Актуальные проблемы управления, экономики и права: вызовы и решения: материалы XVII Ежегодной студенческой научно-практической конференции на иностранных языках

Сборник тезисов включает в себя доклады-презентации XVII Ежегодной студенческой научно-практической конференции на иностранных языках «Актуальные проблемы управления, экономики и права: вызовы и решения», которая была организована кафедрой иностранных языков Уральского института управления – филиала РАНХиГС 26 марта 2026 года. В рамках программы конференции осуществлялась работа трех секций: «Право» «Экономика и менеджмент» «Управление». Докладчиками представлены итоги исследования актуальных проблем, которые охватывают широкий спектр тем, включая государственное управление, правовое регулирование экономических отношений, экономическую безопасность, менеджмент и другие актуальные вопросы. Сборник будет полезен преподавателям, студентам и аспирантам и всем, кто интересуется проблемами и перспективами социально-экономического и правового развития России и международного сообщества.

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Personal Data Protection in Russia and the EU: From Legal Norms to Judicial Practice

In the digital era, personal data has become a valuable asset, and its protection is a priority for states worldwide. Two conceptually distinct regulatory models have emerged: the European General Data Protection Regulation (GDPR), which treats data protection as a fundamental human right, and the Russian Federal Law No. 152-FZ, emphasizing state sovereignty through data localization. However, the mere existence of legal norms does not guarantee their effectiveness in practice. This study traces the path from legal provisions to their real-world application.

The aim is to conduct a comparative analysis of personal data protection mechanisms in Russia and the EU, focusing on how legal norms are interpreted and enforced through landmark judicial and administrative cases. The research evaluates the effectiveness of each model in protecting data subjects' rights.

The study employs comparative-legal, formal-legal, and systemic methods. It analyses legislative frameworks (GDPR and 152-FZ), examines case law (e.g., Google Spain, H&M, Meta, LinkedIn, Rostelecom, TCS Bank), and compares regulatory practices, sanction systems, and the proactivity of supervisory authorities.

The analysis reveals fundamental differences in philosophy: the Russian model prioritizes state sovereignty and formal compliance, while the EU model centres on individual rights and proactive accountability. Russian fines are fixed (up to 6 million rubles) and recently supplemented by turnover-based penalties for mass data leaks (up to 3% of turnover). In contrast, GDPR fines can reach 4% of global turnover (up to €20 million). Regulators: Roskomnadzor operates reactively,

whereas European DPAs conduct proactive investigations. Case comparisons show that EU decisions (e.g., Google Spain) create pan-European precedents transforming entire industries, while Russian victories remain localized with modest compensation. De jure, both systems protect rights; de facto, EU citizens enjoy stronger safeguards due to broader rights, proactive regulators, and significant deterrent sanctions.

The GDPR proves more effective for direct human rights protection in the digital age. The Russian model successfully implements state policy (data localization, control over sensitive data) but offers fragmented individual protection. Positive dynamics in Russia – growing legal awareness, stricter fines, and the introduction of turnover-based sanctions – suggest a possible convergence with proactive elements of the GDPR.

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Правосудие во Франции.

Во Франции судебная система включает две параллельные ветви — суды общей юрисдикции и административные суды. Это разделение связано с принципом разделения властей и обеспечивает чёткое разграничение функций между ветвями.

Французское государство также характеризуется своими специфическими правовыми особенностями. Для сохранения своей автономии государство создало свод законов, отличный от обычного права («административное право»).

Государство вызывает у французов противоречивые чувства. Они любят государство… и одновременно ненавидят его. Во имя либерализма они требуют большей роли гражданского общества. Государство угнетает их, но государство должно платить…

Налоговое бремя считается невыносимым, но французы ожидают от государства «всегда большего»: больше школ и учителей, больше социальной защиты, больше пособий для безработных и бедных, больше полицейских, больше поддержки испытывающих трудности экономических секторов и т. д.

Каждый француз чувствует себя преследуемым государством, которое хочет забрать его деньги: прямые налоги, НДС на товары и услуги, которые он покупает, штрафы. Они постоянно пытаются уклониться от уплаты налогов или платить меньше, ни на секунду не задумываясь о том, что совершают преступление. Налоговое мошенничество — считающееся настоящим

национальным развлечением и относительно терпимое даже теми, кто им не занимается, — является самым дорогостоящим преступлением для общества, поскольку, по оценкам, оно представляет собой убыток в размере не менее ста миллиардов евро в год. Оно варьируется от мошенничества с налоговыми декларациями до полной неуплаты налогов.

Французская система правосудия уникальна своей глубокой 800 летней историей, которая сформировала её особенности. Она постоянно эволюционирует, стремясь к идеалам независимости и единообразия права, а также к повышению эффективности через активную цифровизацию процессов

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The 1993 Constitution of the Russian Federation: reasons for its adoption and features of the normative legal document

The 1993 Constitution of the Russian Federation is of vital importance to our country as the foundation of the Russian legal system. In 1993s it helped stabilize the legal situation in Russia by enshrining the fundamental principles of the state. Understanding this aspect necessitates a critical rethinking of the historical conditions under which the Constitution was drafted, as the compromises of that

time determined the structure of power and the system of checks and balances that remain in effect today.

The purpose of this work is to analyze the reasons for the adoption of the 1993 Constitution of the Russian Federation and identify its key features as a normative legal document that ensures a democratic system and state stability.

In this paper, the Autor used methods of analysis and generalization of information from various sources, such as books, academic articles, and legal acts, to provide a general understanding of the 1993 Constitution of the Russian Federation. The Autor also used description to examine the articles of the Constitution that enshrine the fundamental principles of the state.

The study identified the reasons for the adoption of the Russian Constitution and the structural features of the legal document. The opinions of Western lawyers on the draft Constitution were also analyzed, and the document's impact on modern law enforcement was assessed.

The 1993 Constitution of the Russian Federation resulted from overcoming a profound political crisis and laid the foundation for a new Russian statehood. Possessing unique legal properties, it stabilized the system of government and enshrined a broad range of rights and freedoms. The Basic Law not only fulfilled its anti-crisis function but also created mechanisms for its own development, as confirmed by the 2020 constitutional reform. The 1993 Constitution ensured the necessary balance and continuity of power, allowing Russia to strengthen its sovereignty and adapt to the challenges of the times.

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Territorial marketing

The topic “Environmental Law in Switzerland” is important and interesting because the country is a global leader in environmental protection: with a small territory and high population density, it has achieved impressive results. Switzerland stands out for its strict environmental standards, development of green technologies, effective waste management, and biodiversity protection. Its laws actually work: air and water pollution levels are low, and the waste sorting system is among the best in the world. Other countries, including Russia, study Switzerland’s experience — analysing its legislation will help identify mechanisms suitable for adaptation in domestic conditions.

The aim of the report is to study Switzerland’s environmental law system,

identify its key features, and assess the effectiveness of nature protection mechanisms.

To achieve this goal, the following methods were used: analysis of Swiss laws and directives, comparative analysis with other countries' legislation, study of scientific articles and international organizations reports, compilation of statistics on air and water quality and waste recycling rates, and a systems approach to assess how legal norms relate to the environmental situation.

The outcome will be a report providing an overview of environmental law institutions and regulations, examples of successful conservation practices, data on environmental indicators' dynamics over the past 10–15 years, and a table comparing Swiss norms with international standards.

The conclusions will highlight the most effective elements of the Swiss model, the possibility of applying them in other countries, key success factors (economic, social, political), and prospects for legislative development considering global challenges: climate change, population growth, and anthropogenic pressure on nature.

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Comparative analysis of family law in Italy and Russia

Family law plays a significant role in regulating social relations, particularly in the areas of marriage, divorce, and parental responsibility. In the context of modern legal development, comparative analysis of different legal systems becomes especially relevant, as it allows identifying both strengths and weaknesses of national legislation. In this regard, the study of family law in Italy and Russia is of particular interest, since these countries demonstrate different legal approaches to the regulation of family relations.

The purpose of this work is to analyze the legal regulation of family relations in Italy and Russia, as well as to identify the main differences, similarities, and existing legal challenges within these systems. The research focuses on key aspects of family law, including marriage, divorce procedures, and child custody.

In this work, methods of analysis and generalization of legal information were used. The study is based on official legal sources, such as the Italian Civil Code and the Family Code of the Russian Federation, as well as materials from the European e-Justice Portal and other academic sources. These methods made it possible to examine the legal frameworks of both countries and compare their practical application.

The result of this research is the identification of key characteristics of family law systems in Italy and Russia. It was established that the Italian system is more formalized and relies on judicial procedures, while the Russian system demonstrates greater procedural flexibility, particularly in certain categories of cases such as divorce. At the same time, both legal systems prioritize the protection of children's rights and the principle of the best interests of the child.

The analysis also revealed several challenges within both systems. In Italy, the main issue is the length and complexity of judicial procedures, whereas in Russia, difficulties are associated with the enforcement of legal obligations, especially in the field of alimony. Based on these findings, it can be concluded that further improvement of legal mechanisms is necessary in both countries.

Thus, the comparative study of family law allows not only to identify differences in legal regulation but also to determine possible directions for improving the effectiveness of family law systems.

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USE OF U.S. ARMED FORCES ABROAD: POWERS OF THE PRESIDENT AND CONGRESS

The issue of the division of constitutional powers between the executive and legislative branches is particularly significant in democratic political systems. This issue becomes especially important in situations where there is a conflict of powers over the conduct of state foreign policy and the use of armed forces abroad. The US experience in overcoming the constitutional impasse caused by the conflicting war powers of the President and Congress appears particularly valuable and can be applied to similar constitutional crises in other countries with similar political systems.

The purpose of this work is to study the preconditions for the constitutional crisis in the US political system caused by the implementation of his war powers by the US President, and to develop proposals for overcoming this crisis.

This work used methods such as analysis and generalization of information from sources: laws, memoranda of US government agencies, commentaries on laws, judicial acts.

The study found that current US law does not grant the US Congress the authority to authorize a ban on the deployment and use of US forces abroad. The War Powers Resolution, in fact, only reserves for the US Congress the right to demand that the President report on the use of US forces and to demand a cessation of hostilities within a 60-day period.

Based on the results of this study, the following conclusion can be drawn: a rational way to overcome the constitutional impasse would be to grant the US Congress preventive powers. For example, by requiring the cessation of US military deployments abroad or requiring the US President to consult with the US Congress before conducting offensive operations abroad.

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Prenuptial and postnuptial agreements

For a considerable period, English law, unlike many of its European counterparts such as France and Germany, viewed prenuptial agreements with

significant skepticism. The courts adhered to an archaic principle known as the "first rule of public policy," which held that such contracts were void as they were perceived to encourage divorce. This meant that prenups were historically not binding on the courts, which retained absolute discretion over financial settlements upon divorce. This created a climate of uncertainty for couples, particularly those with significant assets, international connections, or children from previous relationships, who sought to manage their financial futures.

This report aims to clarify the current legal status of prenuptial (and postnuptial) agreements within the jurisdiction of England and Wales. It seeks to explain the paradigm shift brought about by recent case law, moving from a position of non-recognition to one where such agreements carry significant weight. The primary objective is to provide legal professionals with a clear understanding of the conditions under which these agreements are now considered enforceable and to delineate the balance between respecting individual autonomy and the court's overriding duty to ensure fairness.

The report is based on an analysis of the seminal Supreme Court decision in *Radmacher v Granatino* (2010), which serves as the cornerstone of the modern approach. It examines the specific facts of the case—involving a German heiress and a French banker—and the Court's reasoning. Furthermore, the research synthesizes post-Radmacher legal commentary and judicial guidance to identify the practical safeguards that render such agreements effective.

The results of the analysis show that the law has undergone a fundamental evolution. In *Radmacher v Granatino*, the Supreme Court ruled that decisive or compelling weight should be given to a nuptial agreement that is freely entered into by both parties with a full appreciation of its implications, unless it would be unfair to hold them to it. This established the principle of individual autonomy. However, the results also show that enforceability is conditional. For an agreement to be upheld, four key safeguards must be met: the agreement must be voluntary (ideally signed at least 28 days before the wedding); there must be full and frank financial disclosure; both parties should have independent legal advice; and the agreement

must not prejudice the reasonable financial needs of the parties or any children of the family. The court retains ultimate jurisdiction to ensure a fair outcome, meaning a prenup is highly influential but not absolutely binding.

In conclusion, the law on marital agreements in England and Wales has transitioned from a position of outright rejection to one of qualified respect. The *Radmacher* decision modernized the legal landscape by empowering couples to make their own financial arrangements. Consequently, a properly drafted prenuptial agreement that meets the established safeguards will today carry very significant weight and is highly likely to be upheld by the courts. This creates a valuable tool for financial planning, while the retained judicial discretion to review for fairness acts as a crucial safety net. The law thus strikes a balance between contractual freedom and the protective function of the family court, with *Radmacher v Granatino* remaining the foundational authority.

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Euthanasia: the right to death or a crime?

The ethical and humane dimensions of euthanasia have been debated since the time of Socrates. Should a person be allowed to end their life due to incurable illness and unbearable suffering, or must life be preserved at all costs? Today, this question remains as relevant as ever, extending beyond medical and religious discourse into the legal sphere. Across Europe, numerous countries are grappling with the issue of whether to legalise euthanasia, yet approaches vary dramatically. The Netherlands represents the most liberal model, having legalised euthanasia in 2002, while Ireland maintains a complete prohibition, criminalising any form of assisted death. This polarisation creates a compelling framework for comparative legal analysis.

