

The study was the analysis of 56 of the holding companies in 15 regions of Russia. The authors analyzed the following parameters of their activity: financial and economic indicators of development, the share and the contribution to GRP of all the regions, social responsibility, influence on the political and social situation in the regions, the nature of the interaction with regional and municipal authorities. The analysis was conducted in the period from may 2009 to April 2016 (Glebova and Rodnyansky, 2015; Sadyrtidinov and Rodnyansky, 2015).

Based on the analysis, it was concluded that such holding structures have a number of advantages over other forms of business.

- Regional holding companies are less exposed to political risk. They operate in the region, which play a strategically important role, tend to have close ties with the power elites and for this reason, are in a more protected position, compared to Federal or multinational companies. In the practice of business in Russia there are often situations, when the companies, supported by the Federal authorities, faced difficulties and bureaucratic obstacles in the regions. The political elite of the region is interested in the support of local companies, as in this case, regional and local budgets gets more funds, which increases the economic potential of the region and the image of the politicians.

- Regional holding companies are more flexible and versatile from the point of view of management. In such companies it is easier to innovate, lead change and manage these processes. This is due to the fact, that the area of functioning of holding companies is strictly limited, which allows you to assign tasks quickly and monitor their implementation. In the holding there is a certain freedom of action to select legal organizational forms of the participants of the association, as well as for the apportionment between them of the functions, determining the level of centralization and autonomy of business units in decision-making. Flexibility and mobility of the holding is associated with the procedure of its creation and restructuring, as the formation of a holding company does not entail the registration procedures. For this reason, the acquisition of the controlling stake allows you more quickly and effectively diversify the business, without losing strategic control over the acquired assets.

- The structure of the regional holding company provides distribution of commercial risks. Functioning in a particular region, the company cannot provide the same level of profitability in all districts and municipalities of the region. The structure of the holding allows to receive a stable income by transferring capital to profitable areas, and also due to the compensation of losses from activities in one area for more profits in the other.

- To create a positive image and conduct a large marketing promotions is easier in a particular region, than in all the subjects of the Federation as a whole. Considering the complexity and heterogeneity of our population, the specificity of customs and traditions, a differentiated approach to the planning of advertising campaigns and public relations is in need. In turn, the management of the regional holdings is most closely acquainted with the culture of a specific region, allowing you to find more accurately the target audience and correct accents in the positioning of the company.

- Holding companies have a number of preferences in the field of tax and financial planning. Management always can divide the activities so, that to achieve the optimal tax system, for example, moving the service function out of the structure of holding. A common example of tax optimization in Russia is the situation, when one or several firms of the holding and controlling the main financial flows are registered in offshore zones.

THE RESULTS AND DISCUSSION

In scientific and expert literature, the essential theoretical and practical material is summarized on change management in corporations (Turker, 2009). However, change management in the regional holding companies is significantly different from similar processes in the Federal or transnational corporations. Primarily this is due to the need to implement all of the above actions within the strict limits of the territorial strategic planning.

Currently there is practically no interaction between the ruling elites and the managers of the strategically important for the region holding companies in the development and implementation of strategic programs. So, most of the subjects of the Federation have long-term development strategy of the territories up to 2030. However, most of the regional holding companies have no such document. But even those long-term plans for the development of enterprises that exist, often inconsistent with the development strategies of the territories in which they carry out their direct activities. The reason for this may be the fact that development strategies, programs of change and transformation on the individual, even strategically important enterprises, are not considered and not analyzed by the local authorities. Currently there is a situation where regional political leaders are only interested in actual data for the past period and total, large, and preferably favorable strategic development plan of the subject of Federation. Due to what sources and activities of public enterprises these plans will be implemented in life, regional officials are not interested.

In addition, it should be noted that the operative development plans of the region for a year, as the budgets of the territories, are formed in September – October each year, and the actual data provided by the Russtat in the context of companies and industries – not earlier, than April–May of the next year. Thus, there is a considerable uncertainty, when the authorities, planning at the regional level, come not from actual data, but from the expected ones, which increases the likelihood of errors in the calculations.

