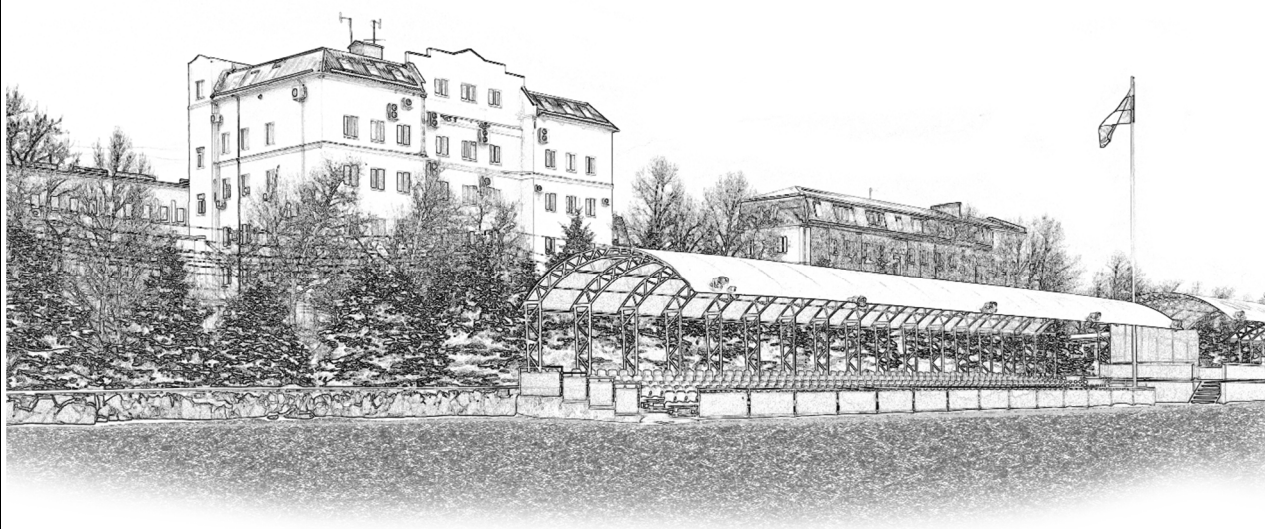




Краснодарский университет МВД России

**Английский язык
в практической деятельности
тыловых подразделений**



Краснодар
2026

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Учебно-практическое пособие

Краснодар
2026

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Содержатся профессионально ориентированные материалы, способствующие освоению английского языка, развитию коммуникативных компетенций. Приводятся задания, стимулирующие формирование продуктивной монологической и диалогической речи.

Для профессорско-преподавательского состава, курсантов, слушателей образовательных организаций МВД России и сотрудников органов внутренних дел Российской Федерации.

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Предисловие

Настоящее пособие содержит профессионально ориентированные материалы по теме «Менеджмент» на английском языке. Пособие предназначено для курсантов, обучающихся по направлению подготовки 38.03.02 «Менеджмент», направленность образовательной подготовки «Тыловое обеспечение органов внутренних дел». Основная цель пособия-: развитие навыков использования иноязычной коммуникации в процессе выполнения профессиональных обязанностей. Пособие содержит упражнения, направленные на развитие речевых компетенций с использованием профессионально ориентированной лексики. Современные формы упражнений способствуют повышению мотивации к изучению и активному использованию иностранного языка в служебной деятельности.

Пособие содержит разделы

1. Служба тыла. Основные цели и задачи.
2. Материально-техническая база Краснодарского университета МВД.
3. Северо-Кавказское окружное управления материально-технического снабжения МВД.
4. Департамент тыла Министерства внутренних дел Российской Федерации.
5. Тексты для дополнительного чтения

Новые лексические единицы отрабатываются в различных речевых упражнениях и находят активное применение в финальных формах речевой дискуссии (диалогах, монологах-рассуждениях, выводах по прочитанному материалу и т.д.). Содержательная сторона лексики основывается на профессиональной терминологии и сопутствующих структурных единицах.

Разделы логически завершены и взаимосвязаны. Могут дополнять друг друга или, в зависимости от уровня языковой подготовки обучающихся и целей преподавателя, изучаться по отдельности, формируя общую картину организации тыловой службы в органах внутренних дел.

В вопросах, связанных с грамматикой, пособие предлагает ряд упражнений, направленных на повторение знаний о группе «Прошедшее время» и тренировку употребления означенной грамматической группы в речевых упражнениях.

Текстовый материал представлен тематической учебной подборкой. Дотекстовые и послетекстовые задания направлены на развитие навыков профессиональной коммуникации на иностранном языке.

Текстовый материал для дополнительного чтения призван сформировать у обучающихся представление об истории возникновения, формирования. Развитии и настоящих задачах, стоящих перед подразделениями службы тыла МВД России. Подборка может быть использована для внеаудиторных и аудиторных форм работы с учащимися, для индивидуальной и групповой работы.

Методические рекомендации для обучающихся

Следуя методическим рекомендациям, курсант получает возможность, организовать изучение учебной дисциплины «Иностранный язык» с учетом личного уровня владения языком. Рекомендации охватывают все направления языковой подготовки. Следовать им необходимо как во время учебного занятия, используя возможность непосредственного контакта с преподавателем, так и во время самостоятельной подготовки.

Фонетические упражнения. Требуют особого внимания и терпения. В отличие от русского и, возможно, родного языка курсанта, в английском языке имеется достаточно объемный блок абсолютно непохожих звуков. Количество букв значительно меньше числа обозначаемых ими звуков. Более того, ряд буквосочетаний имеет особую форму произношения. Для уверенности в правильном произношении следует изучить транскрипцию слова. Также необходимо повторять правила чтения букв в английском языке. Хорошее произношение не только помогает лучше понять собеседника, но и делает речь говорящего естественной и уверенной.

Следует избегать попыток повторять произношение, полученное при просмотре видеоматериалов, художественных фильмов. Подобный контент чреват обилием нарушений норм произношения. Только произношение специалиста (преподаватель, диктор, сотрудник радио), т.е. носителя языка, регулярно следящего за интонацией, правильными ударениями, акцентом и ритмом речи могут дать образцы правильного произношения. Тексты с субтитрами помогут получить правильное представление об использовании слова в контексте. Используйте «shadowing» (теневое повторение), прослушивание короткого фрагмента (30-60 сек) два-три раза; после этого, не останавливая записи, повторяйте за диктором, имитируя максимально точно его интонацию и акцент. Записывайте свой голос. Так можно выявить свои слабые места в произношении. По возможности сравнивайте свою запись с оригиналом. Обращайте внимание на проблемные слова, работайте над ними. Интонация играет важную роль в английском языке. Обращайте внимание на ее изменение в зависимости от типа предложения по цели высказывания. Работая в диалогах, имитируйте интонацию и эмоциональную окраску.

Отрабатывая чтение текста (диалога, монологического фрагмента), следует помнить о правильном ударении, а также о смысловых

паузах и правильной интонации. Не следует торопиться, лучше выбрать индивидуальный темп чтения, минимизирующий возможные ошибки.

Попытайтесь практиковать живое общение на английском языке. Вы не только улучшите произношение, но и сможете развивать уверенность в своих силах. Улучшение произношения – процесс, требующий времени, практики и настойчивости.

Лексическая работа. Этот вид деятельности требует комплексного подхода. Наличие обширного словарного запаса является показателем уровня владения языком. Лучше аккумулировать не отдельные слова, а словосочетания, фразы, доводя их знание до автоматизма.

Тематическую лексику следует заносить в тетрадь письменно, с использованием транскрипции. При этом все части речи рекомендуется фиксировать в их начальной форме, т.е. в единственном числе, именительном падеже (для существительных); в инфинитиве (для глаголов); в положительной степени сравнения (для прилагательных и наречий); разделяя количественные и порядковые числительные (для числительных); давая толкование аббревиатурам и сокращениям (MIA, etc., CID, cop, a.m., p.m., e.g.). Целесообразно указать форму множественного числа у существительных-исключений (child-children; sheep-sheep; mouse-mice) и для особых случаев (lady-ladies; knife-knives; box-boxes). У неправильных глаголов надо запомнить все три формы (do-did-done; cut-cut-cut; come-came-come; send-sent-sent). Работая с формами неправильных глаголов, используйте их список, имеющийся в каждом грамматическом справочнике. Управляемые глаголы записываются вместе с предлогом (to consist of; to divide into; to study at). Фразовые глаголы правильно записывать и заучивать целым блоком (to look +at, after, in, out, for); в этом случае запоминание переводов произойдет быстрее. Глаголы, имеющие разное значение в английском, но похожий перевод в русском языке, следует запоминать параллельно (look-see-watch; взглянуть-видеть-наблюдать; study-learn-teach; изучать-учить-обучать). Модальные глаголы лучше запоминать парами, параллельно заучивая различия в переводе (can-may; should- must).