The aim of the work is to study the history of euthanasia and its impact on the formation of a modern view of euthanasia, as well as to study the legal framework governing euthanasia in two European countries representing opposite approaches, the Netherlands and Ireland, in order to identify key differences between these models and determine whether euthanasia is a legitimate exercise of personal autonomy or remains criminal.

In this work, the methods of analyzing and summarizing information from various sources, such as articles from scientific journals, legislative texts, court decisions, and official statistical reports were used along with a comparison method

to examine the key differences in attitudes towards euthanasia in the Netherlands and Ireland.

A review of euthanasia in the Netherlands and Ireland based on several criteria showed that for the Netherlands euthanasia is a freedom of choice for a person, and for Ireland it is a crime for which criminal liability is provided.

According to the results of the study of euthanasia, it can be concluded that in the modern world it is impossible to form an unambiguous and only correct opinion in support or condemnation of euthanasia, due to the historical, religious and legal characteristics of each state. Some countries, like the Netherlands, consider euthanasia to be an acceptable way of death, a free choice of a person. Others, along with Ireland, on the contrary, consider it a crime, an act of suicide, a violation of the fundamental right to life.

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Comparative analysis of family law in Iran and India

Family law plays a crucial role in regulating personal relationships and reflects deep historical, cultural, and religious traditions in both Iran and India. Iran maintains a unified Islamic legal framework based on Shia jurisprudence, while

India operates a pluralistic system of personal laws differentiated by religion (Hindu, Muslim, etc.).

The purpose of this study is to conduct a comparative analysis of key aspects of family law in Iran and India - marriage and divorce, inheritance, custody and guardianship - highlighting similarities, differences, and ongoing challenges related to gender equality and social justice.

The research methodology includes analysis and synthesis of legal texts, historical developments, statutory acts, and secondary sources (scholarly articles, official documents).

The study reveals that both systems are rooted in religious traditions, with Iran emphasizing a unified Sharia-based approach (Civil Code, Family Protection Law amendments) and India preserving religion-specific codes (e.g., Hindu Marriage Act 1955, Hindu Succession Act 1956 as amended in 2005). Key differences appear in marriage (polygamy permitted in Iran with conditions; restricted or absent in Hindu law), divorce (husband's unilateral right in Iran vs. mutual/grounds-based in India), inheritance (gender-differentiated shares in Iran; progressive equality reforms in Hindu law post-2005), and custody (mother's priority for young children in Iran; best interests' principle in India with statutory regulation).

Despite reforms such as expanded women's divorce grounds and custody rights in Iran (post-2003/2012 amendments) and gender-equal inheritance for Hindus in India - both countries face persistent challenges: discriminatory traditions, unequal inheritance in some cases, social discrimination against widows in India, and limited gender equality in Iran.

The paper concludes that future development should balance respect for cultural-religious heritage with modern principles of gender equality, human rights, and fairness. Suggestions include strengthening enforcement of minimum marriage age in India, reconsidering certain inheritance and polygamy rules in Iran, and reducing discriminatory customary practices in both jurisdictions.

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Comparison of Criminal Law in the Russian Federation and the United States

Criminal law represents a fundamental component of any legal system, as it defines criminal offenses, prescribes punishments, and establishes mechanisms for protecting society and maintaining public order. The criminal law systems of the Russian Federation and the United States exhibit significant differences stemming from their distinct legal traditions and historical development. The Russian Federation adheres to the civil law tradition, which relies primarily on codified written legislation. In contrast, the United States follows the common law tradition, where statutes coexist with judicial precedents that play a substantial role in interpreting and developing the law.

The purpose of this work is to conduct a comparative analysis of criminal law in the Russian Federation and the United States based on key criteria: sources of law, structural organization, criminal procedure, the role of judges and juries, types of punishments, and the overall effectiveness of the criminal justice systems. The study aims to highlight both similarities and differences in order to better understand the functioning of these systems and their impact on society.

In preparing this work, methods of comparative legal analysis, systematization, and generalization of information from scientific literature, legal codes, official statistical data, and scholarly articles were employed. Descriptive and analytical approaches were applied to examine the normative acts (the Criminal Code of the Russian Federation, federal and state legislation in the USA) and practical aspects of their implementation.

The analysis reveals fundamental differences in the sources and structure of criminal law. In Russia, the primary and unified source is the Criminal Code of the Russian Federation, ensuring centralized and uniform application across the entire country. In the United States, criminal law is decentralized: most offenses

fall under state jurisdiction, while federal law addresses specific interstate or national crimes, supplemented by constitutional provisions and binding judicial precedents. The criminal procedure in Russia is inquisitorial in nature, with judges actively participating in fact-finding, whereas the U.S. system is adversarial, emphasizing competition between the prosecution and defense, with a neutral judicial role. Jury trials in Russia are limited mainly to serious crimes (such as murder) and remain relatively rare, while in the United States they constitute a cornerstone of the system for many felony cases. Punishments in both countries include fines, imprisonment, and life sentences; however, U.S. sentencing practices are often stricter, with longer terms and, in some states, the death penalty (though Russia maintains a moratorium on capital punishment since 1999). In terms of effectiveness, both systems achieve high conviction rates, but the United States maintains one of the world's highest incarceration rates (approximately 541 per 100,000 population), significantly exceeding Russia's (around 300 per 100,000).

Thus, while both countries pursue the common objectives of crime prevention, offender punishment, and societal protection, their approaches differ substantially due to historical, structural, and procedural factors. The Russian system prioritizes uniformity and codification, whereas the American system emphasizes flexibility, federalism, and citizen participation through juries.

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Legal issues of 3D-printing technology

In the context of rapid technological development, 3D printing has significantly transformed modern manufacturing and digital design. It enables both individuals and companies to create physical objects using digital models and additive manufacturing technologies. At the same time, the widespread use of this technology has led to a number of legal challenges. In particular, issues related to intellectual property protection, trademark rights, and public safety have become increasingly relevant. As a result, the existing legal framework in the United States requires adaptation to address these emerging challenges.

The purpose of this work is to analyze the main legal problems associated with 3D printing technology in the United States, as well as to examine how current legal

regulation applies to digital models, branded products, and the production of potentially dangerous items.

In this work, methods of legal analysis and generalization of information from legislative sources and academic literature were used. The study is also based on analytical and comparative approaches, which made it possible to evaluate the application of existing legal norms to new technological conditions and to consider practical examples of their implementation.

The result of this work is the identification of key legal challenges related to 3D printing technology. It was established that digital 3D models may be subject to copyright protection, while the reproduction of branded objects may lead to trademark infringement and unfair competition. In addition, the possibility of manufacturing firearms using 3D printing raises serious concerns related to public safety and legal regulation.

3D printing technology requires further development of legal mechanisms and regulatory approaches to ensure a balance between innovation, intellectual property protection, and public safety. The adaptation of legal systems to technological progress remains a crucial condition for sustainable development in the digital era.

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THE OKUPAS PHENOMENON IN SPAIN: SOCIAL, ECONOMIC, AND LEGAL DIMENSIONS

The okupas phenomenon in Spain is the illegal occupation of other people's homes. It appeared due to a combination of social, economic, and legal factors. Squatting existed in Europe as a form of protest, but in Spain it became more common after the 2008 economic crisis. Many families lost their jobs and could not afford housing, while many apartments remained empty because of speculation and high tourist demand. This led people without access to regular housing to occupy empty properties.

Legal factors also mattered. Earlier, the system protecting property owners worked slowly. Illegal entry into a home was a crime, but eviction often required long court procedures, sometimes taking months or years. This combination of social and economic difficulties, empty properties, and slow legal responses helped the okupas phenomenon grow.

This work aims to analyze the reasons for the spread of okupas in Spain, assess their social and legal impact, and examine how the law regulates the phenomenon, including the reforms of 2025.

The study is based on reports, legal sources, and statistics about squatting in Spain. It focuses on expert publications and legislative changes that speed up evictions and strengthen property rights.

The phenomenon has social and legal causes. Socially, economic instability, high rents, expensive housing, and family vulnerability push people to occupy homes illegally. Legally, eviction used to be slow: if police did not act within 48 hours, owners had to go to court, which could take months.

Current laws allow police to evict occupants without a court decision if the occupation is registered within 48–72 hours. Court cases must now be handled quickly, with decisions in about 15 days. The law also strengthens responsibility for organized occupation and requires occupants to prove the legality of their presence.

The law considers social vulnerability: authorities must check whether the occupation is due to urgent need, which explains some allowances for certain groups. This balances property rights with protection for vulnerable people.

Data show that, despite public attention, only a small share of properties is occupied. Occupants range from vulnerable families seeking housing to organized groups exploiting legal gaps.

The okupas phenomenon in Spain results from social, economic, and legal factors. It grew due to economic hardship, limited housing access, and slow legal protection of owners. The 2025 reform speeds up eviction and strengthens owners' rights, but the issue also reflects deeper social problems related to housing access and inequality.

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Institute of Engagement: Legal Consequences in Russia and Latin America

Engagement is a traditional pre-nuptial practice that has deep historical roots in many cultures. However, its legal significance varies significantly across different legal systems. In some countries, engagement remains merely a social or religious ritual, while in others it carries legally binding consequences. This comparative study examines the legal nature of engagement in Russia and selected Latin American countries (such as Mexico, Argentina, and Brazil), where breach of promise to marry can lead to material liability.

The purpose of this work is to analyze the legal regulation of engagement in two different legal systems: the Russian Federation, representing the continental legal family with a secular approach, and Latin American countries, where the influence of canon law and local traditions has preserved specific norms regarding betrothal. We aim to identify the historical, cultural, and legal factors that shaped these differences and to evaluate modern trends in this area of family law.

In this research, we used comparative legal analysis as the primary method, examining relevant provisions of family codes and civil legislation. We also applied historical-legal analysis to trace the evolution of engagement norms and case study analysis to understand how courts in Latin America handle disputes related to broken engagements, including claims for compensation for material and moral damages.

The result of our work is a comprehensive overview of the legal status of engagement in the compared countries. The study reveals a fundamental divergence: Russian family law does not recognize engagement as a legally significant institution, considering it a purely factual relationship with no legal consequences. In contrast, several Latin American jurisdictions retain civil law provisions that, under certain conditions, allow a jilted party to recover gifts or claim damages,

particularly if the engagement was publicly announced or if the breakup caused material loss or offended honor and dignity. This difference reflects deeper distinctions in the role of family traditions, religious influence on law, and the protection of non-material interests.

The practical significance of this research lies in understanding how legal systems balance individual freedom to choose a spouse with protecting legitimate expectations and preventing abuse. For Russian law, which prioritizes absolute freedom of marriage, Latin American experience offers interesting material for discussion about the limits of legal intervention in intimate relationships. The study also provides useful insights for legal practice in an era of increasing cross-border family relations, where conflicts of laws regarding pre-marital arrangements may arise.

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Digital rights as an object of civil rights in Russia and the European Union

The rapid digital transformation of society has necessitated the legal recognition and protection of rights arising in the digital environment. Digital rights have become a focal point of modern legal systems, yet their conceptualization and regulation differ significantly across jurisdictions. This study examines digital rights as objects of civil law in Russia and the European Union, highlighting the terminological, normative, and systemic distinctions between the two approaches. Understanding these differences is crucial for legal harmonization, cross-border transactions, and the protection of individuals in the digital sphere. Moreover, the research contributes to the broader discourse on how traditional legal categories adapt to technological innovation.

The purpose of this work is to conduct a comparative analysis of the concept, classification, and regulation of digital rights in Russia and the European Union. By examining legislative acts, policy documents, and scholarly opinions, the study aims to identify the underlying principles that shape digital rights in each legal system and to assess the practical implications of these differences for citizens, businesses, and lawmakers.

The research employs methods of legal analysis, comparative law, and synthesis of doctrinal sources.

It was found that in Russia, digital rights are explicitly defined in Article 141.1 of the Civil Code as obligations and other rights recognized by law, the content and exercise of which are determined by the rules of an information system. They are classified into digital financial assets (DFA), utilitarian digital rights, and digital rights constituting currency values. This approach integrates digital rights into the

existing framework of civil law objects, emphasizing their proprietary and transactional nature. In contrast, the European Union lacks a unified legislative definition; instead, digital rights are understood as fundamental human rights adapted to the digital context. The European Declaration on Digital Rights and Principles (2022) outlines a human-centric vision, including the right to privacy, access to the internet, transparency of algorithms, and protection against unlawful surveillance. These principles are operationalized through sectoral regulations such as the GDPR (data protection), DSA (platform accountability), and DMA (fair competition). The study highlights a fundamental divergence: Russia treats digital rights primarily as civil law instruments, while the EU embeds them within a broader human rights and constitutional framework.

Based on the results, it can be concluded that the main difference between digital rights in the EU and in the Russian Federation lies in the understanding of the term itself. In Russia, it is a type of property right, while in the EU, it is a fundamental human right integrated into the Internet.

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Property rights in space

Rapid technological progress in space exploration and the emergence of private companies have led to the obsolescence of fundamental norms of

international space law, in particular the 1967 Outer Space Treaty. The lack of a clear international legal regulation of ownership of extracted space resources has caused a race of national legislations and created a conflict between international and national law, which requires a comprehensive legal analysis.

The purpose of the study is a comprehensive analysis of the legal regulation of property relations in outer space, identifying conflicts between international and national law, as well as determining the prospects for the development of the institution of ownership of space objects and resources based on a comparative analysis of the legislation of the United States, Luxembourg and Russia.

