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INNOVATIVE SYSTEM OF TRAINING AND MANAGEMENT DECISION-MAKING

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Abstract

One of the promising areas for increasing the effectiveness of higher education institutions in the context of the current global confrontation may be the implementation of competitiveness management systems (CMS). The theoretical basis for modern research on the creation of CMS adapted to existing circumstances is the use of an innovative system of training and decision-making (ISOPUR), which, taking into account the conditions of global geopolitical instability, should be supplemented (modified) by the connection (chain) «environment» and have the following content: environment (E) – methodology (M) – economy (E) – technology (T) – management (U) – competitiveness (Ksp), i. e. OMETUKsp.

The authors in the work carried out a possible step-by-step filling of the content of the specified elements of ISOPUR - OMETUKsp, applicable to higher education institutions with an increased level of adaptation to global geopolitical instability. In particular, the primary attention was paid to the study of the factors ensuring the competitiveness of personnel in modern conditions, taking into account the influence of internal and external threats, through the concept of «three Z-e», with the assessment of both the essence and the relationship of its constituent concepts (components): 1 – «knowledge», 2 – «health», 3 – «care for one's neighbor». Recent events in Belarus associated with geopolitical instability, the adoption of the new Concept of National Security, the Code of Administrative Offenses (CAO) and the Republican Program of Patriotic Education of the Population, indicate that the third component of the concept of «three Z-e» (Z – care for one's neighbor) should be supplemented by such elements (factors) as: legality, patriotism, love for the Motherland. The specified factors of personnel competitiveness, combined in the form of the concept of «three Z-e», in modern conditions are related to each other approximately as 3:2:5. In other words, the third component of the «three Z-e» concept, due to the vital necessity and stability at the enterprise and national level, comes out on top (first level). This indicates a vital need to expand the practice of teaching the discipline «Competitiveness of an Organization (Enterprise)» in domestic higher education institutions with economic, legal and engineering focus, highlighting the social component of training specialists (legality, patriotism, love for the Motherland, etc.), future managers and personnel of organizations.

Keywords: geopolitical instability, global confrontation, training, competitiveness (Ksp), innovative system of training and management decision-making (ISOPUR) – OMETUKsp, personnel, UVO.

ИННОВАЦИОННАЯ СИСТЕМА ОБУЧЕНИЯ И ПРИНЯТИЯ УПРАВЛЕНЧЕСКИХ РЕШЕНИЙ

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Реферат

Одним из перспективных направлений повышения эффективности УВО в условиях существующего глобального противостояния, может быть внедрение систем управления конкурентоспособностью (СУКсп). Теоретической основой современных исследований по созданию адаптированных к существующим обстоятельствам СУКсп является использование инновационной системы обучения и принятия управленческих решений (ИСОПУР), которая с учетом условий глобальной геополитической нестабильности должна быть дополнена (модифицирована) связью (цепью) «окружение» и иметь следующее содержание: окружение (О) – методика (М) – экономика (Э) – техника (Т) – управление (У) – конкурентоспособность (Ксп), т. е. ОМЭТУКсп.

Авторами в работе осуществлено возможное пошаговое наполнение содержания указанных элементов ИСОПУР – ОМЭТУКсп, применительно к УВО, обладающему повышенным уровнем адаптации к глобальной геополитической нестабильности. В частности, преимущественное внимание уделялось исследованию факторов обеспечения конкурентоспособности персонала в современных условиях, учитывающих влияние внутренних и внешних угроз, посредством концепции «три З-э», с оценкой как сущности, так и взаимосвязи ее составных понятий (компонентов): 1 – «знания», 2 – «здоровье», 3 – «забота о ближнем». Последние события в Беларуси, связанные с геополитической нестабильностью, принятием новых Концепции национальной безопасности, Кодекса об административных правонарушениях (КоАП) и Республиканской программы патриотического воспитания населения, указывают на то, что третий компонент концепции «три З-э» (З – забота о ближнем) должен дополняться такими элементами (факторами), как законность, патриотизм, любовь к Родине. Указанные факторы конкурентоспособности персонала, объединенные в виде концепции «три З-э», в современных условиях соотносятся между собой приблизительно как 3:2:5. Иными словами, третий компонент концепции «три З-э», вследствие жизненной необходимости и стабильности на уровне предприятия и страны, выходит на первое место (первый уровень).