Помощь при заучивании лексики могут оказать семантические ряды (однокоренные слова, синонимы, антонимы). На первоначальном этапе эффективным упражнением для запоминания новой лексики по теме будет «Лесенка» (наращивание предложения шаг за шагом): «I-I am- I am a cadet- I am a cadet of university- I am a cadet of Krasnodar university- I am a cadet of Krasnodar university of MIA.» Не старайтесь

сразу запомнить большой объем новых лексических единиц. Систематизируйте новую лексику по теме. Запоминайте интернациональные слова, они часто созвучны русским вариантам. Старайтесь строить не очень длинные предложения. Пытайтесь давать толкование новых терминов на английском языке, создавая предложения. При переводе на русский язык не следует переводить абсолютно все слова в предложении. Придерживайтесь первоочередности при переводе для главных членов предложения. С их переводом вы сможете овладеть основным смыслом. Наречия, выступающие в качестве маркеров, помогут правильно перевести видовременную форму глагола-сказуемого. Учитывайте при переводе формальные признаки различных частей речи. В случае перевода профессиональной лексики, обращайтесь к специализированным словарям или же используйте блоки новых слов по изучаемой теме, содержащие профессиональную лексику.

Изученные лексические единицы желательно повторять через одинаковые временные промежутки. Тогда к очередному занятию результат сможет закрепиться.

Грамматический материал представляет специфическую область в изучении иностранного языка. Как правило, все пояснения при изучении грамматического материала даются на русском языке. Для более структурированного изложения материала часто используются грамматические таблицы. В них зачастую приводятся примеры предложений, содержащие изучаемый грамматический материал. Следует внимательно изучать грамматические правила. Возможно, прочитав их придется неоднократно. Грамматическую таблицу или схему рекомендуется перенести в тетрадь. Ее можно будет использовать как видовую опору при последующем выполнении упражнений, повторяя необходимое для закрепления количество раз. Синтаксический строй английского предложения зависит от цели высказывания. Повествовательные предложения можно правильно построить, используя формулу «SPOMPT», где

-S- Subject (подлежащее)	The kitten
-P- Predicate (сказуемое)	eats
-O- Object (дополнение)	fish
-M- Manner (способ действия)	slowly
- P- Place (место действия)	in the garden
- T- Time (время действия)	in the evening
The kitten eats fish slowly in the garden in the evening.	

В вопросительном предложении порядок слов изменится. На первом месте (в общем или в альтернативном вопросах) должен стоять вспомогательный глагол, глагол связка или модальный глагол. На втором месте будет стоять подлежащее. А за ним - вторая часть (смысловая) сказуемого. Второстепенные члены предложения будут замыкать структуру. Специальный вопрос начинается со специального вопросительного слова (What, when, where, why, how, whose). Разделительный вопрос переводится всегда одинаково (« Не так ли?»), вне зависимости от смысла предложения, к которому он относится. Ответы зависят от типа вопросов: на общий и разделительный вопросы отвечают кратко, начиная с утверждения или отрицания (по смыслу). На специальный вопрос дается полный развернутый ответ. Ответ на альтернативный вопрос предполагает элемент выбора из предложенных вариантов. Вопрос к подлежащему (Who) требует постановки глагола-сказуемого в форму третьего лица единственного числа.

В случае затруднений, пользуйтесь грамматическим справочником.

Работа с текстом имеет ряд особенностей. Вдумчивое чтение активизирует ряд мыслительных процессов, развивает образное мышление, тренирует память, развивает устную и письменную речь. Развитые навыки смыслового чтения формируют умение извлекать из прочитанного необходимую информацию и давать ей оценку. На занятиях по английскому языку обучающиеся имеют дело с различными видами чтения:

- просмотровое, ознакомительное (помогает составить представление о тематике текста);
- изучающее (имеет целью максимально точно и полно понять информацию и критически ее осмыслить);
- поисковое (направлено на выполнение конкретного задания с помощью полученной информации).

Ознакомительное чтение использует адаптированные тексты, которые можно легко прочитать и понять, практически не используя словарь. Изучающее чтение чаще всего используется на занятиях. Оно позволяет овладеть большими объемами информации. Поисковое чтение использует хорошо изученный материал для решения грамматических, логических и других задач.

В работе с текстом можно выделить три этапа:

- Предтекстовый этап обозначает цели, проблематику текста, постановку проблемных вопросов. На этом этапе следует максимально четко представить тематику текста, сферу применения информа-

ции, полученной из него, ознакомиться со структурой текста. По возможности надо

- Работа с текстом обеспечивает концентрацию внимания на обработке смысловой информации. Лучше уделить больше времени этому этапу. Возможно на этом этапе сделать выписки, дать комментарии.

- Послетекстовый этап максимально использует полученную при прочтении информацию для выполнения различных заданий (ответы на вопросы; заполнение сравнительных таблиц; решение задач со множественным выбором; проведение дискуссий; выражение своей точки зрения и т.д.)

Внимательно слушайте разъяснения преподавателя, задавайте уточняющие вопросы, чтобы максимально продуктивно поработать с текстом.

При самостоятельной работе с текстом воспользуйтесь следующими рекомендациями:

- перечитайте заголовок текста. Возможно, это поможет Вам определить его основное содержание.

- бегло, «по диагонали», прочитайте текст. Так Вы проясните идею повествования.

- используя маркеры (карандаши) двух цветов, найдите в тексте слова, сходные с русскими. Значение их Вам будет понятно без перевода.

- карандашом контрастного цвета выделите все незнакомые слова. Если из контекста Вы не догадаетесь об их значении, обращайтесь к словарю. В словаре ищите слово в его исходной форме (существительное – в единственном числе, именительном падеже; глагол – в инфинитиве; прилагательное – без окончания). Если незнакомое слово состоит из двух корней, достаточно разбить многосложное слово на части, чтобы понять его значение.

- в процессе перевода текста переводить следует не все слова. Безличные конструкции, глаголы-связки, вспомогательные глаголы, артикли на русский язык не переводятся, они служат для построения предложения.

- разбейте текст на абзацы, Вы четко представите его структуру. Это позволит найти наиболее ценные или важные части, а также поможет при выполнении послетекстовых упражнений. Если объем текста велик, озаглавьте выделенные Вами фрагменты, - получится примерный план для последующего пересказа.

- мысленно восстановите общее содержание прочитанного. Выделите ту новую информацию, которую Вы получили в процессе чтения.

Если Вы будете заучивать незнакомые слова, выявленные при переводе, то со временем Ваш словарный запас значительно обогатится, а процесс чтения, понимания и запоминания информации облегчится.

Работа в диалоге представляет форму социальной коммуникации. Диалогическое общение дает возможность обмену впечатлениями, размышлениями, создает почву для анализа. Участники диалога в ходе коммуникации меняются ролями, т.е. попеременно проявляют разную речевую активность. Работа в диалоге отличается достаточно условной четкостью произношения, ритмизированностью, специфическим интонированием. Основными признаками диалога являются разговорная лексика, использование фразеологических оборотов, недосказанность, незаконченная структура предложений, обилие, бессоюзных предложений, кратковременное обдумывание ответа, использование междометий.

Диалог составляется из реплик, чередующихся друг с другом. Диалог характеризуется

- ситуативностью (это влияет на грамматическое оформление реплик);
- взаимосвязью и взаимозависимостью реплик;
- достаточным уровнем спонтанности (нет определенного плана);
- контекстуальной общностью участников (ряд слов и фраз подменяется контекстом);
- прерывистостью (высокая частотность вопросительных предложений, быстрая смена интонации);
- активным использованием невербальных средств (мимика, жестикация, интонация);
- мотивированностью (мотив заключен в вопросе собеседника)
- ярко выраженной эмоциональностью (использование восклицательных предложений, междометий, модальных глаголов, фразеологизмов);
- использованием клишированных фраз и языковых штампов (формулы приветствия, обращения, благодарности, вежливости, извинения). Диалогическую речь называют ситуативной и контекстуальной.

В зависимости от степени участия диалогическая речь может принимать вид

- одностороннего опроса (вопросы задаются только одним из собеседников - опрос, интервью, анкетирование);
- двустороннего опроса (участники равнозначно коммуницируют – дискуссия, спор);
- обмен мнениями (обмен суждениями или мнениями).

По форме выражения выделяют следующие типы диалогов:

- беседа – обмен мнениями между собеседниками в непринужденной форме; предполагается доброжелательность и уважение коммуникантов друг к другу;
- спор - категоричное выражение участниками своей точки зрения, несмотря на возражения оппонента, наличие высокого эмоционального накала вплоть до речевой агрессии;
- дискуссия – четкая, логическая, последовательная аргументация разных позиций, имеющая целью, оценить мнение собеседника и обосновать личную точку зрения.

Жанрово диалог относится к интервью.

Диалог не только представляет обмен информацией, но и предполагает равноправный обмен мнениями. Следовательно, он развивает навыки взаимопонимания и взаимного уважения. Помимо бытовых тем, диалог может включать профессиональные темы. Эффективность общения требует не только быстрой адекватной реакции, но и умения слушать собеседника.