The methodological basis consists of both general scientific methods: analysis, synthesis, systematization, and special legal ones. The key is the comparative legal method used to study the approaches of the USA, Luxembourg and Russia.

As a result of the study, it was found that the United States and Luxembourg have adopted special laws recognizing private ownership of extracted space resources. Russia, while adhering to the traditional principles of the Treaty, does not have special regulation of space resources, which creates a legal gap.

The main conclusion is the fact of the disunity of the international legal regime of space resources. The unilateral actions of the United States and Luxembourg create new legal realities and conflicts. Russia needs to improve its national legislation to encourage private investment in the space sector while maintaining its commitment to the fundamental principles of the 1967 Outer Space Treaty. The further development of space law will depend on the possibility of balancing the principle of the "common heritage of mankind" and commercial interests.

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Animal rights: from property to legal personhood

In modern law, animals are traditionally classified as the property of their owners, which limits their protection from exploitation, abuse and suffering. However, the growing ethical, scientific, and philosophical arguments in favor of recognizing animals as subjects of law (legal personhood) raise questions about the possibility and expediency of changing the legal status of animals from an object of ownership to a bearer of inalienable rights similar to those of minors or corporations.

The aim of this research is to examine the theoretical and practical grounds for redefining the legal status of animals, to assess the feasibility of recognizing them as legal persons, and to analyze the potential implications of such a transformation for modern legal systems.

This can be achieved using the following methods: information collection, analysis of legislation and judicial practice, comparison and synthesis.

It was found out that it is currently difficult to fully equate animals with legal entities or people, but it is possible to expand their legal status by introducing special categories of protection. In various legal systems, there is already a trend towards strengthening legal protection of animals and moving away from the concept of "things".

Based on the results of this study, it can be concluded that the rethinking of the legal status of animals from a thing to a potential subject of law is not only ethically justified, but also legally promising as a direction for the further development of legal systems.

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Sanction Pressure and Isolation in Relation to Russia: Challenges and Adaptation Paths

Sanctions against Russia, first introduced in 2014 following the annexation of Crimea and significantly expanded in 2022 after the escalation of the Ukraine conflict, have had profound impacts on the country's economy, political landscape, and global standing. These sanctions, imposed by the United States, the European Union, and other Western nations, include restrictions on financial transactions, technology transfers, and energy exports, as well as the exclusion of Russian banks from the SWIFT system. The primary challenges faced by Russia under these sanctions include economic isolation and technological stagnation due to limited access to high-tech imports. In response, Russia has pursued a range of adaptation strategies, including economic diversification, import substitution, and the strengthening of ties with non-Western countries, particularly China and India.

The purpose of this study is to analyze the effects of sanction pressure and isolation on Russia, focusing on the economic dimensions. The study aims to identify the key challenges Russia faces under these sanctions and evaluate the effectiveness of its adaptation strategies. Additionally, the research seeks to explore the long-term implications of sanctions for Russia's economic resilience, technological development, and global integration. By doing so, it aims to provide a comprehensive understanding of Russia's ability to adapt to external pressures and the broader implications for international relations.

The study relies on a combination of data analysis and case studies to examine the impacts of sanctions and Russia's adaptation strategies. Data from international organizations such as the IMF and World Bank, as well as reports from think tanks like Carnegie Endowment and Chatham House, are used to assess economic indicators such as GDP growth, inflation rates, and trade volumes. Case studies focus on Russia's economic diversification efforts, its pivot to Asia (particularly

China), and the development of alternative financial systems, including the use of cryptocurrencies. Comparative analysis is employed to evaluate the effectiveness of these strategies in mitigating the effects of sanctions.

The sanctions have led to significant economic challenges for Russia, including limited access to global financial markets, restrictions on high-tech imports, and a decline in oil and gas exports due to price caps and EU embargoes. Inflation and currency depreciation have also been notable, with the ruble experiencing volatility and consumer prices rising. However, Russia has made progress in adapting to these challenges. Economic diversification has reduced reliance on oil and gas, with growth in sectors such as agriculture and IT. Import substitution programs have boosted domestic production, while the pivot to Asia has strengthened ties with China and India. Despite these efforts, long-term challenges remain, including technological lag, demographic issues such as an aging population and brain drain, and difficulties integrating into alternative global supply chains.

The study concludes that while sanctions have posed significant challenges to Russia, they have also spurred adaptation and resilience. Russia's pivots to Asia and domestic reforms have mitigated some of the negative impacts, but long-term success will depend on its ability to diversify its economy and achieve technological independence.

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From Sherlock Holmes to the present day: the evolving role of private detectives and their interaction with public police in English investigation

In the context of the development of modern criminal justice, investigative activity is no longer limited to public police institutions. Alongside state law enforcement, private investigators play an increasingly significant role, operating in civil, commercial, and quasi-criminal spheres. The expansion of private investigation is determined by both historical traditions and contemporary challenges, including limited police resources and the growing demand for specialised information services. Consequently, private investigation in England represents an important element of the broader law enforcement system, raising fundamental issues of regulation, professional ethics, and equal access to investigative resources.

The purpose of this work is to analyse the historical development of private investigation in England, its current legal framework, and its patterns of interaction with the public police.

The research is based on methods of analysis and synthesis of scientific literature, historical-comparative analysis, and examination of primary legal sources. These methods enable an assessment of both the evolution of private investigation and the specific features of its contemporary regulation and practice.

The results of the study demonstrate that private investigation in England has developed from early forms of crime control-such as the "thief-takers" and the Bow Street Runners-a stable element of a dual system operating alongside the public police. The research identifies the key components of the modern legal framework, including the Data Protection Act 2018, the Human Rights Act 1998, and the Regulation of Investigatory Powers Act 2000, as well as the notable absence of a unified licensing system despite the provisions of the Private Security Industry Act 2021. Furthermore, three main models of interaction between private investigators and the police are identified: cooperation, substitution, and tension.

The study concludes that private investigation performs an important complementary function within the criminal justice system, covering areas that are not prioritised by public police and providing additional investigative resources to those who can access them. At the same time, the development of this sphere highlights significant challenges, including insufficient regulatory oversight and inequality in access to investigative services, which risk contributing to the emergence of a "two-tier" system of justice with profound implications for social equality and the rule of law.

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Political and legal design of elections of high-ranking officials of the Russian Federation

Since 2004, the issue of the need for gubernatorial elections has been periodically raised in the Russian Federation. Supporters of this type of election argue that it is important to maintain democratic processes and direct representation at all levels of government. However, opponents of this type of election point to the ineffective performance of popularly elected governors in Russia, as seen in the 1990s. While these discussions often do not lead to concrete actions, the fact that

they are being discussed at the highest level of government highlights their significance in today's context.

The study examines the level of necessity and significance of direct elections of governors in modern Russia, as well as the relevance of the topic of electing the highest officials of the constituent entities of the Russian Federation.

This can be achieved using the following methods: collecting, analyzing, and structuring information, creating a periodization of the history of elections for the highest officials of the constituent entities of the Russian Federation, and studying opinions on the need for gubernatorial elections.

In the course of work, a periodization of the history of elections of senior officials in the Russian Federation was created:

1) Chaotic (1992 – 1996);

2) Variable (1996 – 1999);

3) Democratic (1999 – 2004);

4) Period of appointment (2004 – 2012);

5) Hybrid (2012 – present).

The opinions of public and political figures were also analyzed, and the degree of interest of Russian society in the topic under study was identified.

During the study, a variety of sources of information were analyzed, important aspects of the process of electing heads of constituent entities of the Russian Federation were examined, and the opinions of various political figures were studied. When examining history, it becomes clear that the system of electing heads of constituent entities of the Russian Federation has been constantly changing, and these changes have been actively discussed in society.

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System of Justice

Currently, the state is faced with the question of how justice is administered through different legal frameworks. Judicial systems worldwide are primarily

divided into two major types: the Romano-Germanic (Civil Law) system and the Anglo-Saxon (Common Law) system. These systems differ in their origins, principles, and methods of legal interpretation. Understanding these differences is crucial for comprehending how justice is administered in various countries.

The purpose of this work is to identify the key differences between the Romano-Germanic and Anglo-Saxon legal systems, examining their origins, structural features, and the distinct roles played by judges within each tradition.

This study was conducted using the following methods: information collection, identification of the conceptual apparatus of each legal system, comparative analysis of their features, and synthesis of the findings.

It was found that the Romano-Germanic system is characterized by codified laws, which serve as the primary source of legal rules. Judges in this system act as investigators who apply the law rather than creating it, and judicial decisions are not binding precedents. This system is widespread in continental Europe, Latin America, and parts of Asia and Africa. In contrast, the Anglo-Saxon system is based on case law, where legal principles are derived from judicial decisions that serve as binding precedents for future cases. Judges play an active role in interpreting and shaping the law, allowing the system to evolve flexibly with societal changes. This system is used in the United Kingdom, the United States, Canada, Australia, and other countries with historical ties to Britain.

Based on the results of this study, it can be concluded that the Romano-Germanic system provides clarity and consistency through codified laws, while the Anglo-Saxon system offers flexibility and adaptability through judicial precedent. The choice of system reflects a country's legal traditions and societal values, and both systems continue to influence legal practices worldwide.

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Protection of Children's Personal Data in the Digital Age

Background

The widespread penetration of the internet and digital devices into everyday life has led to children starting to actively use online services from an early age, leaving a scattered digital footprint even before they develop a conscious attitude toward privacy. The economic model of the modern internet is based on the collection and monetization of personal data, which has made information about children's behavior, interests, and habits a valuable resource for the advertising market and businesses. Technological platforms and gaming services have learned to obtain data directly from minors through intuitive interfaces, game mechanics, and manipulative practices, circumventing the difficulties of obtaining informed parental consent. For a long time, legal regulation in this area was of a general nature: rules designed to protect the personal data of adults proved insufficiently flexible to account for the specific characteristics of childhood (legal incapacity, long-term retention of information, the need for special oversight). The socio-

cultural factor—the low level of digital literacy among parents and educators, as well as the absence of established norms of "digital upbringing"—has led to adults often being unable to effectively control the processing of a child's data or to enforce the child's rights in the digital environment.

Purpose and aim

The goal of protecting children's personal data in the digital age is to create a comprehensive system of legal, technological, and educational measures that ensures the security of a child's digital footprint, guarantees informed control by parents or legal guardians, excludes the commercial exploitation of children's information without voluntary and informed consent, and fosters in minors the skills of responsible handling of their own data, while preserving their right to development, independence, and free participation in the digital environment.

Methods

Achieving this goal is possible through the following methods:

Studying legislation – analyzing Federal Law No. 152-FZ "On Personal Data," the Family Code, and the regulations of Roskomnadzor to understand the rights of children and parents.

Comparison with other countries – examining how children's data are protected in Europe (GDPR) and the United States (COPPA) to adopt best practices.

Analysis of court cases and fines – reviewing real-world violations and penalties to understand the practical challenges.

Surveys of parents and children – asking families how they monitor privacy online, what they know about their rights, and what difficulties they face.

Review of websites and applications – examining the user agreements of popular children's services (games, social networks) to see whether they include rules for parents and options to delete data.

Analysis of specific incidents – studying high-profile cases of children's data leaks or unlawful data collection to identify vulnerabilities.

Development of proposals – suggesting ways to improve laws and technologies (for example, creating a convenient portal for deleting children's data) and assessing the feasibility of implementation.

Results

The following conclusions can be drawn about the current state of children's personal data protection. In Russia, a legal framework has been established, including Federal Law No. 152-FZ "On Personal Data" and the Family Code, which set out general principles of data processing, the rights of data subjects, and the role of parents as legal representatives. However, there is no single specialized law on children's data protection, and the age thresholds (6, 14, 18) are blurred, creating gaps in law enforcement. The main risks are linked to technological practices: services obtain data directly from children through game interfaces and manipulation, bypassing parental consent; many parents do not know how to configure privacy settings, and existing control tools are inconvenient. Moreover, children's information (photos, posts) is almost impossible to delete completely from the internet once published. Protection remains fragmentary, allowing businesses to actively collect children's data for targeted advertising. Effective protection requires a set of measures: improving legislation by adopting specialized rules, implementing convenient technological mechanisms (e.g., a unified portal for deleting children's data), and increasing the digital literacy of parents and children. The overall result is that a digital footprint is formed from an early age, while legislation and social practices lag behind technology; thus, without systemic changes, the risks to children's privacy will continue to grow.

Conclusions

Based on the conducted research, the following conclusions can be drawn.

Firstly, the problem of protecting children's personal data in the digital age is driven by objective prerequisites: the early immersion of children in the online environment, the commercial value of their digital footprint for business and the advertising market, and the lack of sufficient skills among both parents and children for safely handling personal information.

Secondly, a basic regulatory framework exists in the Russian Federation—Federal Law No. 152-FZ "On Personal Data" and the Family Code. They establish the principles of lawfulness, proportionality, and confidentiality of data processing, the rights of data subjects (to information, access, rectification, and deletion), and define parents as legal representatives of the child. However, these rules are of a general nature and do not fully account for the specificities of children's data.

Thirdly, the research has identified key contemporary challenges: services obtain data directly from children through game interfaces and manipulative practices, circumventing parental consent; most parents lack the skills to use privacy settings; children's information (photos, posts) is nearly impossible to delete completely from the internet; there is no single specialized law on children's data protection, and age thresholds are ambiguous.