Это указывает на жизненно важную необходимость расширения практики преподавания дисциплины «Конкурентоспособность организации (предприятия)» в отечественных УВО экономической, юридической и инженерной направленности с выделением социальной составляющей подготовки специалистов (законность, патриотичность, любовь к Родине и т. п.), будущих руководителей и персонала организаций.

Ключевые слова: геополитическая нестабильность, глобальная конфронтация, обучение, конкурентоспособность (Ксп), инновационная система обучения и принятия управленческих решений (ИСОПУР) – ОМЭТУКсп, кадры, УВО.

Introduction

Ensuring survivability in the current market conditions characterized by global confrontation and geopolitical instability (external sanctions challenges, ideological contradictions, disruption of international supply chains etc.) is one of the main tasks of the modern economy of Belarus, Russia and the Commonwealth of Independent States (CIS) [1]. There is no doubt that this task in the current conditions must be solved by ensuring the competitiveness of basic socio-political, production and technical facilities, one of the first of which is personnel (personnel of various levels), the formation (training) of which is carried out by higher education institutions (HEIs) [2–4]. The research was carried out according to proven methodological recommendations within the framework of the implementation of complex research end-to-end tasks (CRCT); practical classes of students; work of student research circles; training (retraining) courses for specialists [5].

The results of the analysis showed a high assessment of the efforts and activity of pioneers in promoting new approaches to ensuring the competitiveness of various facilities (including UVO) from the countries of the former USSR [2–4]. The analysis shows that one of the promising areas for increasing the efficiency of such objects (representing an open system), including in the conditions of modern competitive realities, may be the introduction of competitiveness management systems (CMS) [2]. The theoretical basis for the known studies on the creation of CMS was the use of the system of training and making management decisions (SOPUR) – METUK, which has the following elements: methodology (M) – economy (E) – technology (T) – management (U) – competitiveness (C). This approach was actively developed in the Russian Federation by the scientist R. A. Fatkhutdinov over fifteen years ago, therefore it could not take into account the existing international situation.

Taking into account the above, we carried out a review entities innovative system of training and management decision-making, as well as possible modern content of its elements in relation to higher education institutions.

Main part. Development of an innovative system of training and management decision-making (ISMDM)

The analysis of the research showed that, taking into account the innovative approach to modern geopolitical instability and confrontation, the well-known SOPUR should be modified (supplemented) with the connection (chain) «environment» and have the following content: environment (E) – methodology (M) – economy (E) – technology (T) – management (U) – competitiveness (Ksp), i. e. OMETUKsp [4].

The step-by-step (in order of importance) content of the basic terms (concepts) of the innovative SOPUR (ISOPUR – OMETUKsp) as applied to the educational institution with an increased level of adaptation to geopolitical instability and global confrontation can be disclosed as follows.

Step 1. *Environment (E)* (or external environment, **determining who and how influences the UVO from the outside**) is the first component of the ISOPUR – the beginning of work to ensure the competitiveness of the UVO in modern conditions. We have already noted the need for the survival of all objects in the existing international conditions. The influence of the external environment on the competitiveness of all objects, including UVO, is manifested in the following trends [1–4]:

- in the political sphere: the presence of significant contradictions between the main actors in world politics, which are manifested against the background of a decline in the effectiveness of international and regional security systems and are capable of complicating the situation around Belarus; the clash of geopolitical interests of leading states (groups of states) in the process of transition from a unipolar to a multipolar world order;

- in the economic sphere: deterioration of the conditions of foreign trade, attraction of credit and investment resources due to unfavourable conditions in world markets; adoption of protectionist measures by foreign states by establishing barriers and discriminatory conditions for the implementation of export-import operations; development of transit corridors, energy transportation systems alternative to those existing in Belarus, and targeted limitation of their transit capabilities;

- in the scientific and technological sphere: restriction of access of Belarusian researchers and business entities to the latest technologies, research results and world-class developments; targeted policy of foreign states and companies stimulating the emigration of scientists and specialists from Belarus.