Основными формами упражнений с использованием диалогической речи в данном пособии являются ролевая игра и предметная дискуссия.

Работа с монологическими высказываниями потребует соединение грамматических правил, лексики по изучаемой теме, знаний о построении предложений и четкое выполнение правил произношения. Монологическая речь адресована одному слушателю или группе собеседников с целью передать в развернутой форме определенную информацию. Другими целями монологического высказывания может быть выражения намерения, собственного мнения, оценки событий или явлений, а также воздействие на собеседников путем убеждения или побуждения к действиям. В отличие от диалогической речи, монологической речи присуще использование распространенных предложений. До начала работы над фрагментом монологической речи, желательно определиться, к какому виду монолога будет относиться Ваш фрагмент, монолог-описание, монолог-повествование, монолог-рассуждение. Монологи стереотипичны. При составлении

монолог отрабатываются речевые умения. При составлении монолога решаются следующие задачи:

- выражение законченной мысли, имеющей коммуникативную направленность;
- компрессия нескольких мыслей в одно высказывание;
- логическое оформление мысли;
- выработка достаточной скорости высказывания без необоснованных пауз.

Необходимо выделить определенные этапы работы над монологической речью:

- высказывание одной законченной мысли;
- выстраивание логической связи между фразами;
- увеличения объема высказывания с подключением элементов рассуждения и аргументации;
- использование монологических высказываний различных видов;
- завершение формирования монологической речи в виде рассказа, доклада, сообщения по заданной теме.

В качестве опоры следует использовать учебный текст небольшого объема. После перевода текста необходимо приступить к составлению плана монологического высказывания (рассказа по теме), а также поиску ключевых слов. Надо строго помнить, что в каждом монологическом высказывании должно быть вступление, основная часть и завершение. Учитывая индивидуальные языковые способности говорящего, можно воспользоваться следующими правилами:

- использовать для монологического высказывания хорошо известные речевые единицы; это поможет избежать ошибок в произношении;
- не усложнять структуру предложений;
- следить за порядком слов в предложениях;
- стараться придерживаться в повествовании единой видо-временной формы сказуемых;
- следить за логикой изложения материала;
- дозированно использовать фразы личного отношения к содержанию монологического высказывания;
- сформировать оптимальный объем монологического высказывания, сохранив главную мысль.

Полезно записать вариант монологического высказывания для качественной подготовки. С целью закрепления норм произношения

подготовленное высказывание следует неоднократно перечитать. Сформировав логическую последовательность, пересказать содержание.

В случае большого объема реферируемого текста рекомендуется предварительно разбить его по содержанию на составные части (вопросы). При необходимости запишите основную мысль и ключевые слова к получившимся пунктам. Сформированный таким образом план станет четкой схемой пересказа, что позволит представить монологическое высказывание, не упустив основных мыслей. Для оживления выступления можно добавить распространенные клише:

As for me;

I think;

In my opinion;

I hope;

They say;

Perhaps;

Main idea of this text is;

This text is aimed the problem of...

Sum up;

In conclusion

This text illuminates the problem of...

По мере развития навыка монологической речи объемы высказываний будут возрастать. Насущным станет вопрос улучшения качества. Для этого можно использовать подготовительные и речевые упражнения. К подготовительным упражнениям отнесем упражнения на замену, на пояснение, на использование синонимов и антонимов. Речевыми будут упражнения на имитацию, на подстановку, на трансформацию, на конструирование по образцу.

Не следует упускать из виду **невербальные стороны** английского монолога. Невербалика дополняет монологическую речь, привносит акценты в информацию. Роль невербальных средств общения в коммуникации оценивается значительно выше речи. К невербальным средствам относят такие базовые компоненты как жесты, мимику, интонацию и темп речи, а также пространственную дистанцию. Чтобы осмыслить вербально переданную информацию, человек задействует интеллектуальные способности и логическое мышление. Для восприятия невербальной коммуникации необходима интуиция. Отличительная особенность всех невербальных средств коммуникации - их ситуативность, способность передать текущее состояние говорящего в рамках определенной ситуации и конкретного контекста.

ста. Интонация, мимика, жесты, телодвижения характеризуют состояние собеседников и их взаимоотношения только в момент коммуникации.

Жесты призваны сопровождать речь и усиливать роль исходящей информации. Ритмические жесты подчеркивают логическое ударение, изменение темпа речи, место пауз. Эмоциональные жесты передают оттенки чувств. Указательные жесты выделяют предмет из ряда однородных, показывают место или порядок следования. Изобразительные жесты могут создавать образы или иллюстрации идей.

Проанализируем наиболее распространенные жесты:

- большой палец вверх или вниз (thumbs up/ thumbs down) – «мне нравится», «я одобряю» или «мне не нравится», «я не одобряю»;

- открытые ладони выражают дружелюбие, искренность;

- указательный палец, направленный на человека - **невежливый жест**, для указания используйте всю кисть с плотно прижатыми пальцами;

- вращение ладонью в запястье в сочетании с взглядом в чью-то сторону – просьба подойти;

- подъем ладоней кверху и пожатие плечами – «не имею понятия о предмете разговора»;

- перечисление на пальцах – англичане начинают счет с распрямления указательного пальца, затем, дойдя до мизинца, разгибают большой палец;

- Victory sign. Указательный и средний пальцы направлены вверх и формируют букву V, ладонь повернута к собеседнику. Этот жест обозначает победу;

- Air quotes? Finger quotes. Указательные и средние пальцы обеих рук показывают в воздухе английские «лапки». Этот жест показывают одновременно с какой-либо фразой или словом, которое нужно понимать, как сарказм. Собеседнику следует догадаться, что Вы подразумеваете противоположное.

- Blah-blah-blah gesture. Одна рука имитирует движение говорящего рта: большой палец попеременно смыкается и размыкается с остальными. Такой жест используется, если собеседник слишком много говорит, все устали от его болтовни и не хотят его слушать. Как правило, этот жест используется только в узком кругу, когда Вы уверены, что окружающие не обидятся на него.

- Talk to the hand. Отказ от разговора в жесткой форме. Одна рука выставляется в сторону собеседника ладонью к нему. Отказ объясняется нежеланием слушать собеседника или занятостью.

- Mouth zipper. Пальцы руки будто закрывают рот на замок. Губы при этом плотно сжаты. Это обещание хранить секрет.

- Стук указательным пальцем по носу – просьба сохранить что-либо в тайне.

- Стук указательным пальцем по виску - призыв никого не слушать, полагаться на свой ум.

Жесты выполняют ряд важных функций, а именно:

-помогают снизить уровень напряжения выступающего с монологической речью;

- делают выражения «осязаемыми»;

- способствуют ускорению запоминания новых слов и выражений;

- визуализируют для слушателей понятия, о которые говорящий может « споткнуться»;

- помогают понять говорящего в случае наличия у него нечеткого произношения.

Обратимся к мимике, активному движению лицевых мышц, отражающих эмоции и намерения. В монологической речи мимика помогает передать эмоции (от радости и удивления до грусти и гнева); подкрепить и дополнить вербальное сообщение, поскольку слова, подкрепленные соответствующим выражением лица, воспринимаются искреннее и убедительнее.

Улыбаясь в англоязычной среде, Вы не показываете симпатии к собеседнику, Вы обещаете соблюдать социальные нормы и не наносить вред. Человека, который не улыбается на людях во время общения, могут счесть невежливым или даже агрессивным. Улыбка, используемая при приветствии, создаст атмосферу открытости и дружелюбия. Поднятые вверх брови выражают скептическое отношение к какой-либо идее. Моргание означает внимательное слушание. Поджатые губы, при наморщенном носе могут выражать неуверенность. Поднятые брови и приоткрытый рот передают чувство потрясения, разочарования. Мерное утвердительное покачивание головой выражает согласие с собеседником. А нервное покачивание головой с поджатыми при этом губами могут, наоборот, выражать скептическое отношение к информации.

Интонация проявляется в способности менять высоту тона, громкости, ритма для отражения эмоций и отношения к информации. К задачам интонации в монологической речи можно отнести

- эмоциональное окрашивание (возможность передать эмоции :радость, грусть, удивление);
- структурирование выступления (выделение ключевых моментов в сообщении путем акцентуации внимания на значимых фрагментах; разделение на логические части);
- концентрацию внимания аудитории (динамика тона способствует участию аудитории в коммуникации).

Темп речи помогает подчеркнуть значимость высказываний, придать энергию или побуждения аудитории. Паузы позволяют выступающему подготовиться к очередному высказыванию, а слушателям - осознать содержание прослушанного выступления. Логическое ударение помогает выделить ключевые слова, улучшает понимание.

Интонация должна соответствовать контексту выступления. Например, презентация требует сдержанной, уверенной интонации, с оттенком пояснения. Более свободное, эмоциональное интонирование допускается в случае рассуждения, высказывания мнения или описания.