Commercial organizations develop their annual plans on a similar principle. It is obvious that each company is able to predict its own indicators more accurately. But the regional authorities do not use this information. Finally, differences in corporate and regional strategic plans are substantial.

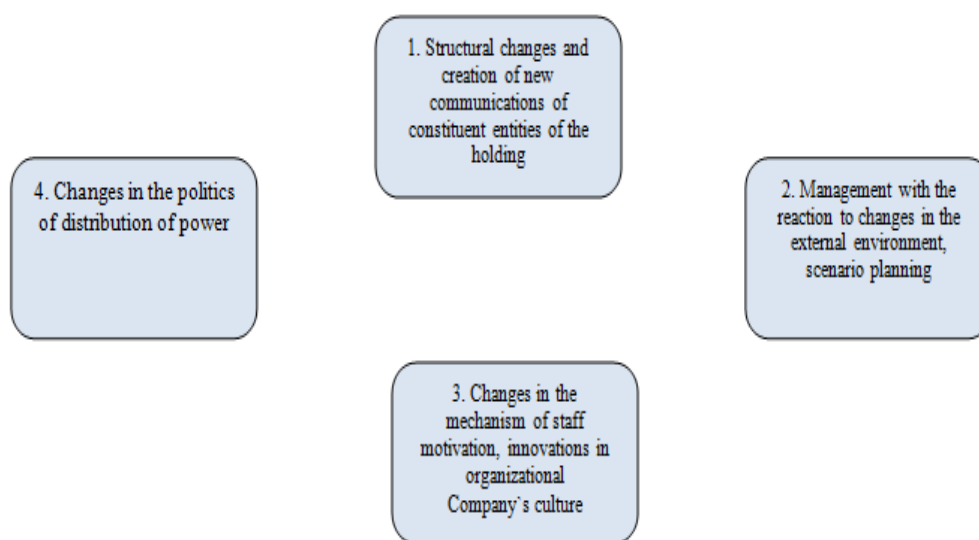
For this reason, for holding companies in the region it is more difficult to implement a program for implementing change. Often, these plans do not fit into the already formulated and approved concept of development of territories, and local government begins to put pressure on the business to implement the regional plans and budgets.

In the work the authors have shown the need of developing and implementing the strategic and operational of management of regional holding companies management system changes in order to improve the efficiency of their operation. This integrated system will allow to increase productivity in businesses, to respond quickly to changes in the external environment, to link the group's development program with the main macroeconomic indicators in the economy of the country and the region, and to develop more adequate and realistic development plans (Rodnyansky and Yasnitsky, 2015).

Schematic representation of the elements of the changes management system in the regional holding companies is presented in figure 1.

The formation of a system of change management in holding companies is carried out using a phased implementation to strategic and operational management of the following elements (Boddy and Macbeth, 2000; Balogun, 2006):

Figure 1
ELEMENTS OF THE CHANGES MANAGEMENT SYSTEM IN THE REGIONAL HOLDING COMPANIES



1. Structural changes and creation of new communications of constituent entities of the holding. This element includes the formation of effective interaction of the parent company with its subsidiaries, the operational issues' solution through horizontal linkages between the affiliates and subsidiaries, as well as the formation of the optimal organizational structure that help to achieve purposes, put down before holding.

2. Management with the reaction to changes in the external environment and scenario planning, enable us to predict the patterns of development of the enterprises, depending on macroeconomic conditions and coordinate the program of action of the top management of the company for each of the scenarios.

3. Changes in the mechanism of staff motivation and innovation in the organizational culture of the company. The specified element of the change management fsystem includes a comprehensive set of measures to improve the productivity and efficiency of employees, setting before them the specific goals and objectives, the achievement of which will allow the organization to meet their needs better, as well as the introduction of new rules and norms of behavior, appropriate to the situation.