Fourthly, effective protection of children's data cannot be achieved through legal regulation alone. A comprehensive approach is necessary, encompassing three directions: improving legislation (adopting specialized rules), introducing technological mechanisms (user-friendly parental control tools, a unified portal for deleting children's data), and increasing the digital literacy of parents and children.

Thus, the outcome of the research is the conclusion that the current system for protecting children's personal data requires systematic improvement. A digital footprint is formed from an early age, while legal and social mechanisms lag behind technological development. Without comprehensive measures, the risks to children's privacy will only increase.

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Секция 2 «Экономика и менеджмент»

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Using gaming content in an educational environment to develop economic competencies

Abstract: This article addresses the challenges of understanding complex economic disciplines among students of different target groups. The current problem of students' understanding complex economic content can be addressed through a gaming platform that seamlessly develops essential disciplinary skills.

Keywords: economic education, digital environment, learning through cybernetic technologies, gaming platform, disciplinary competencies, game development, HoYoverse.

In today's context, increasingly diverse and comprehensive methods are being used to develop economic skills and abilities in students of various target groups. The need to incorporate international experience in using cyber industry products to convey fundamental economic knowledge has led to the use of game content in the development of pedagogical methods in Russia. Software has now made it possible to facilitate the delivery of economic disciplines and engage students through a dynamic approach to the material being taught. A key feature of developing economic competencies is the creation of a platform with content conveyed through clarity, dynamism, critical thinking, synthesis, and comprehensive analysis of economic knowledge, both at the enterprise level and in the global marketplace. This methodological approach draws thematic, targeted, quantitative, and qualitative parallels between the fundamental economic patterns and economic processes of territories and regions. In terms of the distribution of productive forces, production resources, natural potential, and infrastructure, comprehensive competencies for

managing socio-economic processes in interregional and international spaces are developed.

At various times and in various countries, gaming technologies have been used to diversify students' skills for accessible and rapid comprehension, as well as reflection in the acquisition of economic material. This is reflected in games such as Minecraft, Hustle Castle, Vampire Hunter D, Elder Ring, and others. The development of computer technology has influenced virtually all modern student groups. Having mastered digital programs, students and trainees have developed a demand for a variety of information-based thematic approaches to developing spatial socioeconomic thinking. This has led to a wide range and complex structure of game content available on the market today, which can easily be integrated into the educational environment alongside animation. The more creative techniques incorporated into a game, the more engaging the process of mastering economic knowledge becomes. Various types of game products exist, containing social, economic, cultural, and geopolitical content. They feature high-quality graphics, sound, and logical solutions. Currently, games such as Honkai 3d, Honkai Star Rail, Zenless Zone Zero, and Genshin Impact, developed by the Chinese game development studio MiHoyo, now known internationally as HoYoverse, have attracted particular attention. The development of these projects has proven mutually beneficial for both the developers (as they will generate multibillion-dollar profits) and consumers (as they satisfy information needs). At the same time, Genshin Impact occupies a special place in terms of developing general professional and professional economic competencies in its users. Thus, using the example of interregional socio-economic relations between Li Yue, Mondstat, Snezhnaya and its autonomous region Nord-Krai, Inazuma, Sumeru, Fontaine and Natlan, on the basis of solving elementary and complex economic, social, trade-political and logistical situational problems, it is possible to develop the skills and abilities of forecasting, economic-political maneuvering, risk management in a system of relationships, hierarchically determined (taking into account the division of labor and specialization of the named regions) storyline. Even the segmental inclusion of

such game material in the educational environment will simplify the acquisition of economic disciplines and the formation of analytical, critical, spatial, temporal and other quantitative and qualitative characteristics of inter-territorial economic relations.

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The economic potential of the Haitian diaspora: from remittances to development investment

Haiti faces a critical development paradox. Millions of Haitians live abroad (USA, Canada, France), forming a diaspora that sent remittances equivalent to over 20% of Haiti's GDP in 2023. However, these funds are used primarily for household consumption rather than productive investment. While this ensures family survival, it does not generate infrastructure or jobs needed for sustainable growth, revealing a gap between diaspora resources and Haiti's development needs.

This research aims to identify mechanisms for redirecting diaspora flows from consumption toward investment. The central question: how can Haiti transform remittances into strategic resources for long-term economic development?

The study is based on a multi-method approach: quantitative analysis of World Bank remittance data (2015–2024), comparative case studies of diaspora mobilization in India and Mexico, and informal discussions with Haitian diaspora members. Findings are empirically grounded and practically relevant.

The research proposes three adapted solutions. First, diaspora bonds: government securities for Haitians abroad to finance infrastructure, inspired by India. Second, digital investment platforms: online tools connecting diaspora investors with local entrepreneurs to create jobs, drawing from Mexico. Third, knowledge transfer programs: structured initiatives for diaspora professionals to train local workers. Analysis shows trust, sovereign guarantees, and transparency were key to success.

The Haitian diaspora is Haiti's greatest opportunity for economic transformation. A mindset shift is needed: from viewing diaspora as "senders of money" to recognizing them as "partners in development." With targeted policies, Haiti can mobilize its global community as catalysts for sustainable development, building a future where the diaspora is not just a safety net, but a foundation for national prosperity.

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Brand and identity management in fashion industry: building loyalty through colors, logos, and symbols

In the modern world, fashion brands have gone far beyond the role of simple and ordinary manufacturers of clothing and accessories. They have become key determinants of identity, status, and even worldview. The question of what makes a brand recognizable and desirable has become crucial. Logos, colors, and symbols turn out to be powerful tools that influence consumer choice not through the objective qualities of the product, but through emotional connection and association with the brand. The complexity of the fashion industry ecosystem, where aesthetics, marketing, and psychology merge together, requires sophisticated brand and identity management.

The main goal of this study is to analyze how brand and identity management works in the fashion industry through the use of colors, logos, and symbols to build consumer loyalty and explore their relationship to seven key approaches to brand management. This can be achieved using the following methods: information

collection, analysis of information, comparison, synthesis, study of orphanages around the world, analysis of the work of such institutions.

This can be achieved using the following methods: information collection, analysis of information, comparison, identification of key brand management approaches, analysis of their impact on building brand identity.

The findings reveal that successful brand management in the fashion industry involves creating emotional connections through strategic use of visual and symbolic elements. Examples include Christian Louboutin's red bottoms, Tiffany & Co's turquoise color, Burberry's checkered pattern and more. Additionally, the seven brand management approaches—economic, identity, consumer-based, personality, relational, community, and cultural—highlight diverse strategies for fostering brand loyalty and building a dedicated community.

The research confirms that successful brand and identity management in the fashion industry is based on a deep understanding of consumer psychology and cultural context. Colors, logos, and symbols play a crucial role in creating emotional connections and building long-term loyalty. Fashion brands that master the art of combining aesthetic, marketing, and symbolic elements achieve not only commercial success but also become cultural icons.

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RETAINING YOUNG TALENT IN AN INDUSTRIAL REGION: BEYOND SALARY INCENTIVES (CASE STUDY OF THE SVERDLOVSK REGION)

The Sverdlovsk region is one of Russia's oldest industrial areas, with a strong economy based on metallurgy and engineering. However, like many industrial regions, it faces a steady outflow of young professionals. Every year thousands of graduates leave for Moscow, St Petersburg or abroad. This "brain drain" weakens the region's human capital and slows its economic development. While salary is often seen as the main reason, recent studies suggest that non-material factors play an equally important role. Understanding these factors is essential for designing effective regional policies.

This study aims to identify the key non-material factors that influence young people's decisions to stay in or leave the Sverdlovsk region. The objective is to provide practical recommendations for regional authorities and employers on how to improve youth retention.

A mixed-method approach was used. First, an online survey was conducted among 250 respondents aged 20–30, including students of Ural Federal University and young employees of industrial enterprises in Yekaterinburg and Nizhny Tagil. The survey measured satisfaction with various aspects of life and future migration plans. Second, three focus groups with 24 participants were organised to explore motivations in depth. Data were analysed using descriptive statistics and thematic analysis.

The survey showed that only 28% of respondents definitely plan to stay in the region. While salary was mentioned by 67% as important, it was not the top priority. Career development opportunities ranked first (74%), followed by availability of leisure and cultural activities (65%), environmental quality (58%), and affordable housing (61%). Focus groups revealed that many young people feel uninformed about local career paths and see few successful role models in the region.

To retain young talent, the region must look beyond wages. The study recommends creating an online platform to showcase career opportunities, investing in urban amenities (parks, cultural centres), and launching media campaigns featuring local success stories. These measures align with national projects such as "Demography" and "Personnel" and can help reduce out-migration. Further research should explore differences between cities and industries within the region.

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The Role of Emotional Intelligence in Modern Leadership: A Key to Effective Team Management

In today's world, organizations are increasingly faced with a fundamental question: how to remain competitive while ensuring employee well-being in an increasingly complex business environment. Improving team performance and employee satisfaction requires not only managing human capital but also fostering psychological safety. Trends in leadership development increasingly focus on emotional and interpersonal competencies, rather than purely technical approaches. Classic leadership models often ignore the importance of the human dimension, namely, emotional states, which significantly influence individual actions and team dynamics. These factors have led to growing recognition of the critical role of emotional intelligence in leadership effectiveness, particularly with regard to motivation, stress management, and team cohesion.

The purpose of this study is to examine emotional intelligence in contemporary leadership and understand how it influences team effectiveness in modern organizational practice.

To achieve this goal, a multifaceted approach was used. The latest empirical research and analyses were collected and analyzed, and a synthesis of research findings from various contexts and a comparative analysis of leadership approaches were developed based on data published between 2024 and 2026. These methods provided a deep and comprehensive understanding of the subject, effectively integrating theoretical foundations with their practical implementation, identifying both the best solutions and areas requiring improvement.

The study shows that there is a strong positive relationship between a leader's emotional intelligence and leadership outcomes. Leaders with higher emotional intelligence are perceived as more empathetic, ethical, and able to build trust. Emotional intelligence also contributes to task completion and performance. Emotionally intelligent leaders are better at managing stress and maintaining team motivation. Innovation requires emotional intelligence—no amount of technical prowess can compensate for a lack of these skills.

Thus, emotional intelligence acts as a valuable resource that enhances leadership effectiveness and improves team performance in challenging organizational environments. Emotionally intelligent leadership promotes team effectiveness by building trust, improving communication, resolving conflicts, and fostering motivation. Organizations must resist the temptation to prioritize technical skills over emotional competencies. In times of rapid change, emotionally intelligent leadership plays a key role in management.

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Human capital management in the new economic reality: adaptation strategies for Russian enterprises

Currently, the state is facing the impact of sanctions, which has a significant impact on the competitiveness of Russian business. Now this problem is very actual for many companies. Therefore, human capital management plays a huge role in adapting the market to new conditions. Human capital management should be aimed at preventing "brain drain" and reducing dependence on foreign labour markets to increase the competitiveness of Russian enterprises.

The purpose of the work is to find current ways to solve the problem of human resources management in modern realities and to develop effective solutions for human capital management in the Russian market on the real examples.

The methods of achieving that goal are: data collection, analysis of human resources management strategies used by Russian companies, study of real examples of adaptation to sanctions, comparison of approaches used in various industries and combining all the information received to develop practical recommendations.

The results of that research show that in order to ensure the stability of the Russian economy under sanctions, it is necessary to use such methods as the adaptation of personnel policy, the development of internal resources, maintaining the motivation of employees and the use of state support tools. It is necessary to develop a plan for the company's adaptation, for employees to be motivated and retrained, for young employees to be attracted by providing them with comfortable working conditions, new technologies should be used to robotization production and referral Programs should be used. It also important to note that employees need to be

provided with social guarantees for their involvement in the enterprise. However, it is important to note that these methods should be used in combination.

Based on the results of this study, it can be concluded that human capital is the most important element for the functioning of the economy in the country and the personnel problem in modern realities is particularly acute. Its effective solution requires a combination of several methods. Initially, it is necessary to attract as many qualified employees as possible, and then retain them for a long-term perspective.

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Monetary policy transmission under fiscal dominance: empirical evidence from Russia

Currently, the Russian economy faces significant structural shifts due to external constraints and the reorientation of industries toward defense production. These changes challenge conventional assumptions about peacetime economic behaviour. Specifically, a growing fiscal deficit coexists with a record-high key rate set by the Central Bank. According to standard macroeconomic theory, particularly

the IS-LM model, such conditions should lead to a "crowding-out" effect, where high interest rates reduce private investment. Recent empirical studies on banking crises confirm that government issuance typically crowds out firm financing in domestic bond markets. However, empirical data from 2024-2026 shows that fixed capital investment continues to grow despite expensive borrowing costs. This contradiction creates a research problem regarding the effectiveness of monetary policy transmission mechanisms in specific economic conditions.

The purpose of this study is to analyze why the standard crowding-out mechanism does not operate in Russia under current conditions and to identify the specific factors breaking the link between interest rates and investment decisions.

The research includes a combination of theoretical analysis based on the modified IS-LM framework and empirical analysis of statistical data from the Ministry of Finance of the Russian Federation, the Central Bank of Russia, and Rosstat for the period 2024-2026. The study compares budget deficit dynamics, key rate fluctuations, and investment volumes in fixed capital.

The results indicate that the interest rate channel of monetary policy has broken down. Investment growth is driven not by market signals, but by three main factors: financial repression, where domestic banks face strong regulatory incentives to absorb government debt; guaranteed profitability for defense and IT sectors through state orders; and an administered finance system offering tiered loan rates (5% for priority sectors versus 20% for others).