Позы при коммуникации соответствуют нормам этикета, принятым в конкретной культуре. Например, поза сидящей женщины в США и стран Европы имеет нейтральное значение, а в Японии отражает непристойное поведение. Поза мужчины, сидящего на корточках в Европе и Азии, считается неприличной, а в странах Африки это норма, в таком положении тела происходит отдых. Позы в деловом общении и при публичных выступлениях должны иметь открытый характер. Не допускается скрещенность конечностей. Корпус прямой, с легкой подачей вперед как свидетельством заинтересованности в беседе. Сутулая осанка говорит о неуверенности своей позиции или робости. Легкий наклон головы подчеркивает уважение к собеседнику, внимание и готовность слушать.

Следующим пунктом станет пространственная дистанция. Ее показатели достаточно условны, зависят от культурных, этнических норм и от особенностей ситуации коммуникации. Согласно классификации Э.Холла выделяют 4 дистанции в коммуникации: личная (до 0,5м). персональная (0,5-1,2м), социальная (1,2-3,65м), публичная(более 3,65м).Выбирается приемлемый вариант. Его динамика может изменяться в зависимости от ситуации или оставаться постоянной.

Визуальный контакт имеет значение при организации монологической речи. Прямой взгляд на аудиторию призван создать атмосферу доверия и продемонстрировать уверенность выступающего. Взгляд также регулирует динамику разговора: переводя взгляд от глаз собеседника в сторону, говорящий дает знать, что разговор еще не окончен.

Своеобразие монологических высказываний зависит от психологических особенностей данного языка, поэтому полезно будет использовать выражения и фразы разговорного типа, присущие носителям языка.

Письменная речь связана с выражением и восприятием мыслей в графической форме. Использование письменной речи дает ряд преимуществ:

- обдумывать выбор языковых средств;
- строить высказывание относительно медленно;
- исправлять и совершенствовать текст

Письменную речь отличают сложные синтаксические конструкции, связность изложения, ярко выраженная логика, достаточная нормативность речи

Письменная речь включает два вида речевой деятельности: письмо и чтение. Элементами письменной речи являются транскрипция, алфавит, лексика и синтаксис. Основной функцией письма является коммуникация.

Основные виды упражнений, связанные с письмом, в данном пособии

- освоение новых лексических единиц;
- транскрипция с целью ознакомления и корректировки произношения новых лексических единиц;
- подбор эквивалентов;
- упражнения на перевод;
- упражнения по словообразованию;
- корректировка деформированных предложений;
- упражнения на подстановку;
- упражнения на употребление предлогов;
- упражнения на подбор определений понятий;
- упражнения на трансформацию грамматических форм;
- письменные ответы на вопросы к тексту;
- поиск синонимов/ антонимов;
- письменное составление вопросов;

- написание эссе;
- составление профессионально ориентированных диалогов;
- работа с фразеологическими единицами.

Работа со словарем на занятиях по иностранному языку остается актуальной. Она расширяет вокабуляр обучающихся, развивает навыки поиска слов по алфавиту и их значений. С помощью словаря возможно развитие навыков говорения и восприятия речи на слух. В современных словарях можно не только увидеть транскрипцию, но и послушать несколько вариантов произношения (британский и американский), найти версию правильного ударения.

Обязательным условием при этом являются регулярные упражнения и работа с новыми лексическими единицами вслух. Слова и выражения необходимо заучивать в контексте. Многие лексические единицы в английском языке имеют несколько различных контекстуальных значений:

To back up = to move backward

To back up = to make an extra copy on computer information

To back (someone) up = to support or help someone

To back (something) up = to prove something is true

Эти контекстуальные различия будут отражаться исключительно в словаре, электронный переводчик даст только один имеющийся в программе перевод. Также важна помощь словаря в выполнениях упражнений по словообразованию. Все части речи представлены в словарях в начальной форме. Способы образования однокоренных слов, отглагольных форм, степеней сравнения имеют место в словарях. Используя разделы «Nearby Words/ Word Family/ All Matches», с экономией времени можно найти однокоренные слова, создать синонимический ряд, выявить смысловое соответствие. Словари располагают грамматическими справочниками, содержащими основные грамматические правила в виде таблиц и формул.

Словари дефиниций позволяют научиться пояснять значение слов на иностранном языке. Более того, в дефинициях часто представлены синонимы, что способствует увеличению словарного запаса.

Идиомы и фразеологизмы могут создавать трудности при переводе, если ошибочно переводить их по частям. Словарь The free dictionary by farlex дает толкование широкого ряда идиом и акронимов.

Использование узкопрофессиональных словарей значительно облегчит перевод профессионально ориентированных текстов.

Для продуктивной работы по изучению иностранного языка необходимо регулярно выполнять рекомендации преподавателя, аккуратно вести записи в рабочей тетради на занятиях и во время самостоятельной подготовки. Изучать иностранный язык следует в системе. Работайте и индивидуально, и в группе. Возьмите за правило интервальные повторения новых слов. Лучше заучивать их с диффинициями. Не только изучайте новый материал, но и повторяйте пройденный. Обязательно используйте при подготовке словарь.

Пробуйте использовать иностранный язык для коммуникации вне учебной деятельности. Выполняйте творческие задания на иностранном языке. Например, при подготовке презентаций используйте анимацию или графики. Визуализированный материал потребует краткого четкого описания. Составляя простые предложения, грамматические ошибки будут сведены до минимума.

Старайтесь дополнить свои занятия контентом на иностранном языке

Не надо бояться ошибок, вообще. Они – естественная часть обучения. Разбор ошибок, выяснение их причины помогут избежать повторений.

Unit 9

Management

Lesson 1

1. New Vocabulary
2. Training exercises
3. Work with profession related text
4. Text related exercises
5. Grammar exercises
6. Speaking exercises

1. The block of new words to memorize

A service служба

-Police service is very popular in our country.

Logistic Service служба тыла

-Logistic Service of Russian police is more than 200 years old.

Routine ежедневный, постоянный

-Routine work of police agency begins with roll-call.

Tedious кропотливый, утомительный

-Work of police officer is sometimes tedious.

To provide обеспечивать, снабжать

Petrol provides the work of an engine.

Vital activity жизнедеятельность

Healthy food is useful for vital activity.

Main task главная задача

Main task of police is peace keeping activity.

Interests of society интересы общества

Interests of society are important for its citizens.

Timely and reliable provision
своевременное и достойное
обеспечение

Timely and reliable provision of resources is very useful for this division.

The conditions условия

The conditions of life are reflected on the health.

To forecast прогнозировать

It is not easy to forecast weather.

To analyze анализировать

He can analyze any events.

To communicate	общаться, коммуницировать
People communicate using mobile phones.	
To store	хранить
The memory of PC stores information.	
The physical evidences	улики
The physical evidences help to solve the crime.	
Weapons	оружие
The types of weapon are different.	
Explosives	взрывчатые вещества
Explosives are very dangerous.	

2. Complete and translate the sentences to explain the meaning of the following items

A Logistic Service.....	
Interests of society	
Physical evidence	is / means
Timely and reliable provision.....	
Act effectively under operational conditions	

3. Fill in the gaps with proper prepositions:

... day to day work; interests... society; ... the corner; ... Monday; ... June; ... noon; ... operational conditions; to consist ...; to divide ...; to supply ...; is known ...; ... a whole; to be aimed...

4. Read and translate the text.

Logistic Service of police agencies is a separate unit in the structure of MIA. It is not particularly known for its activity. However, the importance of this service cannot be overestimated. The staff of Logistic Service, as soldiers of the invisible front, performs tasks of vital importance. The officers provide the activity of all of the divisions in the structure of MIA. Their tedious activity is aimed to the fulfillment of protection of law and order as a whole. They provide the needs of the police departments timely and reliable.

Logistic service of MIA has got a wide variety of tasks. It provides the staff of the police organs with material-technical goods and services including construction and renovation, logistical and medical support, information and telecommunication and communication.

Besides Logistic Service of MIA acts as a government customer for goods and services needed for police of Russian Federation. It controls the

use of specified resources, participates in implementation of state policy in the field of its activity.

Logistic service of MIA provides design, construction and reconstruction of 214 objects at the expense of state budget.

The Service carries out therapeutic and preventive activities and sanatorium treatment for the policemen. It controls distribution and operation of office housing for policemen and the police pensioners.

The Service takes custody of evidence and disposes explosives according the orders of CID.

Logistic Service of MIA communicates in its day today work with Departments of MIA and Migration Service of Russian Federation.

Logistic Service was established in 1803 as the Expedition of State Economy. It included the Department of Interior. The Expedition was responsible for domestic Economy, healthcare, insurance and firefighting. Later it was reorganized. Main task was to provide the police and militia needs.

The 30th of July is a professional holyday of Logistic Service of MIA of Russia.

5. Reread the text, try to focus on the essential facts, and choose the most suitable heading below for each paragraph.

The item of Logistic Service.

The tasks of Logistic Service.

Additional activity of Logistic Service.

Constructing functions of Logistic Service.

Medical tasks of Logistic Service.

The communicants of Logistic Service.

Some interesting facts about Logistic Service.