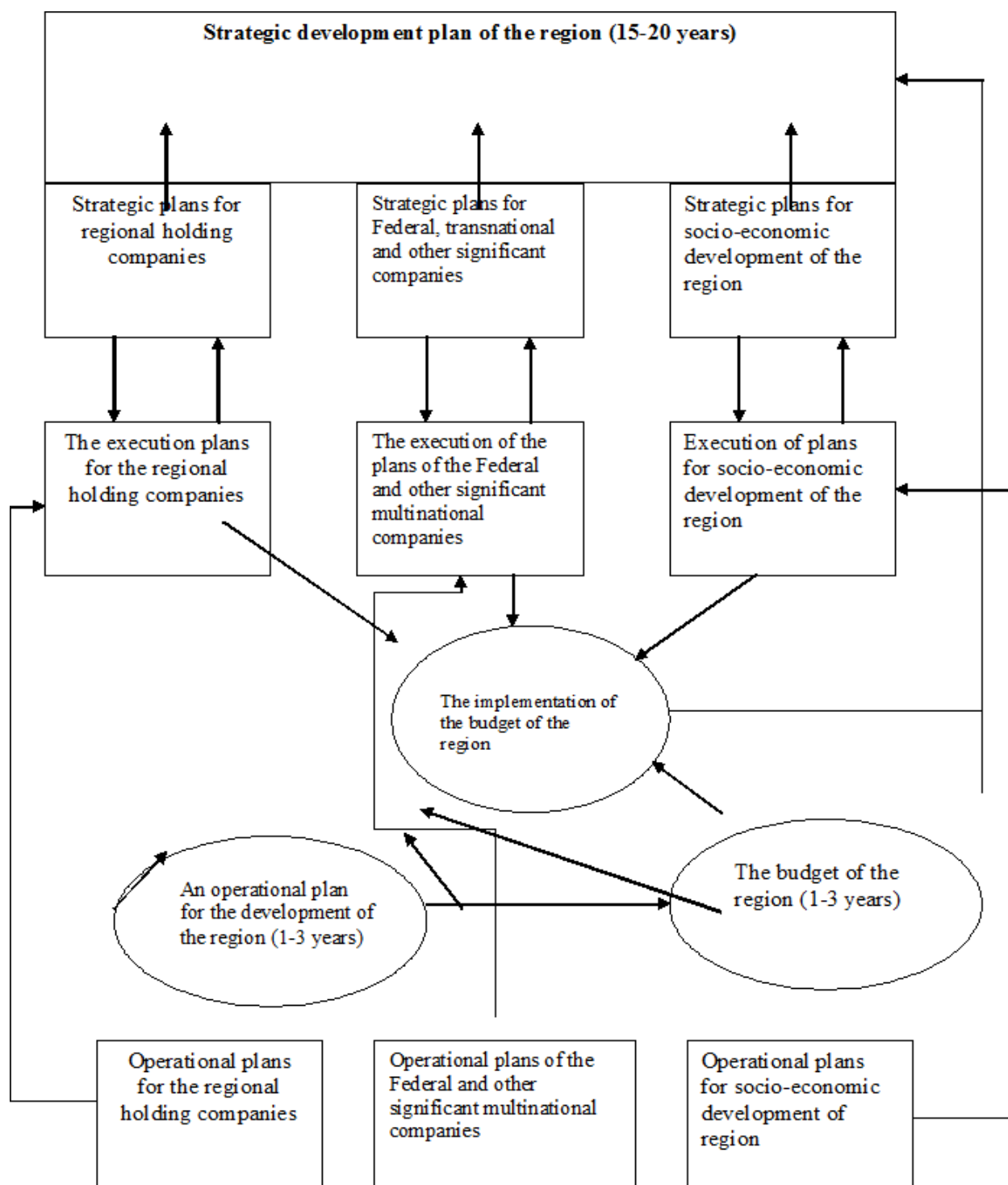
4. Changes in the politics of distribution of power, i.e. the determination of the optimal ratio of the level of authority and responsibility, concentrated in the hands of management of the parent company.