Consequently, investment becomes a function of state allocation rather than interest rates.

Thus, the Russian economy has shifted from a market-based model to a state-controlled administrative system. While this ensures short-term resilience and capital mobilization, it carries severe long-term risks, including capital misallocation, erosion of non-military private business, and a potential collapse in total factor productivity. High investment figures today do not guarantee future economic efficiency.

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Big Mac Index 2026. Economic Index of Countries

The Big Mac Index is an unofficial way of determining the equality of purchasing power. The index was first calculated by The Economist magazine in 1986. The index is based on the theory of purchasing power parity, which states that the exchange rate should equalize the value of a consumer goods basket in different countries, but instead of a basket, it uses a single standard burger produced by McDonald's. The index compares the prices of Big Macs in different countries with the prices in the United States. The dollar is usually used as the base currency for comparison, specifically the cost of a Big Mac in US dollars.

The purpose of this work is to study the Big Mac index. Find out why a large number of people choose Big Macs for a snack, and to find out what problems can

arise from frequent consumption of Big Macs. Find out how the sale of Big Macs can reflect the exchange rate of countries.

This can be achieved by collecting most recent information from various websites for the years 2019-2026, analyzing the information, comparing the index in different countries, and drawing conclusions.

As of 2025, the index includes data from 78 countries. However, only five countries have higher Big Mac prices than the United States: Switzerland, Argentina, Uruguay, Norway, and Costa Rica. The Big Mac index and its accuracy are affected by factors such as: costs for food, rent, taxes, packaging, and salaries, as well as the ingredients in the hamburger. For example, the Big Mac in the United States, India, and Israel contains different ingredients, making it impossible to analyze in some countries.

Eating a Big Mac can have a negative impact on your health, including your stomach, skin quality, and weight. But why do so many people buy a Big Mac every day? There are several reasons why people choose a Big Mac for a snack: quick satiety, convenient shape and packaging, and the ability to eat on the go.
And the most important question I asked was: how can the sale of a Big Mac reflect the global exchange rate of the ruble? Using this index, we can determine whether a currency is undervalued or overvalued by comparing the price of a Big Mac in America with its price in other countries.

The calculations, like the formula, are very simple. I will try to calculate how much the ruble is overvalued or undervalued in the United States and Russia. For the United States, we will use the price of a burger at McDonald's, and for Russia, we will use the price of a burger at "Tasty. And That's It". A Big Mac in Russia costs 210 rubles, which is 2.5 dollars. In the United States, a Big Mac currently costs 6.12 dollars, about 515 rubles. I found out that the dollar is currently worth 84 rubles, according to the Central Bank of Russia. Comparing this with the data of 2019 and 2023, it can be concluded that the ruble is undervalued by about 80 percent.

Thus, the Russian currency is undervalued against the US dollar, according to Big Mac's theory. The list of the most undervalued currencies also includes the

Mexican peso, Chinese yuan, and Japanese yen, while the overvalued currencies include the Swedish krona, Swiss franc, and Canadian dollar. I believe that the national currency account in the price of a Big Mac is not entirely accurate, and it cannot fully explain how the global economy works, but it can be a starting point for comparing what is happening with the economies of different countries.

In conclusion, I can say that the Big Mac Index allows you to calculate how undervalued or overvalued a country's currency is. The index creators publish lists of the most overvalued and undervalued global currencies, and according to their calculations, the ruble is at the top of the second list.

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Labor Migration: Challenges and Benefits for Host Countries

The movement of individuals of working age in search of employment or better living conditions is known as labor migration. This movement may take place both domestically and internationally. Labor migration has become one of the defining processes of the global economy in the 21st century, affecting both developed and developing countries. According to the International Organization for Migration, there were approximately 281 million international migrants in 2024, with labor migration constituting a significant share of this flow. For host countries, it brings benefits such as filling labor shortages, compensation for natural population decline, contributions to tax revenues, and cultural diversity, as well as challenges including integration issues, security risks, growth of social and interethnic tensions, and risks of illegal migration and informal employment. Russia is among the world's top five recipients of migrant workers, with most coming from Central Asia and Post-Soviet countries. Overall, it becomes clear that striking a balance between the advantages and key challenges of migration in the labor market is necessary to strengthen national security and make up for labor shortages.

The target of this study is to explore and analyze the economic implications of labor migration for host countries, particularly Russia, and to identify the key challenges Russia faces in this field.

This can be achieved through general scientific methods: analysis of statistical data from national and international sources, comparative analysis of migration policies in different countries, and generalization of existing research.

The labor shortage in Russia was largely triggered by two events: the COVID-19 pandemic, when the death toll peaked at 2,441,594 in 2021 and only began to decrease by 2023, and the special military operation, which led to labor redistribution toward the military-industrial sector. These factors created a growing demand for foreign workers. According to Rosstat, migration growth peaked in 2021 at 429,902 people. Following the start of the special military operation, the number of departures rose sharply in 2022, causing migration growth to drop to 61,917. By 2023, growth recovered to 203,629. In 2024, migration growth reached 568,500,

with 441,100 coming from CIS countries. Migrants filled vacancies in construction, transportation, and services - sectors where local workers are scarce. However, as the proportion of migrants within the population increases, various economic challenges arise. First, crime among labor migrants rose from 5,868 to 9,708 cases in 2024, prompting the government to tighten migration controls. In addition, more than 73 extremist-related crimes were committed, which is higher than in 2023. Second, the predominance incompetent migration creates a qualitative imbalance in the labor market. Third, a significant share of migrants work informally, depriving the state of tax revenues.

It can be concluded that labor migration has become an integral part of Russia's labor market, driven by demographic gaps and structural shifts in the economy. While migrants help fill critical shortages in sectors such as construction and services, the growing challenges including informal employment, weak integration, regional overconcentration, and rising crime cannot be ignored.

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Gaps in the selection system: the role of psychological testing in shaping the Russian state apparatus

There is a specific selection system for civil service positions that ensures an objective assessment of each applicant's professional level. This helps select the most worthy candidate based on the stated requirements. However, as will be discussed below, these requirements do not include a requirement for mental health. It is important to note that psychological testing is only recommended, not mandatory, measure. This means that the applicant has the right to refuse it, and if the applicant is denied employment as a result of their refusal to take the test, they have the right to go to court. Even though psychological testing is not legalized in Russia, civil servants must be mentally healthy in order to successfully perform their professional tasks in psychologically stressful environments.

It is also worth noting that the lack of mandatory psychological testing, when applying for public service, creates conditions for the development of nepotism and favoritism. That is, without psychological tests assessing honesty, propensity for corrupt behavior and professional ethics, the selection of candidates is often based on the subjective opinion of the head or personal recommendations. In many countries, psychometric assessment tools have become a standard mechanism for selecting, evaluating, and developing personnel, ensuring that decisions are based on objective data rather than subjective preferences. For example, in Uzbekistan, it is planned to introduce a system for checking the corruption-prone tendencies of civil

servants. Psychophysiological tests and a polygraph are planned to be used for the check. The developers of the system are confident that its implementation will help to purify the civil service from dishonest employees and to form personnel focused on serving society. However, in Russia's state apparatus, despite the declared focus on professionalism, personnel decisions often remain tied to informal networks and political loyalty. As a result, the absence of systematic psychometric methods raises questions about the quality of governance and the alignment of human resources with institutional goals.

The aim of this study is to examine the reasons behind the absence of psychometric assessment in Russia's state apparatus and to evaluate the consequences of this gap for personnel policy. To address these issues, we formulated the following research tasks: information collection, analysis of academic literature, comparative analysis of international and Russian practices, and synthesis of findings.

In practice, psychometric tools are rarely used systematically. Several studies indicate that personnel selection is often based on informal criteria, and performance assessment remains incomplete. Consequently, the development of both personal and professional competencies, since they are interrelated, is overshadowed by political considerations. The conducted analysis shows that psychological tests are not applied in Russia because the Labor Code and the basic law "On State Civil Service" do not contain a direct rule obliging every official to undergo a psychologist or a "lie detector". The reason may also be that conducting a full-fledged psychophysiological study (not only a test, but also a conversation with a psychologist) requires: Licensed psychologists on staff, Special equipment (for a polygraph), and Time (the process may take several hours per candidate). For many civilian agencies experiencing staff shortage, it is easier and faster to conduct a standard interview and check documents than to organize a complex selection procedure that can scare off candidates and slow down recruitment.

In summary, the current system limits development and reduces administrative efficiency. Since the effectiveness of a public administration body depends on the

motivation of its employees and their willingness to contribute to the work, and people's readiness to work, in its turn, is determined by their psychological maturity and desire to work at full capacity.

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Skills and competencies of a manager

Leadership is one of the most important skills for a manager. A leader must be able to inspire and motivate a team, set clear goals and direct employees to

achieve them. Effective leaders create an atmosphere of trust and support, which contributes to increased productivity and employee satisfaction.

A manager must be an excellent communicator. This includes the ability to clearly express their thoughts, listen to others and give feedback. Good communication helps to avoid misunderstandings, promotes effective interaction within the team and with other departments of the company. Managers often face the need to make decisions in conditions of uncertainty. To do this, they need to analyze information, assess risks and consequences, take into account the opinion of the team. The ability to make quick and informed decisions is an important aspect of successful management.

Organizing the team's work is one of the key tasks of a manager. This includes task planning, resource allocation and time management. Effective organization allows you to achieve goals within the established deadlines and with minimal costs. Conflicts in a team can arise for various reasons. A manager must be able to identify the causes of conflicts and find ways to resolve them. This requires patience, diplomacy and the ability to compromise.

Strategic thinking competence allows a manager to develop long-term plans and strategies to achieve the company's goals. This includes analyzing the market, competitive environment and the organization's internal resources. In a rapidly changing business, managers must be able to manage change. This includes adapting strategy to new conditions, introducing innovations and managing employee resistance to change.

Understanding the financial aspects of a business is an important competence for a manager. He or she must be able to analyze financial reports, prepare budgets and control expenses to ensure the financial stability of the organization.

Managerial skills and competencies directly affect the success of the entire organization. Effective team management leads to increased productivity, improved quality of work and reduced turnover. In addition, managers with developed skills are able to quickly adapt to changes in the market and find new opportunities for business growth.

In the context of globalization and technological change, the role of a manager is becoming increasingly complex and multifaceted. Companies need specialists who can not only manage current processes, but also foresee the future, develop strategies and implement innovations.

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Shadow economy as a threat to economic security in Brazil

Economic security ensures the stable growth of an economy by protecting national interests and minimizing threats, including crises and external dependencies. A major challenge to this stability is the shadow economy—activities conducted outside government control. It is increasingly widespread and difficult to distinguish from the legal sector. Ignoring this issue leads to inaccurate macroeconomic data, resulting in flawed budget planning, tax losses, and incorrect GDP estimates. The main causes of the shadow economy are high taxes, low social

welfare, excessive working hours, high unemployment, and ineffective state intervention.

The purpose of this work is to summarize theoretical the shadow economy as a threat to economic security in Brazil. It provides a comprehensive understanding of how informal and criminal practices undermine the development of one of the world's largest economies. This topic lies at the intersection of economics, political science, sociology, and criminology, and its analysis offers insights for both theorists and practitioners.

In this work, we used methods of analyzing and summarizing information from various sources, such as a scientific article and an international journal of education, to give a general idea of the threat of the shadow economy to economic security. We also used analytical articles to examine the impact of the shadow economy on the Brazilian economy in greater detail and depth.

The shadow economy in Brazil poses a fundamental threat to economic security, as it generates significant uncontrolled cash flows (including drug trafficking revenues) that finance crime and corruption, while also displacing legal businesses and depriving the country of the investment and tax base necessary for development. In fact, Brazil has developed a resilient hybrid economy where the line between legal and illegal activities is blurred, raising concerns about the long-term sustainability of the state.

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STRUCTURAL UNEMPLOYMENT IN THE SVERDLOVSK REGION AMID DIGITAL TRANSFORMATION

Digital technologies are changing the way labor markets work. Artificial intelligence and automation, in particular, are driving these changes. One noticeable trend is job polarization: high-skilled and low-skilled jobs are growing, while middle-skilled routine jobs are disappearing. For regions like Sverdlovsk, which have a strong industrial base, this creates real challenges.

Researchers often separate cyclical unemployment from structural unemployment. The latter is harder to fix with standard economic tools because it comes from a mismatch between what workers can do and what employers need. Technology is a major cause of this mismatch. The OECD points out that digitalization makes the problem worse, as routine tasks get automated and non-routine skills become more valuable.

The idea of technological unemployment goes back to Keynes, who worried that machines might replace human labor faster than new jobs could appear. More recent work by Acemoglu and Restrepo shows that automation has two effects. First, it displaces workers in certain jobs. Second, it can boost productivity and create jobs elsewhere. What matters in the end is how fast technology is adopted and whether education systems can keep up.

Sverdlovsk region is a good example. It is one of Russia's most industrial areas, with many factories and plants. A large share of the workforce holds jobs that are at high risk of automation, especially in manufacturing and office work. The region's fifteen monocities are even more vulnerable. These towns depend on a single enterprise, so if that enterprise modernizes and cuts jobs, the local economy suffers.

Other countries have tried different approaches. Germany's vocational training system combines school learning with hands-on work, which helps workers adjust when industries change. Denmark uses a model called flexicurity: companies can hire and fire easily, but workers get strong unemployment benefits and access to retraining programs. This has helped keep unemployment periods short even during economic shifts.