6. Answer the questions using the text.

Is Logistic Service a separate unit in the structure of MIA of Russia?

What is known for citizens about its activity?

How important is this Service?

What tasks do the officers of this Service perform?

Do the officers of Logistic Service provide the activity of all divisions?

What is their activity aimed to?

How do they provide the needs of the police department?

How many tasks are there in Logistic Service?

Name some of them.

What is the activity of Logistic Service besides?

What does it control?

How many objects are designed, constructing and reconstructing?

What about healthcare?

Do the CID and LS communicate?

Does LS communicate with Migration Service of Russian Federation?

7. Translate the following word combinations. Pay attention to the prepositions.

Service of police agencies; unit in the structure; known for its activity; importance of this service; as soldiers; tasks of vital importance; activity of all divisions; in the structure of MIA; to be aimed to; as a whole; protection of law and order; the needs of police departments; wide variety of tasks; staff of the police organs; including construction and renovation; as a government customer; goods and services needed for police; use of specified resources; implementation of state policy; design of 214 objects; at the expense of state budget; to carry out; distribution and operation of office housing; to take custody of evidence; to communicate with.

8. Fill in the gapes with the proper preposition.

LS is the part ... the structure ...the police.

It is not known ...its activity.

Its tasks are aimed ... activity ... all divisions.

But main task ...LS is protection ...law and order.

LS controls use ... specified resources.

LS takes care ... health ... policemen.

9. Decide which word is the odd one in each of the following groups of words:

A police officer, a colonel, a major, a warrant;

Goods, services, renovation, trade;

To forecast, to analyze, to communicate, to use weapon;

An order, a balance sheet, a reference, an invoice;

Timely, seldom, ever, rare.

10. Find in the text the words with the similar meaning as the following words:

Police organs; pattern; work; to have a goal; undervalue; personnel; division; peace keeping activity; wide range; rear units; to monitor; the expenditures.

11. Find in the text the words with the opposite meaning as the following words:

Is known; as generals; ordinary tasks; to destroy; a self employer; needed for army; foreign policy; the incomes off city budget; police pensioners.

12. Find in the text English equivalents for these word and word combinations:

Служба тыла; органы внутренних дел; отдельное подразделение в структуре МВД; деятельность службы тыла; не может быть преувеличена; солдаты невидимого фронта; жизненно важные задачи; в структуре МВД; кропотливая деятельность; поддерживать закон и порядок; в целом; своевременно и должным образом; широкий спектр задач; нужды подразделений полиции; личный состав подразделений внутренних дел; быть нацеленным на; включая строительство и ремонт; в лице государственного заказчика; товары и услуги для нужд полиции; специализированные ресурсы; внедрение государственной политики; проекты 214 объектов; на средства из государственного бюджета; распределение и использование жилого фонда; санаторно-курортное лечение; продовольствие и амуниция; медикаменты и вооружение; прием на хранение улик; уничтожение взрывчатых веществ; осуществлять; коммуницировать; государственное хозяйство; включать в состав; профессиональный праздник.

13. Translate the following definitions of the items:

- Logistic Service is a separate unit in the structure of police of Russia.
- Main task of Logistic Service is to provide the activity of police divisions.
- Material-technical goods and services including construction and renovation, logistical and medical support, information and telecommunication and communication are the spheres of activity of LS.
- The responsibilities of LS officers are forecasting, analyze and monitoring.
- Main communicators of LS are Police Departments and Migration Service.

14. Fill in the blanks to practice the use of Past forms of the verbs:

Logistic Service ... (to be) in XIX century.

This Service ... (to provide) the activity of police.

Logistic Service ... (to be /to establish) as Economic and Medicine Department.

Over time Department ... (to be/ to reorganize).

The Department ... (to consist of) two main divisions.

It ... (to provide) the police activity.

15. Quote the sentences in which these words and word combinations are used in the text.

A separate unit, not particularly known, cannot be overestimated, as soldiers of the invisible front, tasks of vital importance, tedious activity, as a whole, timely and reliable, a wide variety of tasks, material-technical goods and services, acts as a government customer, construction and renovation, logistical and medical support, information and telecommunication and communication, implementation of state policy, state budget, carries out therapeutic and preventive activities, distribution and operation of office housing, takes custody of evidence and disposes explosives, domestic Economy, healthcare, insurance and firefighting.

16. Translate the following definitions of the words.

A manager is a specialist coordinating the work of an organization.

To share means to have, use, or take part of something with others among the group.

A satisfaction is a feeling of happiness or pleasure.

A state procurement is a process of satisfaction of needs of public organization.

A Planning is one of the main tasks of manager in his day-to- day work.

17. The following words also appear in the texts and dialogues.

Match each one with its correct definition.

Staffing, explosives, weapon, medicines, repair

1. may include pistols, submachine gun, grenades.
2. are represented with pills, powders, bandages, potions.
3. have great destructive and killing power.
4. is a process of choosing and selecting of personnel for the entity
5. consists of whitewashing, painting, wallpapering.

18. Divide the following words into three groups? Those are used in Indefinite (Simple), Continuous (Progressive), Perfect.

Always, now, two weeks ago, ever, rare, since, yet, seldom, often, already, usually, at present, recently, generally, in a week, from 5 till 6 o'clock tomorrow, the whole morning yesterday, last Monday, by Monday, in 2025, every day, yesterday, just, all the year round, lately, sometimes, in the future, last year, on the 8th of March 2024, the day after tomorrow, this winter, next week, as a rule, since summer, tomorrow, just now, all day long, a week ago, three days ago, throughout the year.

19. Read, translate, state the tense of the verb.

He usually goes on a business by plane.

As a rule they spend much time for the planning.

At present, she is not studying management.

Is he teaching statistic now?

Does she generally teach accounting?

My daughter and son made a project yesterday.

Our lector did not read a lecture last week.

Did you read this book last summer?

My friend will graduate university next year.

The text will be read by me next month.

Different subjects are usually studied by the cadets at our university.

A lot of time is always spent by us at this work.

Those problems were discussed by them long ago.

We often watch TV in the evening.

We were preparing for seminar an hour ago.

My brother has already done this homework.

We have just answered all the questions.

Have you bought the book just now?

Recently, they invited him to their house.

20. Transform these sentences according to the models to practice the use of Past forms.

a) Model: We usually translate different texts.

Yesterday we translated different texts.

As a rule, I read in the evening.

Sometimes I work in the reading hall.

Every month they go on business.

We always get along well with my brother.

She often buys English books.

b) Model: We read this book last year.

I have just read this book.

She bought a lap top last month.

They met each other last week.

We went down the country last weekend.

My classmate went to the library the day before yesterday.

It took me an hour to get university yesterday.

c) Model: He spent much time to prepare for the exam.

Tomorrow he shall spend much time to prepare for the exam.

They cleaned the room neatly.

We listened to music yesterday.

She played tennis with her sister last week.

Our parents visited us the day before yesterday.

I wrote the report after classes yesterday.

21. Fill in the gaps with proper grammar forms of the verb *to work*.

My brother often ... in the garden.

Where... you... now?

I ... at school some years ago.

Who ... with this computer yesterday?

Where ... you ...after graduating of university?

I here for years.

... he ...as a doctor after medical college?

As a rule this device ... with electricity.

She always ... well.

Why ...they ... in the evening yesterday?

22. Translate the sentences to practice the use of tenses.

Обычно они проводят много времени на работе.

Он всегда помогает родителям с домашней работой.

Как правило, по субботам не бывает много работы.

Она работает врачом.

Вчера вся семья работала в саду.

На прошлой неделе мы задерживались на работе.

Мы усердно работали весь вечер.

Он проработал в этом офисе долгие годы.

Я только что закончил эту работу.
Она никогда не работает по вечерам.

23. Analyze the use of tenses in the following proverbs and sayings.

He laughs best who laughs last.
The tree is known by its fruits.
Short visits make long friends.
Everything comes to him who waits.
Never put off till tomorrow what you can do today.
An apple a day keeps the doctor away.
He that never climbed, never fell.

24. Agree or disagree with following statements.

LS is a separate unit in structure of MIA.
LS consist of five main divisions.
The staff of LS is completed of police officers.
It carries out a state policy.
LS has a wide variety of tasks.
It was established in XIX century.

25. Give possible beginning of the sentences.

... .. provides the effective work in organs of MIA.
... .. performs a wide variety of activities.
..., ..., ... are the most important fields in work of LS.
... and... communicate with LS of MIA in day -to -day work.
... .. takes care about health of police officers and police pensioners.

26. Ask general and special questions , answer them according to the models.

a) Model: LS is a separate unit in structure of MIA.

Is LS a separate unit? - Yes, it is.

LS has got a wide variety of tasks.

Main fields of activity are there nutrition, weapon, and uniform.

LS solves the problems of construction and renovation of objects.

The staff of LS includes the police officers and the civil employers.

KrU of MIA graduates the specialists for LS of MIA.

b) Model: LS was established in XIX century.

When was LS established?

Who established LS of MIA?

There were a lot of objects constructed with the participation of LS of MIA.