Russian regional holding companies are operating in many industries, significantly affecting the economy of the region as a whole, such as telecommunications, wholesale and retail trade of petroleum products, alcohol and alcoholic beverages, gas, etc. It is obvious, that the formation of long-term development plans of the Republic should happen in close cooperation with these companies. Currently this does not happen, and often plans for the

development of specific industries and enterprises are inconsistent with the consolidated strategic plan of the region. To resolve this problem is offered to be a liaison between the business and political elites of the region, based on the model of formation of strategic development plan of the region, see figure 2.

Figure 2

THE MODEL OF FORMING A STRATEGIC PLAN FOR THE DEVELOPMENT OF THE REGION



Thus, the model displays the entire process of harmonization and coordination of corporate and regional strategies both for short-and long-term. The specified process starts with the development by the subjects of the businesses operational plans for the development of private enterprises. In such plans the regional holding companies must explain in details and predict all of the elements of changes, according to the scheme, described above.

However, the formation of short-term regional development plan or budget, the ruling elite will have more accurate forecasts of regional holdings development. Moreover, the authorities will receive information about planned changes in the structure of organizations, methods and areas of the business, etc. Therefore, all changes, that may affect social stability, are to be clearly forecast, and in case of disagreement of the ruling elites with the plans of corporations, the opportunity always exists to engage in dialogue and to find a compromise. Currently, all changes are unexpected by regional authorities, which improves the level of social tension in a particular region.

On the basis of actual data on the execution of operational plans of the companies and operational plan of the region, a long-term strategic development plans are formed of both the region and business entities. Thus, a similar notification and approval by businesses of their plans at the regional level will increase the level of public confidence as to the business and to the authorities, but also serve as an important factor in maintaining social and political stability in the region.

Thus, the above-described methods of forming a system of change management in holding companies at the regional level will allow to solve several tasks.

Firstly,, using the described methods it is possible to develop a development strategy plan for the implementation of changes to the strategically important of the region holding companies within the framework of territorial strategic planning. Because of this, the changes to holding companies will become more predictable for regional power elites, and so it will have time to prepare a program for more effective implementation of positive changes in areas and mitigate the negative changes.

Secondly, the described methods help to establish communication between the main institutions, that influence life in the region, public institutions, authorities and businesses, which, in turn, will lead to the desire to find a compromise on controversial development issues of the region.

Thirdly, the implementation of these methods and their implementation in all the regions of the Russian Federation may lead to a significant increase as a separate regional systems and the entire economy, by increasing efficiency and productivity, improving the quality of management of private business, growth of profits of commercial organizations and, as a consequence, growth of receipts in budgets of all levels.

Therefore, methodological support of the process of change management in holding companies has a practical significance and high potential for significant economic growth.

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WORLD EXPERIENCE OF SPATIAL POLARIZATION SMOOTHING MANAGEMENT IN THE REGIONAL ECONOMY OF RUSSIA

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ABSTRACT

The article describes the basic concepts related to the process of spatial polarization in the economy of Russian regions. We analyzed the main factors contributing to the smoothing of spatial economic polarization in a region. In particular, we analyzed the world experience of spatial disparity reduction, also due to the accumulation and consumption of human capital, which can be successfully applied in the economic system of Russia.

Key words: *economic area, smoothing the spatial polarization of economic, unevenness of spatial development, the management of the smoothing of spatial polarization in the region, human capital.*

INTRODUCTION

The concept of "economic space" develops the starting representations about a territory, it is the basis for spatial polarization phenomenon and the main definition of the regional economy.

A large number of "economic space" concept definitions can be found in modern scientific literature. According to the author's opinion the most optimal definition is the following one: economic space is a rich area, accommodating numerous objects and relations between them: settlements, industrial enterprises, economically developed and recreation areas, transport and engineering networks (Bagautdinova et al., 2014). Thus, each region has its inner space and the relations with an outer space.