As a result of the above phenomena, the specific influence of the external environment on the competitiveness of domestic higher education institutions is also manifested in: increased competition in the sphere of specialist labor, which is a consequence, on the one hand, of automation and computerization of traditional production activities, on the other hand, of overproduction of specialists in certain specialties; increased role of long-term and sustainable relations between education, science and production; formation of adaptive virtual structures in management that determine a modern approach to personnel policy based on proactive training of a new generation of specialists; development of electronic educational technologies in the sphere of training of specialists; increased role of standardization of educational processes, certification of higher education institutions in terms of their new specialties; increased role of state regulation of training of specialists that ensure an optimal balance of scientific and practice-oriented training.

Step 2. *Methodology (M)* – the second component of I SOPUR, taking into account that modern teachers (and, accordingly, trained personnel of different levels) must master the methods and mechanisms of action of economic laws, application of scientific approaches and principles to management in higher education institutions. The main purpose of the second component is the formation (training) of specialists with a high level of human capital, which is a set of skills embodied in a person: education, intelligence, charisma, creativity, work experience, entrepreneurial energy, the ability to survive in extreme conditions [4, 5].

It should be noted that artificial intelligence (AI) has recently become an increasingly important stimulus for innovative development in science, technology and business, which influences almost all aspects of creativity [6–8]. The development of AI, which has many points of contact with intellectual property, is facilitated by the availability of large volumes of data for training and the increase in available computing power.

Currently, the fundamental strategic document of the Russian Federation in the field of AI is the National Strategy for the Development of Artificial Intelligence for the Period up to 2030, approved by the Decree of the President of the Russian Federation of October 10, 2019 No. 490 «On the Development of Artificial Intelligence in the Russian Federation». Given the great importance of this issue, V. V. Putin signed a decree updating the AI development strategy until 2030. It should be noted that the final document of the 10th forum of the Federation Council of the Russian Federation and the Council of the Republic of the National Assembly of Belarus (Moscow, June 29, 2023) proposes to develop a strategy for the development of artificial intelligence in the Union State [6–8].

The main principles of development and use of AI technologies: protection of human rights and freedoms, security, transparency, technological sovereignty, integrity of the innovation cycle, reasonable frugality, support for competition. The following can be attributed to the issue under consideration as indicators that characterize the achievement of the goals of the strategy and can be attributed to the issue under consideration [8]:

- the level of public trust in AI technologies should increase to at least 80 % by 2030, compared to 55 % in 2022;
- 80 % of workers are expected to have AI skills, up from 5 % in 2022;
- the number of graduates who have completed AI programs will be at least 15.5 thousand people, which is significantly higher than the figure of 3,048 people in 2022;
- it is planned to increase from 12 % to 95 % the share of priority sectors of the economy ready for the implementation of AI;
- companies' expenses on the implementation and application of AI should increase to at least RUB 850 billion annually, compared to RUB 123 billion in 2022;
- the combined maximum power of all Russian supercomputers using AI technologies, equipped with graphics processors for training AI models, should increase to 1 exaflop, up from 0.073 exaflops in 2022 (FLOPS is a non-systemic unit used to measure computer performance, showing how many floating-point operations per second a given computing system performs).

The document also outlines areas of support for organizations involved in AI development. Among them: state support, provision of grants, ensuring unimpeded attraction of investments, promotion of the best organizations, development of domestic open AI libraries, creation of

data repositories and solutions in the field of AI, etc. In addition, areas of support for scientific research, development and increasing the availability of infrastructure for development, increasing the level of competencies, stimulating the implementation of AI technologies in economic and social sectors, including within the framework of international cooperation, etc. are presented [8].

Step 3. *Economy (E)* – aspect ISOPUR, which acts as a set of knowledge, skills and competitive advantages in various areas of macro- and microeconomics, resource and energy conservation, etc. The transition to the fifth (and in some cases the sixth) technological order requires the training of specialists in higher education institutions on the basic aspects of a competitive economy, i. e. the philosophy of a new vision and thinking, knowledge management in order to improve the quality of processes in all environments and industries, and to intensify innovative activities [4].

Step 4. *Technology (T)* is an aspect of the ISOPUR, which is the material basis for the development (design) and organization of the educational and research process in the educational institution. The components of the presented aspect are: the technical level of the educational institution, the toolkit of educational technologies, technological equipment, electronic information equipment and other elements aimed at forming a high-quality “cloud” information and educational environment [4].