LS took part in construction of Olympic facilities in Sochi.

Big new garage built with LS of KrU of MIA.

Fire range had been renovated by foreign company.

Future officers are graduated at KrU of MIA.

27. Translate the following sentences from Russian into English.

You will have story on the topic as a pattern.

Служба тыла является отдельным подразделением в структуре МВД.

Значение деятельности этой службы трудно переоценить.

Она обеспечивает потребности всех органов МВД.

От своевременности и четкости ее работы во многом зависит выполнение подразделениями профессиональных задач.

Основные направления деятельности службы тыла в органах внутренних дел МВД представлены обеспечением продовольствием, вооружением, обмундированием и медикаментами личного состава подразделений.

Помимо этих задач сотрудники тыловых подразделений выполняют строительство и текущий ремонт объектов, находящихся в ведении подразделений.

Служба тыла осуществляет контроль состояния и распределения жилого фонда между сотрудниками подразделений.

Также служба уполномочена решать вопросы медицинского обслуживания и санаторно-курортного лечения сотрудников подразделений МВД.

В качества государственного заказчика служба тыла принимает участи в торгах с целью обеспечения потребностей подразделений МВД.

Сотрудниками службы тыла могут быть как аттестованные офицеры полиции, так и вольнонаемные сотрудники.

28. Arrange the dialogs on the following subjects. Be as imaginative as you can.

1) You are a freshman of KrU of MIA, ask your classmate who is sophomore about study at university.

2) You meet a foreign delegation; tell about LS study of our University.

29. Talk on one of these topics. Can you keep talking for a one minute?

- 1) General information about LS.
- 2) Main tasks of LS and the fields of its activity.
- 3) The headquarters of LS of MIA of Russia.

30. Imagine the context in which you may use the following statements. Dramatize the situation.

- 1) You are future police officer of LS.
Why have you chosen this specialization?
- 2) You introduce the fields of activity of LS.
What are main fields?
- 3) You are an officer of LS.
Choose the proper division for your skills. Explain your choice.

31. Translate these proverbs into English, discuss them.

В тылу – колос, на фронте – штык.
Наша сила в крепости тыла.
Чем тыл крепче, тем врага бить легче.
Что боец фронтовой, что сотрудник тыловой – все на линии передовой.

32. Read and translate the dialog. Act as an interpreter.

- Good morning dear colleagues! Nice to meet you at our college! I would like to answer your questions.
- When was your college founded?
- It was founded in 1976.
- What specialists does it train?
- It trains investigators with some aptitudes, detectives, road inspectors, economists, field criminalists, officers of informational security, divisional inspectors and managers. They all are future police officers.

33. Retell the text (ex.4).

Lesson 2

1. New Vocabulary
2. Training exercises
3. Work with profession related text

4. Text related exercises

5. Grammar exercises

6. Speaking exercises

1. The block of new words to memorize

- Material and technical base - материально-техническая база

Material and technical base consists of constructions and equipment.

- educational-auxiliary - учебно- вспомогательный

Educational-auxiliary equipment is used every day during the classes.

- Technical training tools- технические средства обучения

Technical training tools make studying process easier.

- Operational management - оперативное управление

Operational management is carried out by the chief of university.

- To develop - развивать

China is a highly developed country.

- training ground - полигон

They performed well under operational conditions in training ground

- hostel – общежитие

Our hostel is quite comfortable.

- Listeners - слушатели

There are a lot of listeners in faculty of correspondent education.

- refresh courses - курсы повышения квалификации

Our refresh courses are nine month long.

Lighting , heating , running water - свет, отопление, водопровод

Lighting , heating , running water provide main conveniences for our life.

- catering points - пункты приема пищи

Catering points work at our university.

- to avoid queues - избегать очередей

WB service allows to avoid queues in the shopping centers.

- Routine roll-calls - ежедневные построения

Routine roll-calls take place every day.

- festive events parade - торжественные построения

Festive events parade are popular at our university.

- meeting hall - актовый зал

Our meeting hall has 300 seats.

- infirmary – лазарет

Ye is ill. He is in infirmary.

- medical unit - санчасть

Medical unit is located in block E.

2. Complete and translate the sentences to explain the meaning of the following items

Material and technical base

Technical training tools

Training ground Is(are)/ mean(means)

Public catering points

Medical care

3.Fill in the gaps with proper prepositions

A variety ...objects; are used... cadets; officers ... refresh courses; to be ...disposal; open ... visitors; consists ... sport halls; are represented ... cars; take

place ... parade ground; is located ... first floor; is used ... mass events.

4. Read and translate the text

Material and technical base of Kr U of MIA includes educational, educational-auxiliary, social facilities, educational and laboratory equipment, technical training tools. It includes a wide variety of objects.

The college has 24 buildings and constructions. Operational management area (about 88042 sq.m) has developed infrastructure. Educational and laboratory area is over 54088 sq. m. There are four hostels (18055 sq.m). They are used by cadets, listeners, and police officers of refresh courses. Lighting, heating , running water are at the disposal of the cadets and listeners.

Public catering points (2851sq.m) are located separately; this allows you to avoid queues when eating. Snack bar is open for visitors every day.

Sport complex consists of sport halls, sport grounds, football fields, fire range, work out areas, recreation area (3338sq. m).

Storages and utility rooms are up - to day equipped. The car park has big garage and spacious parking area. Transport facilities of university are represented

with cars, lorries, buses. They are used to carry the passengers, the cargoes and in automobile training.

Educational activity is carried out in class rooms, laboratories, computer classes, information-technology complexes, training grounds, fire range. There are three libraries at university: scientifically, general, and special. Reading hall is computerized.

Routine roll-calls and festive events take places on two parade grounds.

There are 9 blocks to provide educational process. Most lecture halls and classrooms have multimedia projection equipment. Spacious meeting hall is located in the first floor. It is used for mass events. Park named after 300th Anniversary of the Police is a part of university territory. In is full of trees, flowers, fountains. Medical care is organized and carried out in medical unit and infirmary. GP doctor, dentist and some nurses treat our cadets.

Barabanov S.N. is the head of LS of KRU of MIA of Russia.

5. Reread the text, try to focus on the essential facts, and choose the most suitable heading below for each paragraph.

Content of Material and technical base of Kr U of MIA.

Buildings and constructions on the universities' territory.

Public catering points.

Sport facilities.

Storages and transport.

Facilities of Educational equipment.

Educational-auxiliary facilities.

6. Answer the questions to the text.

What does material and technical base of KrU of MIA include?

Does it include a wide variety of objects?

How many buildings and constructions are there at university?

How big is operational management area?

Is its infrastructure developed?

Educational and laboratory area is over 54088 sq. m., is not it?

How many hostels are there?

By whom are they used?

What conveniences are there in the hostels?

How are located public catering points?

What does such location allow?

When is snack bar open?

What facilities are there in sport complex?

What about storages and utility rooms?

What is located in the car park?

Are there cars, lorries, buses?

How is transport used?

Where is educational activity carried out?

How many libraries are at the university?

What are their specializations?

What takes place on two parade grounds?

How many blocks are involved in educational process?

Have most lecture halls and classrooms multimedia projection equipment?

What hall is located in the first floor?

How is it used?

What park is a part of university territory?

What medical services are there?

What doctors treat the cadets?

7. Translate the following word combinations. Pay attention to the prepositions.

A wide variety of objects; at university; are used by cadets; is over 54088 sq. m; about 88042 sq.m; police officers of refresh courses; are represented with cars, lorries, buses; is carried out in class rooms; take places on two parade grounds; in the first floor; used for mass events; full of trees, flowers; in medical unit and infirmary.

8. Fill in the gapes with the proper preposition.

We had a wide variety ... tasks.

They studied ... height school.

The hostels were used ... cadets.

Its total area was...54088 sq. m.

Education area was ... 88042 sq. m.

She taught police officers ... refresh courses.

Transport was represented ... cars.

Lessons were carried out ... class rooms.

Roll Calls took places on two parade grounds.

Our flat was ... the first floor.

This hall was used ... mass events.

My garden was full ... trees, flowers.

Doctors worked ... medical unit and infirmary.

9. Find in the text the words with the similar meaning as the following words:

Different thins; high school of professional education; hotel where students or cadets live; classrooms, laboratories, training grounds; all the buildings and constructions of the university; some moths to educate serving specialists; cars, buses, lorries of one institution; an event on the parade ground; hall for mass events; surgeon and dentist.

10. Find in the text the words with the opposite meaning as the following words:

Narrow; a subject; secondary school; cadets and listeners; an offender; in the ground floor; a roll call; a parking zone; a flat; a forest; a nurse.