The spatial organization of the economic system of Russia with different resources and natural climatic conditions, with the growing scales and the economy complexity causes an objective necessity of the study and the further reasoning of its regional structure, under which the production enterprises relatively isolated geographically and their relationships within a holistic economic complex are understood.

THEORY AND METHOD

According to the authors the reasons of Russian economic space polarization is explained by the fact that the law of an average profit rate takes place at the competitive markets of a macroeconomic system. This law expresses the tendency to the obtaining of equal quantity of return for an equal invested capital.

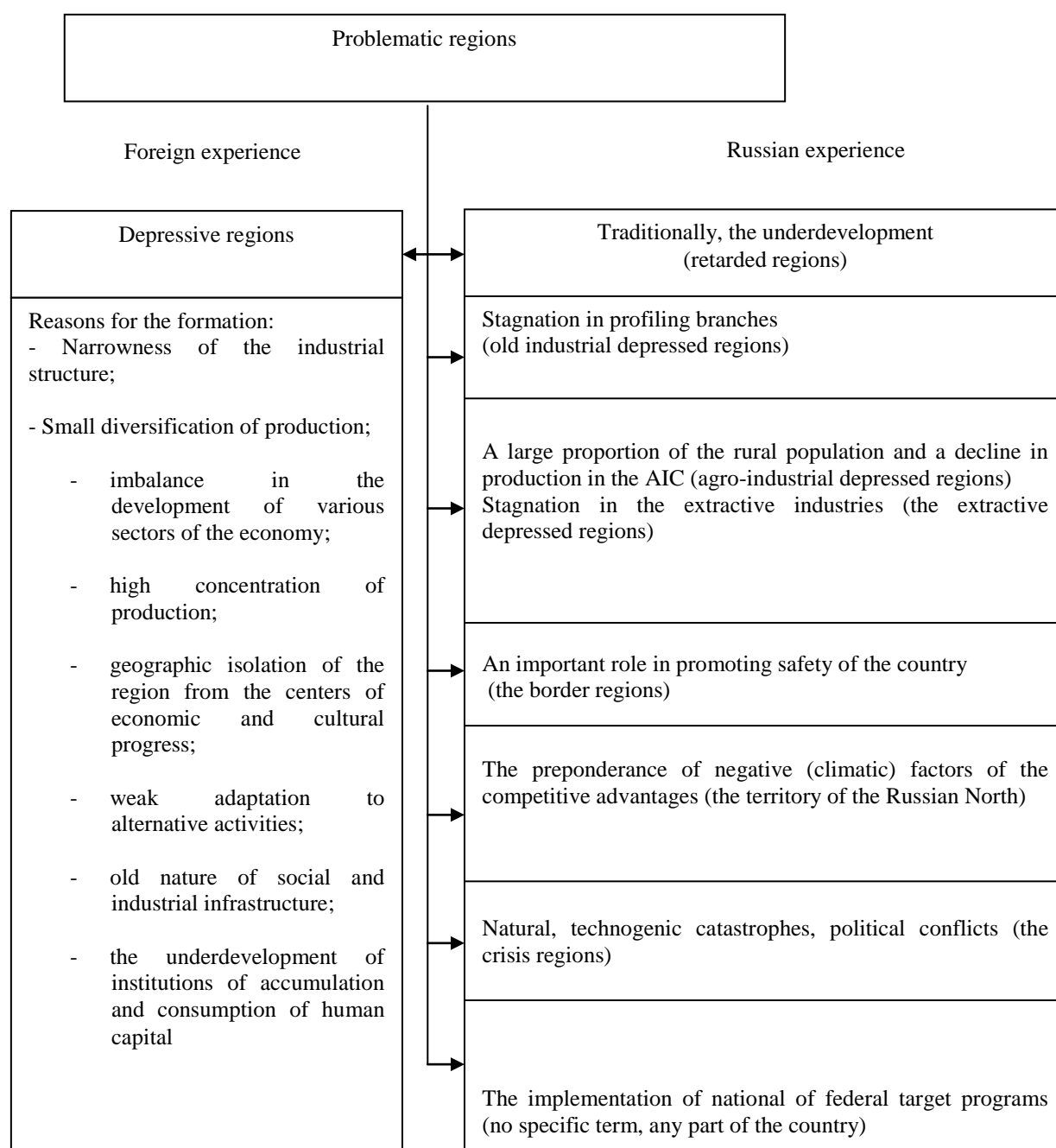
$$\text{Surplus value} / \text{invested capital} \times 100\% = \text{rate of return} (1)$$