For Sverdlovsk, I would suggest three steps. First, build closer links between universities, colleges, and factories so that training matches what employers actually need. Second, invest more in retraining programs, especially for workers in jobs that are likely to be automated. Third, create special plans for monocities, bringing together the main factory, local authorities, and educational institutions to manage the transition.

To sum up, digital transformation does threaten jobs in Sverdlovsk region, but it also offers a chance to modernize the economy and upgrade skills. More research is needed to measure exactly how automation affects employment here and to see if current retraining programs are working.

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How to be a successful remote-working manager

Remote work has become the standard for many organizations, but its impact on work outcomes has been mixed. On the one hand, the increased flexibility and

reduced commuting time have been linked to improved employee wellbeing. On the other hand, remote work can lead to stress, fatigue, isolation and a heavier workload. Employees often report feelings of social isolation, as digital communication cannot fully replicate the depth of face-to-face interaction.

Taking into account these difficulties, managers face several key issues that need to be addressed. How can managers maintain close ties with their teams when personal communication is limited? And what strategies can they use to help employees cope with the difficulties of remote work, stay focused and achieve high results?

There are various ways to investigate these issues. There are results which were based on two independent samples (one of employees working exclusively remotely in the US and another of employees working in a hybrid mode in Greece). They showed that both relationship-focused and visionary behavior helped reduce psychological distance in exclusively remote work contexts.

In the context of remote work, the most important thing is what the researchers called the "psychological distance". By psychological distance, they mean the degree of communication between employees and their supervisors. Researchers have identified several strategies that managers can use.

Firstly, it is essential to show that you care about your team members. One effective way to do this is by scheduling regular, meaningful 1-to-1 meetings to discuss progress, challenges, and wellbeing. Additionally, establishing virtual "open door" hours allows employees to drop in for casual conversations or seek advice.

Moreover, acknowledging the personal challenges of remote work is important. Offering flexibility where possible demonstrates understanding. This compassionate attitude can significantly reduce psychological distance. Furthermore, regularly articulating the team's long-term vision and how each team member contributes to it helps create a shared sense of purpose, leading with empathy and compassion and offering support.

Lastly, leveraging technology for connection is vital. Virtual coffee breaks, team-building activities, or casual chats can help replicate the social richness of in-

person environments. Providing team members with tools to develop adaptive work habits is crucial for building resilience.

It can be concluded that by implementing strategies like these, managers can reduce psychological distance, improve the cohesion of their team and ultimately enhance performance in remote work environments.

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Economic and environmental challenges in Côte d'Ivoire

Against the backdrop of shaping a sustainable economy, the interconnection between economic development and environmental stability is of particular importance. Côte d'Ivoire's growth model is being challenged by the need to reconcile its role as a leading agricultural producer with the increasing strain on natural resources. The country faces a critical juncture—balancing economic ambitions with environmental responsibility has become the most important factor for long-term national stability. This allows us to view the country's development not only through GDP growth, but also as a matter of preserving the ecological foundation upon which its prosperity depends.

This study aims to synthesize theoretical and empirical data on the economic and environmental challenges in Côte d'Ivoire, and to examine real examples of how

these issues manifest. We want to demonstrate the importance of sustainable development, the preservation of natural capital, and the well-being of the population.

For this research, methods of analyzing and summarizing information from books, scientific articles, and statistical data were used to give a general overview. Specification and description to consider various examples of these problems across different sectors were used.

The findings include familiarization with the concept, stages, and causes of key issues: deforestation due to cash crop expansion, pressure on coastal ecosystems from urbanization, and the challenges of diversifying an economy heavily dependent on cocoa. Addressing these interconnected issues becomes an integral part of national governance, as it requires a range of development tools—allowing the country to remain economically competitive while preserving its environmental assets.

The economic and environmental challenges in Côte d'Ivoire are largely centered on the tension between resource exploitation and ecological sustainability. The current development model, focused on agricultural exports, seeks to increase short-term economic returns, but this must be balanced against the long-term attractiveness of the territory as a place to live and as a foundation for sustained investment.

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Technological aspects of global imbalance in the world trade: current situation and prospects

The conventional view of the U.S.-China trade imbalance focuses on cheap consumer goods. However, the deeper issue is the battle for technological leadership. China's "Made in China 2025" strategy targets dominance in semiconductors, AI and quantum computing. An existential threat for the U.S. is technological superiority underlines their economy and national security. Washington now recognizes that the trade deficit is merely a symptom of losing critical technology to a competitor.

A parallel problem is emerging between China and Russia. After the 2022, Russia turned to the east, deepening ties with Beijing. However, this partnership has

revealed a troubling dynamic. Chinese technological expansion is reshaping the Russian market. Russian automotive and electronics industries have collapsed, replaced by Chinese imports. According to a report, Chinese automotive brands captured 70% of the Russian car market in 2025, up from just 10% in 2021 [5]. Furthermore, China is displacing Russian technology in CIS markets, which Moscow considers its sphere of influence. Russia's core problem is not resource dependency, but loss of technological sovereignty.

The aim of this paper is to analyze the technological dimension of the U.S.-China trade imbalance and apply U.S. strategic tools to Russia's emerging technological dependency on China.

This aim can be achieved through the following scientific methods: observation, comparison, analysis of strategic documents and synthesis. Using these methods, we can understand better the technological competition between great powers and prepare effective strategies for preserving technological sovereignty in the face of Chinese expansion.

U.S. policy has shifted strongly toward protecting its technological edge. Washington employs a "small yard, high fence" strategy: targeted export controls on advanced semiconductors to China [6]. According to the U.S. Department of Commerce, these restrictions have slowed China's progress in advanced chips by several years. The CHIPS Act provides $52 billion in subsidies for domestic semiconductor manufacturing [8].

For Russia, the situation is critical. A survey indicated that 78% of high-tech equipment in Russian manufacturing is now of Chinese origin, creating critical dependencies [7]. In Central Asia, Russian digital services lose ground to cheaper Chinese alternatives.

Drawing from the U.S. experience, Russia can adopt three methods to maintain technological sovereignty.

The first method is strategic offsets and localization requirements. Following the U.S. model of using market access as leverage, Russia should mandate that Chinese companies establish deep localization. This means full-cycle production

with R&D centers in Russia, employing Russian engineers and transferring intellectual property. For example, just as the U.S. requires foreign chip makers receiving CHIPS Act subsidies to build factories on American soil, Russia could link market access to joint ventures and technology transfer in critical sectors like electronics.

The second method is technology diversification through third countries. The U.S. builds alliances with Japan, the Netherlands, and South Korea to access critical technologies. Russia should actively seek technological transfer from neutral powers like India and Turkey, offering market access in exchange for joint development.

The third method is protecting critical sectors. Russia must identify key sectors like advanced materials, drones and specialized software, creating state-supported champions. These "small yards" of undeniable competence would force China to engage with Russia as an equal partner.

The U.S.-China conflict is a fight for technological supremacy. The China-Russia relationship mirrors this, but Russia is far weaker. Without intervention, Russia will become a periphery market for Chinese industry. The proposed solutions, adapted from the U.S. practices, offer a path for Russia to maintain its independence and remain a player in twenty-first century competition.

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Секция 3 «Управление»

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The Nature and Scope of Public Participation in Local Governance: Theory and Practice

Public participation is widely recognized as a fundamental principle of democratic governance at the local level. However, the practical implementation of this principle reveals a complex landscape of challenges. While many countries have established legal frameworks mandating public involvement, the gap between the theory of participation and its practice often leads to citizen disillusionment and ineffective governance. Understanding the true nature and appropriate scope of public participation is therefore essential for improving the quality of local democracy and ensuring that government actions genuinely reflect community needs.

The purpose of this study is to examine the theoretical foundations of public participation in local governance and to analyze the practical challenges that limit its effectiveness, with a focus on identifying key factors that determine successful citizen engagement.

This research employs a theoretical and comparative methodology. It draws upon the analysis of two foundational theories of local government: the Democratic Participatory School of Thought, which views local government as a vehicle for promoting democracy and civic education, and the Efficiency Services School of Thought, which prioritizes efficient service delivery over democratic engagement.

The results reveal a persistent tension between the normative ideal of participation and its practical reality. The Democratic Participatory School argues that local government is intrinsically valuable as a space for political participation, civic education, and accountability, with citizens' proximity to elected representatives enabling direct democratic engagement. In contrast, the Efficiency Services School contends that the primary role of local government is to deliver services efficiently, and that a reduction in democratic participation is acceptable if constituents receive quality services. Recent empirical studies show that while inclusive participatory processes lead to better policy outcomes and increased citizen satisfaction, significant barriers remain. Furthermore, even when participation mechanisms exist, they often attract the same small group of citizens, failing to represent the diversity of the community.

Based on the results of this study, it can be concluded that it is advisable to continue the development of public participation mechanisms in the country, paying attention to the specifics of each municipality individually and learning from successful international experience.

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UNIVERSAL DESIGN: DEFINITION, CHALLENGES AND ITS IMPORTANCE FOR RUSSIA

For many years now, researchers and activists have been raising awareness of disabled and elderly people's exclusion from society. Numerous studies have shown that multiple design choices an average person may consider normal might actually be extremely hostile towards people with movement, sight and hearing difficulties. And Russian cities are no exemption – the more prevalently inaccessible public spaces only add to the alienation and ostracization of people with disabilities. In order to understand, bring light to and, perhaps, completely eradicate such issues universal design must be chosen as a preferable approach.

It is important to highlight universal design as a preferable design philosophy for modern cities to help accommodate the only increasing disabled and elderly population together with everybody else. The current state of inclusivity in public spaces in Russia needs to be thoroughly studied, and the few existing universal design studies need to be applied to its betterment.

This goal can be achieved by using such research methods, as: information collection, identification of the current issues in public spaces design and what they mean for people with disabilities, analysis of the compiled information, comparison with what is global standards and synthesis.

From the results of this study the failures of public spaces inclusivity in Russia clearly show: outside of largest cities universal design as a concept may not even be heard of. Often, even the most basic support for people with disabilities is lacking, which negatively affects the able-bodied majority as well. Many universal design ideas and product can assist people with no disability. Spaces, buildings, and products made for everyone in addition to being easy and pleasant to use also have the positive of bringing people of all the abilities, sizes and ages together, making society as a whole more inclusive and accepting.

As a final remark, it should be noted that universal design, despite its seemingly high cost, plays a vital role in making the world accessible for all. This design philosophy ensures that no one is barred from opportunities like education or employment, and it prevents exclusion based on differences from what is considered normal.

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The problem of bureaucracy in state and municipal administration

Currently, the state is faced with the question of how to change people's attitudes toward bureaucracy, since the opinions of residents of different countries (including Russia) are often based on stereotypes that bureaucracy is corrupt and brings nothing good except red tape.

It's important now not only to convey the essence of bureaucracy to citizens in general, but also to dispel common myths and share its history and the opinions of renowned philosophers. We will also examine examples of bureaucratic structures in Estonia, the United States, Germany, China, and Russia. The presentation/report will feature a true-or-false game for the audience to learn more interesting facts about bureaucracy in Russia.

This can be achieved using the following methods: information collection, analysis of information on information on the benefits of bureaucracy, comparison with the experience of other countries, synthesis, specification, forecasting, generalization.

Many online sources create caricatures of bureaucracy, mistakenly categorizing the bureaucratic system as a shortcoming of the Russian Federation and listing it as a crime on par with corruption, without knowing what they're talking about. This is the problem—the lack of necessary information about an important part of our and other countries' policies.

While covering this term, not only its positive aspects but also its negative ones have emerged. These include inefficiency in the new environment, slowness, power within a small circle, a lack of individual attention, and others. These shortcomings must also be addressed to increase public trust in the bureaucracy.

Our country has already found a solution to most of these shortcomings: digitalization. It will not only ensure transparency and speed up procedures, but also reduce the threat of corruption. Unfortunately, digitalization alone is not enough to improve bureaucratic efficiency and citizen loyalty. Other new implementations

could include revisions and abolition of outdated regulations, reforms, decentralization, the principle of "tacit consent," and document restrictions.

Based on the results of this study, we can conclude that the problem of a refusal to accept and understand the bureaucratic structure is noticeable among Russian citizens. But bureaucracy is not going away, as this system is good for governing a large state, which is why it is important to modernize it and adapt it to the interests of the people.

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Closure of small businesses in Russia: analysis of the problem and solutions

The problem of small businesses closing down in Russia became particularly significant in 2024 and early 2025. The small and medium-sized enterprise (SME) sector, which plays an important socio-economic role in providing employment and saturating the consumer market, faced pressure from external factors. By the end of 2024, the share of unprofitable SMEs had grown from 5% to 8%, and one in four entrepreneurs (25%) admitted the possibility of closing their business. In the first half of 2025, the share of unprofitable organisations in Russia was 30.4%, the highest figure since 2020. The RSBI (Russia Small Business Index), which measures business activity, fell to 52.7 points in December 2024, its lowest level since 2023 [1]. The main reasons for these changes were the tightening of the Bank of Russia's monetary policy, reflected in a record increase in the key rate, which led to an increase in the cost of credit resources and a reduction in refinancing programs.

The purpose of the study is to analyse the reasons for the closure of small businesses in Russia, to study effective measures to support SMEs in the United States, Germany and France, and to develop practical recommendations adapted to the current economic conditions in Russia.