11. Find in the text English equivalents for these word and word combinations:

Вуз профессионального образования МВД; оперативная площадь; материально-техническая база; здания и сооружения; широкое разнообразие объектов; общежития для курсантов и слушателей; офицеры курсов повышения квалификации; пункты приема пищи; избегать очередей; открыт для посетителей; учебные занятия; работа на учебном полигоне; криминалистическая лаборатория; компьютеризированные классы; мультимедийные проекционные комплексы; спортивные сооружения; стрелковый тир; тренажерная зона; зона отдыха; три библиотеки; компьютеризированный читальный зал; учебная библиотека; специальная библиотека; научная библиотека; актовый зал; на втором этаже; для построений и парадов; торжественные мероприятия; склады и хранилища; просторный автопарк; для перевозки пассажиров и грузов; автомобильная подготовка; парки имени 300-летия полиции; медицинская часть и лазарет; терапевт и стоматолог.

12. Add words or word groups to continue the line

Cadet, lieutenant, captain, ...

House, building, construction, ...

Lesson, seminar, training class, ...

Refresh courses, correspondent education, direct education, ...

Sport complex, parade grounds, storages and utility rooms, ...

13. Translate the following definitions of the items:

- Educational area, educational-auxiliary, social facilities, educational and laboratory equipment, public catering points, hostels, transport complete

...

- Classrooms, lecture halls, libraries, training grounds are united into ...

- Public catering points, hostels, post office, meeting hall, parade ground are the parts of ...

- Football fields, swimming pool, fire range, ...

14. Quote the sentences in which these words and word combinations are used in the text.

Material and technical base; educational area; educational-auxiliary, social facilities; a wide variety of objects; at university; are used by cadets; is over 54088 sq. m; about 88042 sq.m; police officers of refresh courses; are represented with cars, lorries, buses; is carried out in class rooms; take places on two parade grounds; in the first floor; used for mass events; full of trees, flowers; in medical unit and infirmary.

15. Translate the following definitions of the words.

Territory involving educational area; educational-auxiliary, social facilities is called operative area.

Constructions and objects for sport training are united into sport complex. Specious hall for official or festival events is located in the first floor, it is meeting hall.

Special territory for transport parking and transport repairing are the parts of garage.

Three book storages on the territory of university are located in the libraries and in the reading hall.

16. The following words also appear in the texts and dialogues. Match each one with its correct definition.

Operative area, sport facilities, social facilities, medical service, library

1. Student books, dictionaries, regulation and Codes are stored there.
2. Hostels, Hostels, public catering points, meeting hall, parade ground, meeting hall, parade ground are united into social facilities.
3. Doctors and nurses work there.
4. It combines educational area, educational-auxiliary, and social facilities.
5. Sport grounds, football fields, fire range complete sport complex.

17. Divide the following words into three groups. Those are used in Indefinite (Simple), Continuous (Progressive), Perfect.

In the Middle Ages; that time; ones upon a time; just now; in last October; two years ago; yesterday afternoon; after morning roll call; never; in the evenings; after classes; lately autumn; early in the morning; every seldom; not yet; by 2 p.m.; at noon; from sunrise until noon.

18. Fill in the possible beginning of the sentences.

... ..was founded as a militia school.
Since ... it became an Academy of Interior.
..... are nowadays at our university.
..... is an operative area of university.
..., ..., ... complete the educational area.
... .. is represented with sport grounds, football fields, fire range.
... .. consists of hostels, public catering points, meeting hall, parade ground.
... and ... complete public catering points.
..., ..., ..., and are the parts of educational area.
... and ... are at disposal of cadets.

19. Transform these sentences according to the models to practice the use of Past forms.

a) Model: We usually have a roll call at 8 a.m.
Yesterday we had a roll call at half past 7.

As a rule, I go to the library in the evening.
Sometimes I work in workout room.
Every moth they go to the competitions.
We always get letters from my brother.
She often reads English books.

b) Model: We wrote that test last week.
I have just written this test.

She passed an exam last month.
They met his parents last week.
We went to the sea side last weekend.
My classmate went to the business the day before yesterday.
It took me two hour to get to the country yesterday.

c) Model: He spent much time to prepare for the seminar.
Tomorrow he shall spend much time to prepare for the seminar.
They cleaned the garden neatly.
We listened to radio yesterday.
She played chess with her sister last week.
Our relatives visited us the day before yesterday.
I wrote the essay after classes yesterday.

20. Read, translate, state the tense of the verb.

He usually plays tennis on the court.

As a rule she spends much money for shopping.

At present, she is studying English.

Is he studying statistic now?

Does she generally teach management?

My children made a project yesterday.

Our lector did not hold a seminar last week.

Did you read this book any when?

My friend will graduate university in two years.

The test will be written by them next month.

Different subjects are usually studied by the listeners at our university.

A lot of time is always spent by him at this work.

That problem was discussed by them long ago.

They often watch TV in the evening.

We were preparing for seminar an week ago.

My brother has already done this task.

They have just answered all the questions.

Has she bought the book just now?

Recently, we invited him to our house.

21. Fill in the gaps with proper grammar forms of the verb *to provide*.

Our division often ... activity of our faculty..

What... you... now?

It ... the reconstruction of the hostel some years ago.

Who ... the class room with this computer yesterday?

Where ... you ... the activity of police organs after graduating of university?

I that work for years.

... he ...as a doctor medical care?

As a rule this device ... with electricity.

She always ... her work well.

Why ...they ... that meeting in the evening yesterday?

22. Translate the sentences to practice the use of tenses.

Обычно они обеспечивают все необходимое для выполнения этой работы.

Он всегда обеспечивает родителей всем необходимым для ремонта.

Как правило, по субботам у подразделений обеспечения не бывает много работы.

Она работает медсестрой, оплачивает свое обучение..

Вчера весь день семья работала в саду.

На прошлой неделе у нас было много работы.

Мы усердно работали весь прошедший месяц..

Он проработал в этом подразделении несколько лет..

Я только что закончил выполнение теста..

Она иногда не работает по вечерам.

23. Analyze the use of tenses in the following proverbs and sayings.

Diligence is the mother of success.

Yard work never did anyone harm.

Good and quickly seldom meet.

Money spent on the brain is never spent.

Early to bed and early to rise makes a man healthy, wealthy and wise.

24. Agree or disagree with following statements.

KrU of MIA is a separate unit in structure of MIA.

There are five faculties at KrU of MIA.

The staff of LS of KrU is completed of police officers.

It carries out a state policy.

LS of KrU of MIA has a wide variety of tasks.

It was established in XX century.

25. Ask general and special questions, answer them according to the models.

a) Model: LS is a separate unit in structure of KrU of MIA.

Is LS a separate unit? - Yes, it is.

LS of KrU has got a wide variety of tasks.

Main fields of activity are there nutrition, weapon, and uniform.

LS solves the problems of construction and renovation of objects of university..

The staff of LS includes the police officers and the civil employers.
KrU of MIA graduates the specialists for LS of MIA.

b) Model: LS was established in XX century.

When was LS established?

Who established LS of MIA?

There were a lot of objects constructed with the participation of LS of MIA.

LS took part in construction of Olympic facilities in Sochi.

Big new garage built with LS of KrU of MIA.

Fire range had been renovated by foreign company.

Future officers are graduated at KrU of MIA.

26. Ask who – questions to the sentences.

Our university has a LS division.

It is headed by Barabanov S.N.

The staff of LS includes police officers and the civil employers.

The cadets of the third faculty are future officers of LS.

Their lectors and teachers are highly experienced specialists.

27. Translate the following sentences from Russian into English. You will have story on the topic as a pattern.

Краснодарский университет МВД России – один из трех университетов в системе высшего профессионального образования МВД.

Вуз располагает качественной материально-технической базой.

Оперативная территория состоит из учебной, учебно-вспомогательной и социальной зон (территорий).

К учебной зоне можно отнести учебные аудитории, лекционные залы, учебные полигоны, компьютерные классы.

Составными элементами учебно-вспомогательной зоны являются спортивный комплекс, три библиотеки, читальный зал, залы оперативной работы руководства и управления учебным процессом.

К социальной зоне относятся четыре общежития, пункты приема пищи, два плаца, почтовое отделение, музей университета, автопарк и гараж, складские, технические и подсобные помещения, медпункт и лазарет, парк имени 300-летия полиции.

В местах проживания переменного состава в распоряжении курсантов и слушателей все современные удобства: электричество, отопление, водопровод, доступ к выходу в интернет.

Курсанты университета обучаются на шести факультетах: четыре факультете дневной формы обучения, факультет заочной формы обучения, факультет повышения квалификации личного состава.

Учебные аудитории и читальный зал университета компьютеризированы.

Библиотеки располагают как печатным так и электронным фондом.

Медицинские услуги предоставляются сотрудниками медпункта.

Имеются стационарные места в лазарете.

28. Arrange the dialogs on the following subjects. Be as imaginative as you can.

-Hi! How are you?

-Hi! I am OK.

- What could you tell about material and technic base of your college?

-Oh, it is a serious question. Our university is quite old college; it is almost fifty years old. Operational management area is about 88042 sq.m. There are 9 studying blocks, sport complex, some training grounds. Storages and utility rooms are up - to day equipped. The car park has big garage and specious parking area. Transport facilities of university are represented with cars, lorries, buses. They are used to carry the passengers, the cargoes and in automobile training.