Thus, some part of the surplus value created in labor-intensive industries (with a low organic capital composition) is assigned to capital intensive ones (with a high organic composition). This law reinforces the industrially developed regions, where the capital-intensive sectors of the economy are concentrated and it slows down the economic growth in

poorly developed regions. However, having analyzed any statistical data you can easily make sure that the regions with the capital-intensive sectors of the economy concentration are in the most difficult situation (see Fig.1.) (Gabbrakhmanov et al., 2014).

Also the regional economy allocates traditionally the objective and subjective factors influencing the spatial polarization of the regions. The objective factors influencing the spatial polarization include: natural and geographical disparities between the regions of the country, the availability of resources for economic development, technological specificity and industrial specialization of the territory, the extent of its economic isolation and the infrastructural development.

Figure 1
TYPOLOGY AND THE CAUSE OF THE OF PROBLEM REGIONS IN THE FOREIGN AND DOMESTIC EXPERIENCE



The subjective factors contributing to spatial polarization are the determinants of institutional, infrastructural, functional and organizational orientation, i.e., the type of political and territorial structure and the character of power and economic authority distribution, traditions and etatism practice, the presence and positions of large corporate structures (Zinovyeva, 2015).

According to the authors, the emergence of a large number of crisis regions, the so-called areas with "specific developmental disorders" (with acute social, economic, political, cultural and environmental issues), reinforcing the spatial polarization in addition to the abovementioned factors is also influenced significantly by:

- the devastating impact of natural or man-made disasters (the technological disaster at Fukushima (Japan), which occurred as a result of a strong earthquake that led to the fact that the seventh part of its lands is deactivated there);

- large-scale socio-political conflicts (military actions against extremist terrorist Muslim groups in Syria with the participation of the Russian Air Force, led to the escalation of relations between Russia and Turkey. In 2015, one of Russian sanctions against Turkey, was the prohibition of agricultural products export, which will undoubtedly make a negative impact on the economy of the Turkish agricultural sector);

- the significant decline in production and living standards, causing the destruction of the accumulated economic potential and considerable volumes of population forced labor migration (post-crisis response to negative developments in the Middle East, a huge flow of forced migrants to EU territory, the terrorist attacks in Paris and Belgium) (Bagautdinova et al., 2014).

Of course, the list of factors influencing the increase of spatial polarization is much wider. According to the authors, one of these factors making a significant (considerable) impact on the increasing polarization of the economic space of Russia is the globalization process. We believe that the changes taking place in modern Russia today are an atomic component of the globalization process, i.e., "A specific reflection of the transitions and transformations which are currently experienced by the world as a whole» (Bagautdinova et al., 2013).

An important factor of the globalization process, which may have a significant impact on the increase in or on the smoothing of spatial polarization can be attributed to a constant expansion of human capital cross-country migration. Let's note that the total number of migrant workers can be estimated very roughly. It is believed that about 125 million of labor migrants were constantly located outside their native countries during the mid-1990s. In recent years around 20 million of labor migrants moved from one country to another per year. The total number of foreign workers in the US was 7 million in 2015, in Western Europe the total number made 6.5 million people, in Latin America - 4 million people and in the Middle East and North Africa - 3 million people. The labor of immigrants is used by entire industrial sectors; 25% of them are employed in construction and 33% in automotive industry (France), 50% of immigrants are employed in mining industry (Belgium), and 40% of construction workers are immigrants in Switzerland (<http://www.internationalregions.org/Full-TalentReport.pdf>). During recent years the analysis of labor migration in economic scientific discourse is based on the promise that an accumulated human capital is the most important prerequisite for a successful economic development. Therefore, the cross-country migration of human capital is regarded traditionally as one of the main reasons explaining the existence of economic space spatial polarization (Murtazina, 2013). As unlike other goods labor force acts as a production factor of all final products of the economy.