Step 5. *Control (U)* is the fifth aspect innovative ISOPUR and one of the most difficult, since domestic teachers of different levels have to work in conditions of tough competition. In such conditions, management is a general function of an organized system (UVO), aimed at maintaining its integrity and fulfilling its goals and objectives. It (the general function U) is implemented using the Deming-Shewhart cycle (PDCA), consisting of separate (independent) functions: planning – P, activity – D, control – C, improvement (management decision-making) – A [5].

The relevance and necessity of making management decisions is determined by the fact that they are designed [4]:

- to ensure the necessary interconnection between reforms in higher education and strategies for sustainable socio-economic development of economies;

- to intensify the goals of higher education institutions in the area of increasing their competitiveness and allocating the necessary and sufficient financial support to increase the growth rate of innovation and investment activities of higher education institutions;

- to increase the level of adaptation of higher education institutions to market conditions and competition in the market of modern educational services;

- eliminate the imbalance between the training of specialists and their future needs, the overproduction of some specialties and the shortage of others;

- to raise to a higher level the use of the advantages of strategic marketing and financial management in the field of organizing the educational and research process in higher education institutions;

- to increase the level of motivation and incentives for the work of the teaching staff;

- to implement an optimal combination of innovative, comprehensive and systemic approaches of the state to regulating the activities of public and private higher education institutions;

- to create and implement a comprehensive program for the entry of national education systems into the CIS educational space.

Step 6. *Competitiveness (K_{sp})* is the sixth aspect of innovative SOPUR and it acts as a generalizing result of training or work on the previous five aspects. The competitiveness of a higher education institution is determined by its competitive advantages in relation to other higher education institutions of the same profile. At the same time, the competitive advantages of a higher education institution are multifactorial and are determined primarily by its activity in training modern competitive specialists [9].

We followed the factors for ensuring the competitiveness of personnel in modern conditions, taking into account the impact of internal and external threats, using the concept of «three Z-es», with an assessment of both the essence and the interrelation of its constituent concepts (components): 1 – «knowledge», 2 – «health», 3 – «caring for one's neighbor» [10].

Analysis and research showed that the main purpose to component «knowledge» is training of comprehensively developed specialists (personnel) in various areas with a high level of human capital, in the practice of formation of which special attention should be paid to increasing labor efficiency based on the use of modern tools competitive economy like AI, development of holistic inventive thinking and the ability to formalize ideas into patents intellectual property objects (IPC). Thus, to the traditional components of the triad element: «knowledge» (natural giftedness and intelligence, talent, education, special knowledge, skills, abilities, ability for a certain type of activity), in modern conditions the following components should be added: knowledge of the historical past of the country, national culture, the foundations of the history of religion and the Motherland, as well as the tools of a competitive economy and AI [11–14].

The «health» element of the «three Z» concept, is one of the key factors in healthcare and the social sphere, since the health of the nation is determined by 10–15 % by the level of development of healthcare, and by 50–55 % by the conditions and lifestyle of the population. The efficiency of the «health» component is largely connected with the national system based on the promotion of a healthy lifestyle (HLS) and the implementation of the «Quality of Life» and «Healthy Nutrition» doctrines, which allows us to form and maintain a person (specialist) with high physical and mental abilities until old age [15–17].

The implementation of the above – mentioned doctrines is impossible without understanding that we live in an era of multifactorial uncertainty, when the world is changing rapidly. But there is also an undoubted constant: the world is dual. It is very important for society to preserve this duality, which is conceived by nature, and to find harmony between men and women, using their complementary qualities for creation. No one doubts anymore that women are an important strategic resource of our country and that they largely contribute to the development of industrial and social initiatives and technologies, so necessary for its prosperity. Women are often more active than men, react faster and more acutely to the challenges facing society and are more proactive when they arise, offering possible, often original solutions. Nowadays, educational institutions should set as their goals the promotion of the ideology of a healthy lifestyle, national preservation, traditional family values and the creation of a positive image of a large family as the basis of a prosperous state, they should show the high role of women in the formation and management of society, which often remains underestimated. It is women who have the ability to empathize, care, understand and tolerate. Women know how to find compromises, help resolve conflicts, reconcile warring parties and establish harmony. Women have enormous creative, spiritual and moral potential, abilities and the will to create, they continue to implement their not always clearly visible, but very important for society affairs.