The research methodology is based on general scientific methods of cognition, including analysis and synthesis, comparison and generalisation. Comparative analysis was used to study supporting measures abroad. Statistical data and business analytics were processed using methods of systemic and situational analysis.

The analysis showed that successful foreign strategies for supporting small and medium-sized businesses in conditions of economic instability contain a number of effective tools that can be adapted for use in Russia. In the United States, the main support institution is the Small Business Administration, which offers guarantee programs [2]. Germany is modernising the SME sector with the help of programs from the German state bank KfW: providing preferential loans for digitalisation and innovation without a minimum amount, where the interest rate decreases as the innovativeness of the project increases [3]. The French support model, implemented through the European Investment Bank Bpifrance, introduces a «Green leasing» program [4] for the purchase of environmentally friendly equipment and finances up to 47.7% of the costs of developing an export strategy, helping enterprises to diversify their markets [5].

Based on the aforesaid analysis, a number of measures adapted for Russia have been proposed. The need to improve the «umbrella guarantee mechanism» for small and medium-sized enterprises has been identified. It is proposed to introduce a mandatory preliminary diagnosis system in «My Business» centers, as well as to launch specialized credit products with a green component. Finally, the possibility of actively developing export acceleration programs to help small and medium-sized enterprises diversify their markets is proposed. The implementation of these measures, using existing Russian institutions and proven foreign practices, could significantly reduce the number of business closures and increase the sector's sustainability.

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Public Transport Reform in Yekaterinburg: Challenges, Investments, and Prospects for 2025–2026

In February 2025, Yekaterinburg launched a large-scale public transport reform that fundamentally changed the principles of interaction between the city and carriers: all surface routes were transferred to gross contracts, under which the city pays not for actual trips made but for the full volume stipulated in the schedule. The reform was aimed at preventing the collapse of the passenger transport system, returning carriers to the sector, stabilising traffic, and renewing the rolling stock fleet. The city budget for 2026 allocated more than 16 billion rubles exclusively for public transport development - covering surface transport, equipment upgrades, infrastructure repairs, and partial metro development. This paper examines the key directions of the reform, the state of individual transport modes, and the financial support measures that determine the development trajectory of Yekaterinburg's transport system.

In 2025–2026, the city significantly modernised its trolleybus fleet: 150 new vehicles were purchased in 2025, including models with extended autonomous range, and 50 more are expected by mid-2026. This will almost completely renew the fleet. The new trolleybuses are more environmentally friendly, quieter, and more flexible, as they can operate without overhead wires. However, much of the infrastructure - such as contact networks and substations - is outdated. This caused

problems in winter 2025-2026, when ice and wire breaks led to service suspensions on several lines.

The city's tram system, one of the most expensive to maintain, saw its first major fleet renewal in decades. In 2025, older trams were gradually replaced, and 50 new low-floor trams were ordered for 2026. These modern trams include spaces for people with reduced mobility, handrails, video surveillance, and cashless payment. They are part of the "Smart Transport" system, which allows real-time tracking and smarter traffic light control. However, the change is slow - most trams in 2025 were still old Czech T-3 models, which are noisy and less comfortable. In winter, heavy snow and ice also caused several lines to stop running completely.

The bus segment saw the procurement of 65 large and 15 articulated 18-metre buses through the State Transport Leasing programme, with renewal continuing into 2026 via federal loans and municipal funds. The new vehicles and shift to gross contracts brought more stable service, including late-night and early-morning routes, and extended coverage to districts like Akademichesky, Solnechny, and Chyornaya Rechka not served by rail modes. Still, overcrowding at peak hours remains a problem, traffic jams cause bus bunching, and uneven renewal among private operators means older, poorly heated buses still appear on some lines.

The Sverdlovsk Oblast government allocated about one billion rubles to Yekaterinburg to support the purchase of 50 new trams and to fund a design project for a new metro line. Governor Denis Pasler and Mayor Alexey Orlov stated that new stations can be built much faster than the previous 10–15 years, using federal and regional co-financing alongside leasing and concessions. On the tariff side, 2026 brought a monthly surface pass reduction to 1,500 rubles - saving passengers up to 12,000 rubles annually - and permanent free travel for schoolchildren and students under 18 through the Uralochka card, alongside expanded contactless payment and real-time navigation. However, fares remain higher than in comparable Russian cities, technical issues with contactless payments have occurred, and private minibuses (marshrutki) largely stay outside the unified system, requiring separate payment.

The reforms of 2025–2026 mark the biggest transformation of Yekaterinburg's public transport in decades, combining fleet renewal across all surface modes, a new contract-based financial model, targeted social benefits, and first steps toward metro expansion with regional support. Both the gains — like cleaner electric transport — and the remaining issues — infrastructure gaps and private operator integration — show that the reform has built a solid foundation. Its full impact for residents will become clear in the coming years as the metro project advances and fleet renewal is completed across all modes.

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Generation Z: Values, Behavior and Their Impact on Modern Management

In recent years, Generation Z has become an important part of modern society and has started to influence many areas of life. This generation includes people born between 1997 and 2012. They grew up in a digital environment, which shaped their values, behavior, and communication style. Compared to previous generations, they think and act differently. These differences can be seen not only in everyday life but also in education and work. As a result, companies need to change their management approaches.

The aim of this study is to analyze the main values and behavior of Generation Z and to understand how these features influence modern management and workplace practices.

This study is based on the analysis of scientific articles and online sources about Generation Z and modern management. The main methods used are information collection, comparison, and analysis of ideas from different authors.

The results show that Generation Z focuses on individuality, independence, and self-expression. They are used to quick access to information, the ability to multitask, and constant online communication. Social media plays an important role in their daily life and strongly influences their opinions and behavior.

According to Deloitte (2023), Generation Z values flexibility, work-life balance, and meaningful work. They expect open communication with managers and regular feedback. They also want opportunities for personal and professional

development. At the same time, they often change jobs and may show lower loyalty to companies compared to older generations.

These characteristics directly influence management practices. Traditional management styles are becoming less effective, while flexible and people-oriented approaches are becoming more important. Managers need to communicate clearly, use digital tools, and create a comfortable and supportive working environment.

In conclusion, Generation Z is changing modern management. Understanding their values and behavior helps companies work more effectively with young employees. Organizations that can adapt to these changes will improve productivity, increase employee satisfaction, and stay competitive in the modern labor market.

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Trends in Public Administration: Modernizing Public Services

Nowadays, there are a lot of changes in our world. It is not surprising because the Internet has become the most important thing we can't live without. What is

more, Generative AI has appeared recently. No doubt, these and other things changes Public Administration as our sphere of life.

Consequently, it is necessary to study modern trends in Public Administration and how they develop. What is more, we need to find out challenges and opportunities for the Future.

This can be achieved by using methods like information collection, analysis it and identification the most important of them.

As a result, it is found out that nowadays process automation, cloud adoption, and cybersecurity are top priorities. What is more, public administration uses AI as a tool, government pay more attention on personal interests of citizens and become more transparent. As for people work in the system of Public Administration, they have to up their skills and reskilling some problems. It is necessary to mention that there are some challenges with Trends like privacy protection, talent attraction, skill development and ethical problems.

Based on the results of the study, it can be concluded that nowadays there are a lot of changes in Public Administration.

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THE PSYCHOLOGY OF ATTIRE AS A MANAGERIAL TOOL: ENHANCING LEADERSHIP EFFICACY AND ORGANIZATIONAL PERCEPTION

In the contemporary corporate environment, leadership extends beyond strategic decision-making to encompass the nuanced dynamics of non-verbal communication. While management studies have extensively covered emotional intelligence and corporate culture, the tangible impact of personal presentation on authority and organizational trust remains underexplored. The way an individual dresses serves as a silent, yet powerful, form of communication that can either reinforce or undermine their professional intent. In the context of "Actual problems of management, economics, and law," understanding these psychological triggers is crucial, as first impressions and perceived competence directly influence stakeholder trust, team cohesion, and negotiation outcomes.

The primary aim of this research is to analyze the psychological mechanisms through which clothing choices influence managerial authority and professional success. This study seeks to establish a correlation between attire and self-perception (confidence, capability) and external perception (trust, respect) within organizational hierarchies. By synthesizing findings from fashion psychology, the paper aims to provide a framework for managers and legal professionals on utilizing "enclothed cognition" to enhance leadership presence and navigate high-stakes corporate environments effectively.

This theoretical study employs a qualitative synthesis of existing literature from the fields of social psychology, fashion theory, and organizational behavior. It builds upon foundational concepts such as "enclothed cognition" (the systematic

influence of clothes on the wearer's psychological processes) and color psychology. The methodology involves a comparative analysis of how different dress codes (formal vs. casual, bespoke vs. ill-fitting) impact variables like self-esteem, perceived authority, and trustworthiness, drawing parallels to established management principles of non-verbal influence.

The synthesis of the literature reveals several key findings pertinent to management. First, well-fitted, context-appropriate clothing significantly boosts the wearer's self-esteem, leading to a more confident and authoritative demeanor in leadership roles. Second, color psychology plays a critical role in corporate signaling; for instance, navy blue enhances perceptions of trustworthiness and reliability (crucial for legal and financial roles), while black conveys authority and sophistication. Third, clothing acts as a primary driver of first impressions, directly influencing how subordinates and clients perceive a manager's competence and social standing. The research confirms that "dressing for success" is not merely a colloquialism but a strategic tool that can alter negotiation dynamics and team motivation by enhancing the perceived legitimacy of the leader.

This research concludes that attire is a critical, yet often overlooked, variable in the equation of effective management. The way a manager dresses directly impacts their internal confidence and the external perception of their authority, thereby influencing organizational culture and business outcomes. For professionals navigating the complex challenges of modern management, law, and economics, strategic wardrobe choices should be viewed not as superficial concerns, but as integral components of personal branding and leadership strategy. By consciously leveraging the psychology of dressing, managers can optimize their presence, foster greater trust, and navigate the corporate world with enhanced psychological empowerment.

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Generation Z

Today we would like to tell you about the problems of generation Z that arise during the workflow. Since we ourselves are representatives of this generation, we have chosen the most pressing problems that we face in everyday life and at work.

1. We would like to start with the problem of ***excessive consumption of mobile phones*** both in everyday life and in the workplace.

Impact on learning and cognitive abilities

Multitasking, which smartphones encourage, hinders concentration and learning. Research shows a negative relationship between time spent on the phone and academic performance. Experiments show that people who are constantly distracted by gadgets show cognitive test results at the level of those who have not slept for 24 hours. There is also a tendency towards "clip thinking" - the inability to perceive information deeply, analyze cause-and-effect relationships.

Social consequences

Excessive use of gadgets can lead to social isolation and deterioration of real communication skills. Teenagers often prefer digital interaction to face-to-face

meetings, which reduces their ability to perceive and understand other people's emotions and interpret nonverbal signals.

2. Now lets look at the next problem. **Generation Z and attitudes towards recycling.**

Zoomers are more focused on work-life balance. They strictly divide their time into work and personal, after the end of the working day they close the laptop and switch to their business without feeling guilty. For them, recycling is not an indicator of loyalty or hard work.

According to a study by the media holding "Simply.", most zoomers are not willing to sacrifice their personal time even for the sake of a high salary. They value flexibility, freedom, and the ability to plan their own time. For them, recycling is not an obligation, but a conscious choice that is possible only under certain conditions: for example, if there is a clear understanding of the goal, additional payment, or personal interest in the task.

3. Now we would like to turn to the next problem. **Gen Z Struggles With Mental Health**

Mental health can be one of the most taboo problems with Gen Z in the workplace, as Gen Z struggles with mental health conditions at higher rates than other generations. According to McKinsey, over half (55%) of Gen Zers report having either been diagnosed or receiving treatment for a mental health condition, compared to 31% of people aged 55 to 64, who have had decades longer to seek and get treatment.

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Sports law as branch of Russian legislation and part of international law

In the modern conditions of socio-economic development of the Russian Federation, physical culture and sports are the key to the formation of a healthy lifestyle of the population and are important indicators of the success of Russians participating in various sports events at various levels. Currently, relations arising in this area can develop successfully and effectively only if there is codified sports legislation and the harmonization and unification of Russian national legislation in the field of physical culture and sports with the norms of international law, as well as international cooperation.

The purpose of this study is to study the national and international legal bases for regulating relations in the field of physical culture and sports and to correlate them, as well as to attempt to form a model of legal regulation of sports relations in Russian realities that would be effective and not contradict international legislation.

This can be achieved using the following methods: analysis and synthesis of information from various sources, such as articles in scientific journals, regulations, to give a general idea of sports law. Systematic and historical approaches, as well as the functional method, were also used.

As a result of the conducted research, it was revealed that the system of legal regulation of relations in the field of physical culture and sports in Russia and

abroad is comprehensive, which stimulates the creation of a model of legal regulation in Russia, which is a multi-level system of sources of state and non-state financing. The State influences the behavior of the participants in these relationships. It is concluded that it is necessary to expand the dispositive principles in the system of legal regulation of sports relations through the active use of such a regulator as a contract, as well as other forms of non-governmental influence on the behavior of participants in these relations.

Based on the results of this study, a conclusion is drawn about the special nature of relations in the field of sports, which determines the uniqueness of legal regulation, combining centralized legislative regulation and local regulation, and inclusion in the system of international law, which ensures the intercultural development of interstate communication and serves as a powerful incentive to increase the competitiveness of each country in the context of global globalization in this area.