It is quite clear, that the accumulation and the consumption of human capital lead to the things which are directly proportional to the way the economic benefits are derived from a produced product sale, the level of competition increases, and thus, the spatial polarization

between economic actors also increases. According to the authors, the spatial polarization smoothing requires the consideration that the creation of conditions for the accumulation and the use of human capital is the first and the most important task in economic space management.

RESULT

In order to create effective management tools for spatial polarization in a region, first of all it is necessary to develop the classification of regions and their territorial sub-systems, the development of which takes place at lower rates than in the neighboring regions, which conditions the preservation of stagnating development trends within the territorial entities. The performed analysis showed, that the reason of this phenomenon may be a very large number of factors, including globalization, the stagnation of profiling industries, the predominant share of a region agricultural sector, the predominance of negative factors over the sources of a region competitive advantages, the consequences of natural and man-made disasters as well as social-economic disasters. The prerequisites of these reasons, according to identified strong dependence (during correlation analysis) of regional socio-economic development rates as a resulting value and innovation distribution level, the level of infrastructure development and the level of a territory social attractiveness (estimated as the average value of life quality and human potential development index) considered as the influence factors on the resulting indicator is the specified set of factors precisely (Ulesov et al., 2013). Thus, the following types of a region economic space polarization may be specified (see Table 1).

Table1
TYPES OF REGIONS AND TERRITORIES DEPRESSIVE DEVELOPMENT

Innovation distribution level	Infrastructural development level	Social appeal level		
		High	Average	Low
High	high	Abnormal depressive development	Abnormal depressive development	Socially conditioned depressive development
	average	Abnormal depressive development	Depressive development conditioned by insufficient infrastructural and human capital	Depressive development conditioned by inadequate and disproportionate development of infrastructure and human capital development
	low	Abnormal depressive development conditioned by low infrastructural potential	Depressive development conditioned by inadequate and disproportionate development of infrastructure and human capital	Depressive development conditioned by an inadequate level of innovation potential for infrastructural and social development
Average	high	Depressive development conditioned by insufficiently effective use of an enterprise resource	Depressive development conditioned by disproportionate social, innovation and infrastructural development	Depressive development conditioned by the mismatch of social and infrastructural development
	average	Depressive development conditioned by inadequate provision of social potential	Depressive development conditioned by lack of prerequisites for the development of competitive advantages	Depressive development conditioned by the predominance of avoiding motivation and paired with the absence of prerequisites for competitive

				advantages development
	low	Depressive development conditioned by the impossibility of innovative and social component potential	Depressive development conditioned by low infrastructural development of potential innovative and social components	Depressive development conditioned by the absence of prospects concerning the use of innovation potential
Low	high	Depressive development conditioned by insufficient innovative potential	Depressive development conditioned by internal disproportionately of a regional potential	Depressive development conditioned by the disparity of social, innovation and infrastructure development
	average	Depressive development conditioned by internal disproportionality of a regional capacity	Depressive development conditioned by the absence of prerequisites for the formation of competitive advantages	Depressive development conditioned by the lack of preconditions for competitive advantages development
	low	Depressive development conditioned by the inability to use a social potential	Depressive development conditioned by the lack of prerequisites for the development of competitive advantages	Depressive development conditioned by the lack of prerequisites for the development of competitive advantages

As can be seen from the provided table, in most cases the trends of depressive development for meso level socio-economic systems are conditioned by an uneven social, innovation and infrastructural development. Thus the priority management tool for a region economic space polarization is the creation of its development balanced potential, distributed in accordance with the existing structure of the region and municipality development potential, also due to the accumulation and consumption of human capital.