An analysis of the research shows that the second block of traditional elements of the triad «three Z (z)» is the hereditary advantages and abilities, physical data, healthy lifestyle. In modern conditions, it should include the following factors: health in all its manifestations (as a source of courage, fortitude, strength), aimed (taking into account the principles of spirituality, respect for the history of the country and love for the Motherland) at traditional family values and ensuring the protection of the Fatherland from external and internal threats.

In the conditions characterized by geopolitical challenges, the need for timely strengthening of state sovereignty and national security, through the consolidation of society and ensuring the national unity of public and state interests, the essence of the third component of the triad «three Z (z)» «caring for one's neighbor» should be considered in the context of events occurring in the environment and have a modified characteristic of its components, including in their composition such factors as: «legality (compliance with the law)» and «patriotism» [18–22]. In particular, the introduction of such a factor as legality (compliance with the law) is justified the new Code of the Republic of Belarus on Administrative Offenses dated 06.01.2021 No. 91-Z (CAO; reg. in NRPA No. 2/2811 dated 15.01.2021). The introduction of such a factor as patriotism is substantiated by the Resolution of the Council of Ministers of the Republic of Belarus dated 29.12.2021 No. 773, which approved the program of patriotic education of the population for 2022–2025. The adoption of the new Code of Administrative Offenses and the program of patriotic education of

the population, indicate that the third component of the concept of «three Z-e» (Z – care for one's neighbor) should be supplemented by such elements (factors) as: legality, patriotism, love for the Motherland.

And the analysis of the research showed that the factors of personnel competitiveness, united in the form of the concept of «three Z-e» (knowledge, health; care for others), in modern conditions, are related to each other approximately as 3:2:5. In other words, the third component of the concept of «three Z-e», due to the vital necessity and stability at the level of the enterprise and the country, comes out on top (first level).

The solution to the problem of increasing the competitiveness of higher education institutions interacts with a system of factors that follow from the essence of the relationship between the following main (triadic) components: «man – society – nature»; «competitiveness of goods – competitiveness of the UVO – competitiveness of educational services», within the framework of the creation of the corresponding ISOPUR, adapted to global geopolitical instability [9, 10].

The developed system has been undergoing testing (as part of the modernization of the QMS structure) at the International University «MITSO» (Minsk) and its Gomel and Vitebsk branches for over the past six years. It is an innovation-oriented incentive mechanism that promotes self-actualization of the individual and has a single goal, which consists of satisfying the national economy with competitive specialists, ensuring the possibility of higher education institutions to successfully compete in the domestic and international educational services markets in a modern competitive economy [4, 9].

Conclusion

The analysis of the research shows that one of the promising areas for increasing the effectiveness of higher education institutions in the context of the current global confrontation may be the introduction of competitiveness management systems (CMS). The theoretical basis for modern research on the creation of CMS adapted to existing circumstances is the use of innovative training and management decision-making system (TMSDM), which, taking into account the conditions of global geopolitical instability, should be supplemented (modified) by the connection (chain) «environment» and have the following content: environment (E) – methodology (M) – economy (E) – technology (T) – management (U) – competitiveness (Ksp), i. e. OMETUKsp.

In this report, the authors focus on the possible step-by-step filling of the content of the specified elements of the ISOPUR – OMETUKsp in relation to the UVO, which has an increased level of adaptation to global geopolitical instability. Recent events in Belarus related to geopolitical instability, the adoption of the new Concept of National Security, the Code of Administrative Offenses (CAO) and the National Program of Patriotic Education of the Population, indicate the vital need to expand the practice of teaching the discipline «Competitiveness of an Organization (Enterprise)» in domestic higher education institutions. economic, legal and engineering orientation with the emphasis on the social component of training specialists (patriotism, love for the Motherland, etc.), future managers and personnel of organizations. At the same time, the plans of the Ministry of Education of the Republic of Belarus annually reduce the number of specialties and the number of teaching hours in this area.

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