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The US constitution: history, features, and influence on the world's constitutional order

Born from the diverse political and social landscapes of the nascent American states in 1787, the US Constitution emerged as a carefully negotiated compromise. A stronger central government was deemed essential to address the shortcomings of the Articles of Confederation, while simultaneously ensuring a delicate equilibrium of power between the federal authority and individual states. These two crucial objectives formed the foundation upon which the new Constitution was built. During the intense discussions between Federalists and Anti-Federalists, the crucial challenge emerged of establishing a government structure that would guarantee stability, safeguard individual liberties, and thwart the potential for domination by either a majority or a minority.

This study aims to examine the historical, political, and legal context surrounding the ratification of the US Constitution. It will explore the key elements of the Constitution's structure and substance, and evaluate its impact on the

formation of American statehood and the evolution of constitutionalism worldwide. A particular focus will be given to the Constitution's mechanisms of checks and balance, its federalist principles, and its provisions for safeguarding human rights.

The study uses historical-legal and comparative legal methods to examine the evolution of constitutional ideas in the United States and compare them with the experiences of other countries. Primary sources (the text of the Constitution, The Federalist Papers, and the minutes of the Constitutional Convention) are analyzed, as well as the works of leading American and foreign legal scholars. The case law of the U.S. Supreme Court is used to assess the practical implementation of constitutional norms.

Research revealed that the U.S. Constitution was a special combination of federalism, separation of powers, and republican ideals. The document enshrined a balance between the powers of the federal government and the states and provided for a flexible system of amendments, allowing it to remain relevant for over two centuries. Of particular importance is the Bill of Rights, which has become a model for similar sections in the constitutions of other countries. An analysis of judicial practice has shown that the Supreme Court's interpretation of the Constitution plays a key role in adapting its provisions to changing social conditions.

The US Constitution has had a profound influence on the development of constitutionalism worldwide, serving as a model for many states. Its uniqueness lies in the combination of the stability of its fundamental principles and the flexibility of its amendment mechanism. The practical significance of this study lies in the potential for using the American experience to improve modern constitutional systems, as well as to understand the role of the constitution as a tool for balancing power and individual freedom.

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Personnel for digital contact: institute of freelance it mentors in the system of juvenile affairs commissions

The digital transformation of society sets new vectors of work for the commissions on juvenile affairs and protection of their rights (hereinafter - CJA). Digital destructions, from cyberbullying to involvement in illegal communities, require CJA specialists to have legal competence and an understanding of the online environment. The current system of prevention faces the need for rapid development of technological competencies.

Accordingly, the aim of the study is to examine an innovative model of engaging external IT specialists as mentors, which is a strategic solution for strengthening the human resources potential of the system.

This can be achieved using the following methods: collection of information, identification of the functioning of the Commission on Juvenile Affairs, the creation and development of the Center for Studying and Network Monitoring of the Youth Environment (hereinafter - CSNW) in Russia, analysis of the possibility of creating and operating an IT mentor model on the basis of these institutions, comparison of Russian and Australian experiences, synthesis.

An analysis of mentoring development practices revealed a growing gap between traditional methods and the digital reality in which today's youth live. International experience demonstrates the effectiveness of engaging the IT sector in this area. For example, in Australia, IT specialists act as mentors, helping minors critically understand the digital environment and direct their actions toward socially beneficial outcomes. The experience of the CSNS in Russia demonstrates the existence of a ready-made platform that could serve as a foundation for establishing an institution of independent IT mentors. The proposed collaboration model is as follows: the CSNS records markers of destructive behavior during monitoring; the information is transmitted to the CJA, and the teenager is assigned a specialized IT mentor.

Thus, integrating the model of freelance IT mentoring into the existing ecosystem through the CSNW infrastructure creates a sustainable hybrid model. This solves the problem of the lack of competence of personnel and creates a line from identifying digital risk to targeted positive intervention by a motivated external expert.

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Separation of power in England and the Russian Federation

The relevance of the study is due to the fact that the principle of separation of powers is a key mechanism preventing concentration of power and ensuring democratic development of the state. It is interesting to compare its implementation in countries with fundamentally different legal systems and history: England - the homeland of Anglo-Saxon law and the classic model of parliamentarism, and Russia, where this principle was established relatively recently, under conditions of a mixed republic.

The comparison of these two models reveals how historical and political conditions affect the construction of state power, as well as the effectiveness of checks and balances in different legal cultures.

This can be achieved through the following methods: collection of legal sources and scientific literature, identification of constitutional foundations and historical features of the separation of powers in both countries, analysis of legal norms governing the activities of the branches of government, and a comparison of the two models of power distribution.

It was found out that the models of separation of powers in England and Russia have both differences and similarities. In England, the separation of powers evolved over centuries and exists under an uncodified constitution and parliamentary monarchy. In Russia, this principle was constitutionally enshrined only in 1993 and is implemented in a mixed republic with strong presidential power. The implementation of a system of checks and balances in each country reflects its historical history and established governance traditions.

Based on the results of this study, it can be concluded that it is advisable to preserve the existing models of separation of powers in England and Russia, taking into account their historical and legal specifics. At the same time, each country may consider certain elements of each other's experience in improving the system of checks and balances, adapting them to their own constitutional traditions.

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The UK's contribution to law as a global science

It is impossible to imagine the modern world without law, which constantly surrounds us. And talking about Law, as a global science, it’s impossible not to remember the United Kingdom. Great Britain is known for numerous discoveries in the field of law. In this context, the study of Great Britain in the legal sphere is of

particular interest, as many of the discoveries made by this state remain relevant worldwide to this day.

The purpose of this work is to describe the legal discoveries of Great Britain, analyze them, and determine how they have influenced law as a global science. The research focuses on the key aspects of international law.

The work employed methods of analysis and generalization of legal information. The research is based on official legal sources, such as the codes and constitutions of Great Britain and other countries worldwide, as well as materials from the European e-Justice Portal and other academic sources. These methods made it possible to examine the influence of Great Britain on international law in practice.

The research resulted in identifying the influence of Great Britain on global law. It was established that Great Britain laid the foundation for the rule of law, consumer protection, and was the first to use judicial precedent as a source of law. These innovations are used in numerous legal systems of European states and beyond.

Thus, the research has shown that Great Britain played a key role in the formation of modern international law. It was here that the foundations of the rule of law, consumer protection, and judicial precedent as a source of law were laid. These legal innovations not only shaped the development of the European legal tradition but also had a significant impact on the legislation of many countries around the world. Consequently, the British legal experience remains relevant and in demand globally.

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GOVERNMENT AND PRIVATE SECTOR INITIATIVES TO SUPPORT BOOKSTORES IN JAPAN: CHALLENGES, SOLUTIONS, AND CONTRIBUTION TO AN INCLUSIVE SOCIETY

Nowadays, bookstores are in steady decline worldwide, and Japan is no exception. According to the Research Institute for Publications, the numbers of bookstores in Japan has almost halved in two decades (from around 21.000 in 2003 to 11.000 in 2022) and in the past decade alone, the country has seen 4600 closures. Bookstores sales have fallen from JPY 2.7 trillion in 1996 to JPY 1.1 trillion in 2022. Furthermore, over 27% of municipalities now do not have a single bookstore.

The disappearance of bookstores can negatively influence culture and society due to their vital role of being one of the key channels for readers to connect with books that expose us to diversify ways of thinking and accumulate experience that is necessary for creating an inclusive, forward-thinking society.

The purpose is to analyse Japan's efforts in revitalization of bookstores as cultural hubs and explore how governmental initiatives and innovations in private sector can suspend the decline of bookstores and contribute to building progressive and future-resilient society.

The research is based on analysis of reports from the Ministry of Economy, Trade and Industry, including Challenges for Revitalizing Bookstores Identified by Stakeholders Report and the Guide for Bookstore Owners to Utilize Support Measures.

The research reveals that the government's Bookstores Promotion Project Team, set up in April 2024, identified 29 sector-specific challenges and released a guide on subsidies to help stores increase sales and improve management efficiency. Also, to solve the problem private sector provided solutions such as Dai Nippon Printing's service for launching bookstores to enhance business value, Kinokuniya's direct distribution system that cuts out traditional middlemen to increase profit.

Promoting bookstores in Japan is vital in fostering a more inclusive, resilient and forward-thinking society. By supporting bookstores and revitalization them as cultural hubs, Japan can ensure broader access to knowledge, create a space for community engagement, discovery and shared human connections.

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La République démocratique du Congo: cœur de l'Afrique

Dans un contexte mondial où la perception des territoires conditionne en grande partie leur développement, la République Démocratique du Congo (RDC) occupe une place singulière. Deuxième plus grand pays d'Afrique avec ses 2,3 millions de kilomètres carrés, elle est souvent surnommée le "cœur de l'Afrique" en raison de sa position géographique centrale et de son rôle écologique essentiel. Pourtant, ce géant continental reste largement méconnu ou associé à une image

négative de conflits et d'instabilité. Cette recherche vise à présenter une vision d'ensemble de la RDC en mettant en lumière ses atouts exceptionnels, ses défis structurels et ses perspectives d'avenir.

L'objectif de ce travail est de proposer une synthèse des caractéristiques géographiques, démographiques, culturelles, historiques et économiques de la RDC, afin de montrer que ce territoire, malgré les difficultés qu'il traverse, dispose d'un potentiel considérable pour devenir un acteur majeur sur la scène africaine et mondiale. Je souhaite démontrer que la connaissance approfondie de ce pays est une condition nécessaire pour appréhender les enjeux contemporains du continent africain.

Dans ce travail, j'ai utilisé des méthodes d'analyse et de synthèse d'informations provenant de sources variées, telles que des ouvrages géopolitiques, des articles de revues scientifiques, des rapports d'organisations internationales (ONU, UNESCO, Banque mondiale) et des données statistiques récentes. J'ai également eu recours à la spécification et à la description pour présenter de manière structurée les différentes dimensions de la RDC.

Le résultat de mon travail est une présentation complète des principaux aspects de la RDC. J'ai d'abord abordé sa situation géographique et démographique, en soulignant l'immensité du territoire et le poids démographique de Kinshasa. J'ai ensuite exploré sa diversité culturelle exceptionnelle, marquée par plus de 250 ethnies, la richesse de ses langues, sa gastronomie variée, ses tenues traditionnelles, ainsi que son rayonnement artistique à travers la rumba congolaise et le mouvement des Sapeurs. J'ai également mis en avant ses richesses naturelles : forêt équatoriale, deuxième poumon vert de la planète, parcs nationaux abritant des espèces uniques comme les gorilles des montagnes, et sous-sol regorgeant de minerais stratégiques (cobalt, coltan, cuivre). Par ailleurs, j'ai retracé les grandes étapes de son histoire tourmentée, de l'indépendance à nos jours, et présenté les défis actuels – insécurité à l'Est, crise humanitaire, corruption – avant de conclure sur les perspectives d'avenir offertes par une population jeune et dynamique et des investissements structurels majeurs.

La RDC, par sa position centrale, sa richesse écologique et sa diversité culturelle, mérite pleinement son surnom de "cœur de l'Afrique". La connaissance de ce territoire est essentielle pour comprendre les dynamiques du continent africain. Si des défis majeurs persistent – notamment en matière de stabilité et de gouvernance –, les atouts du pays et la résilience de ses populations laissent entrevoir des perspectives prometteuses. Le développement de la RDC, dans toutes ses dimensions, constitue un enjeu qui dépasse ses frontières et intéresse l'ensemble de la communauté internationale.

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UK Sick Pay Reform in 2026: New Rights for Employees and New Responsibilities for Employers

In the process of transformation of labour relations, the legal regulation of social guarantees for employees becomes particularly important. One of the key elements of such guarantees is the sick pay system, which directly affects the well-being of workers and the financial stability of employers. In this situation, the reform of Statutory Sick Pay (SSP) in the United Kingdom acquires a special role – it has become an important factor in changing the relationship between employees and businesses. The new rules, which came into force in April 2026, allow us to look at sick leave from a new point of view – not just as a period of absence from work, but as a guaranteed social right available to almost all workers, including those with low wages.

The purpose of this work is to summarize information about the SSP reform, to see real examples of how the new rules work in practice, and to understand how they affect employees and employers. The article demonstrates the importance of legislative changes for the protection of workers' rights and for the obligations of businesses operating in the modern economy.

In this work, methods of analysis and synthesis of information from various sources, such as official government websites (gov.uk, Acas), publications from British law firms (Davidson Morris, Gilson Gray, Bindmans), and articles from legal journals were used along with comparative analysis to examine the differences between the old and new sick pay systems, and the method of description to explain specific examples of how the changes affect real people and companies.

The result of this research is an explanation of the concept of Statutory Sick Pay, the main stages of its reform, and the reasons why the UK government decided to change the rules. Specific examples of how the removal of the three waiting days and the lower earnings limit helps low-paid and part-time workers receive financial support from the very first day of illness were used. In addition, there are new responsibilities that employers now have, such as updating payroll systems, reviewing employment contracts, and managing sick leave more carefully.

The reform of Statutory Sick Pay is largely aimed at creating a fairer and more inclusive system that protects workers from loss of income due to illness. The new approach to sick pay means creating conditions that increase social security for millions of people. At the same time, the reform imposes additional costs and administrative burdens on employers, especially small and medium-sized businesses. Understanding these changes is therefore important for legal professionals who advise companies, as well as for entrepreneurs who must follow the new rules and maintain a supportive work environment for their employees.

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