The international experience of spatial polarization smoothing must be considered by the most important components with the determination of country characteristics in terms of the modern Russian conditions. So, the most attractive objects for comparison are the United States (the leading country in the world according to economic potential with a large area) and four European countries (Germany, France, Italy, Spain), the regional policy of which in comparison with Russia was studied within the framework of TACIS project, as well as the European Union countries, the experience of which is of particular importance for the integration of the economic space of Russia and CIS countries (<http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=URISERV:r17003>).

The regional policy of EU is aimed at the acceleration of underdeveloped regions economic growth within countries, called in its turn to develop the increase of population income, could not achieve the goal. It was difficult to achieve the basic premise of this policy - to attract business in the areas with unfavorable development conditions. Widely used institutional mechanisms of investment promotion (tax incentives) and the investment in infrastructure were an insufficient argument for businesses during the choice of asset localization. In contrast to the equalization of regions, a similar policy towards less developed EU countries (as a whole) gave positive results reducing the differences between them and more developed countries. This mixed experience is little known in Russia, although it is very important within the conditions of possible state investment opportunities increase.

The World Bank study on the spatial development showed that some mitigation is possible for social inequality indicator. In most developed countries of Europe the break of a negative trend for social inequality growth took place and regional differences and some softening started. But this was possible only at a sufficiently high level of economic development, providing the necessary financial resources for redistribution. The main

mechanism was the implementation of costly policy concerning the large-scale redistribution of social transfers, which gave an additional effect in the form of regional difference smoothing.

In France, for example, the most important mechanism of regional social inequality mitigation was not the regional but the social state policy, which ensured the alignment of population income through social transfers. In Britain, unlike France, where a different state model developed, there is no such large-scale inter-regional redistribution, and such a volume of social transfers. The regional disparities in economy and social sector continue to grow.

The growing economic and social inequality is the most typical for catching-up economies. But there may be a few exceptions among them. For example, the regional disparities in income and employment are mitigated and Kazakhstan against the background of regional economic disparities. The smoothing of social inequality in the regions of Kazakhstan is conditioned by very diverse factors: the actual and "statistical" ones. The actual ones may include an effective use of human capital, a significant amount of inter-budgetary redistribution in favor of the least developed southern regions, as well as an increased efficiency of financial assistance at a significantly lower cost of public services per capita than in Russia. The "statistic" factors include the specific indicators of unemployment level arising due to the decision to consider one third of employees to self-employed ones and in rural areas almost all employed population is self-employed. Another factor is the consolidation of the administrative grid of regions, which helped to "hide" strong spatial social differences existing within large (<http://www.worldbank.org/eca/russian/data/>) regions.

Thus, the diverse international experience shows that there are opportunities and the mechanisms to mitigate spatial economic and social disparities in Russia. The development of an effective state regulation system for regional economic differentiation could become one of the most important factor to improve the competitive position of Russia in the global system of the world economy and will contribute to the solution of development problems within an equilibrium economic system, the provision of effective accumulation and the consumption of human capital.

CONCLUSIONS

Thus, the globalizing world economy is the essence of spatial polarization. All objective, subjective, and other factors discussed in this article lead to economic space asymmetry and to the emergence of the so-called areas with "specific developmental disorders" (with acute social, economic, political, cultural and environmental issues).

The world experience shows that only one institutionalization of human capital accumulation and consumption in a crisis region can be an effective tool for spatial polarization smoothing. According to the authors, the position of some federation subjects with the "specific developmental disorders" has every chance for revitalization if Russia takes the position mainstream at the world markets of high-tech industries: nanotechnologies, arms, aerospace, nuclear industry, energy-saving technologies, the development of tourism industry and other industrial sectors. Most of Russian crisis regions may come out on the trajectory of a stable economic progress by encouraging the development of small businesses, the improvement of local investment environment, the search for new markets that can easily be accomplished through an efficient storage and the use of human capital.

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