- What about educational area?

- Educational activity is carried out in class rooms, laboratories, computer classes, information-technology complexes, training grounds, fire range. There are three libraries at university: scientifically, general, and special. Reading hall is computerized.

-Have you got a social area?

- Spacious meeting hall is located in the first floor. It is used for mass events. Park named after 300th Anniversary of the Police is a part of university territory. In is full of trees, flower

- Where festival events take place?

- There two parade grounds both sides of main block A. Roll calls and parades take place here.

- Is there post office at university?

-Yes, it is. Many up- to-day facilities and conveniences are there at university.

29. Arrange the dialogs on the following subjects. Be as imaginative as you can.

- 1) You are a sophomore of KrU of MIA, ask your classmate about material and technic base of university
- 2) You meet a foreign delegation; tell about material and technic base of university

30. Talk on one of these topics. Can you keep talking for a one minute?

- 1) General information about KrU of MIA.
- 2) Operational management area of KrU of MIA
- 3) Educational capabilities
- 4) Extra-educational facilities
- 5) Sport complex
- 6) Social area
- 7) Medical care .

31. Imagine the context in which you may use the following statements. Dramatize the situation.

- 1) Educational facilities of our university.

Current problems

Ways to solve the problems

- 2) Social area of our university

Advantages and drawbacks

32. Translate these proverbs into English, discuss them.

Все хорошо в меру. Корни образования горькие, зато плоды сладкие.
Вы всегда ученик, и никогда не мастер; вы должны продолжать двигаться вперед.

33. Retell the text (ex.4).

Texts for additional reading

Definition of the logistics service in the Department of Internal Affairs plays an important role in ensuring the activities of the internal affairs bodies. The logistics service in the system of internal affairs bodies (ATS) is one of the most fundamental, but often underestimated elements, without which the effective functioning of operational and investigative units is impossible. In its essence, the logistics service is a complex of structural units and processes aimed at material, technical, financial,

informational, personnel (in terms of ensuring working conditions) and social and domestic support of all activities of the internal affairs bodies. As a reliable foundation on which all operational, service, combat, training and daily activities of the police, investigative bodies, forensic and other units of the Ministry of Internal Affairs are built. Its role is to create all the necessary conditions for the employees of the Department of Internal Affairs to perform their direct duties to protect law and order, ensure the safety of citizens and combat crime. Without timely supply, proper maintenance of equipment, funding and personnel support, even the most professional operational personnel will not be able to perform their tasks effectively.

Answer the questions to the text

What is the Definition of the logistics service in the Department of Internal Affairs?

Is it a complex of structural units and processes aimed at material, technical, financial, informational, personnel and social and domestic support?

A brief history of the development of the logistical support in Russia

The history of logistical support of law enforcement agencies in Russia goes back centuries, developing in parallel with the formation and improvement of the system of state power and law enforcement. Already in the Russian Empire, with the appearance of the regular police, there was a need for systematic provision of its needs - uniforms, weapons, means of communication (at least in the form of postal messages and messengers), salaries and premises. With the formation of the NKVD and then the Ministry of Internal Affairs of the USSR, logistics support acquired a more centralized and specialized character. Separate structures were formed, responsible for supply, construction, finance, and medical care. This period was characterized by strict regulation, the desire for unification and planned management. With the collapse of the USSR and subsequent reforms in the Ministry of Internal Affairs of Russia, the logistics service faced new challenges: the need to adapt to a market economy, revise the procurement system, introduce new technologies and optimize costs. Today, the logistics service continues to evolve, integrating modern approaches to logistics, resource management, and personnel management, striving for greater efficiency and transparency.

Goals and objectives of the logistics service

The main goal of the logistics service is to ensure the uninterrupted and full functioning of all links of the system of internal affairs bodies in any conditions - from daily activities to emergencies and special operations. To achieve this goal, the logistics service faces the following key tasks: **Material and technical support:** Timely and high-quality supply of all ATS units with weapons, ammunition, special means, transport, means of communication, computer and office equipment, uniforms, fuel and lubricants, stationery and other necessary resources. **Financial support:** Effective planning, distribution and control over the expenditure of budget funds aimed at the maintenance of the internal affairs departments, including salaries, purchases, operating costs and capital investments. **Operational and technical support:** Maintenance in good condition and timely repair of all types of equipment, weapons, as well as real estate (buildings, structures) and utilities. **Transport support:** Organization and maintenance of the transport fleet in readiness for the performance of operational and service tasks, transportation of personnel, material values. **Medical and social support:** Organization of medical care, sanatorium-resort treatment, as well as the creation of favorable living conditions for employees and veterans of the Department of Internal Affairs. **Information and Documentation Support:** Organization records management, archival storage, as well as the implementation and maintenance of information systems to optimize management processes.

Legislative framework regulating the activities of the rear service

The activities of the logistics service of the Department of Internal Affairs are strictly regulated by an extensive regulatory framework, which determines its powers, duties, procedure for interaction and responsibility. The fundamental documents are: **Constitution of the Russian Federation:** Defines the general principles of the functioning of state bodies. **Federal Law "On the Police":** Establishes the tasks and powers of the police, which in turn determines the needs for logistics. **Federal Law "On Service in the Internal Affairs Bodies of the Russian Federation and Amendments to Certain Legislative Acts of the Russian Federation":** Regulates the issues of service, which indirectly affects the personnel and social support of the rear service. **The Budget Code of the Russian Federation:** Determines the procedure for the

preparation, consideration and execution of budgets, which is the basis of financial support. **Federal Law "On the Contract System in the Field of Procurement of Goods, Works, Services for State and Municipal Needs":** Regulates all procedures for the procurement of material resources, which is a key area of logistics activities. **Orders and other regulatory legal acts of the Ministry of Internal Affairs of the Russian Federation:** Detail specific rules, instructions and regulations relating to all aspects of logistics, including supply standards, operating procedures, write-offs of property, financial rules, etc.

Structure and organization of the logistics service

The central apparatus and its functions. At the federal level, within the structure of the Ministry of Internal Affairs of Russia, the functions of logistics support are coordinated and implemented through a number of key Main Directorates and departments. These include, for example, the Department for Material and Technical and Medical Support, the Department for Financial and Economic Policy, the Main Directorate of Internal Security (in terms of control over financial discipline and procurement), as well as other units responsible for construction, major repairs, transport and connection. The functions of the central apparatus of the logistics service include: **Strategic planning:** Development of long-term plans for the development of logistics, determination of general policy in the field of logistics, financial and other support. **Legal regulation:** Creation and updating of departmental orders, instructions and methods regulating the activities of the logistics service at all levels. **Centralized procurement:** Holding large-scale tenders and concluding state contracts for the supply of the main types of weapons, machinery, equipment, uniforms for the entire system of the Ministry of Internal Affairs. **Financial management:** Formation of the federal budget of the Ministry of Internal Affairs, distribution of funds among regional divisions, control over their intended use. **Coordination and methodological guidance:** Implementation of general management of the activities of the territorial bodies of the Ministry of Internal Affairs in the field of logistics, provision of methodological and practical assistance.

Territorial subdivisions and their interaction

At the regional (at the level of republics, territories, regions) and local (at the level of cities, districts) there are corresponding logistics units, which are links in a single system. Each territorial body of the Ministry of

Internal Affairs (the Main Directorate of the Ministry of Internal Affairs for a constituent entity of the Russian Federation, the Ministry of Internal Affairs for a city/district) forms its own department (administration) of logistics support or a group of employees who perform these functions. Their interaction with the central office is carried out according to the principle of the vertical of power: The central office determines the general rules and policies, and the territorial divisions implement them on the ground, adapting to the specifics of the region and the needs of specific operational services. They also carry out:

Planning and implementation: Draw up detailed supply plans based on local needs, conduct local procurement.

Storage and distribution: Responsible for warehousing, issuing and accounting for material values.

Operation and maintenance: Organize maintenance, repair and write-off of property.

Financial Management: Monitor budget execution at the local level, keep records of expenditures.

Interaction with operational units: Regularly contact the patrol service, criminal investigation, investigation and other services to promptly meet their needs.

Staff structure and job responsibilities of logistics service employees

The staffing structure of the logistics service varies depending on the level and scale of the ATS unit, but usually includes a number of key positions and specializations:

Management: Heads of logistics units, their deputies, responsible for general management and strategic planning.

Logistics Specialists: Logisticians, storekeepers, weapons engineers, communications specialists responsible for the procurement, storage, issuance and repair of equipment.

Financial workers: Accountants, economists, cashiers responsible for budget planning, accounting for financial transactions, payroll.

Employees of the administrative and economic department (AHC): Responsible for the maintenance of buildings, utilities, transport services.

Medical personnel: Doctors, paramedics in departmental polyclinics and medical units.

Information technology specialists: Ensure the operation of computer networks and software. The duties of each employee are strictly regulated, which ensures a clear distribution of responsibility and minimizes the risks of misuse of resources.

Material and technical support

Planning and meeting the needs of the Department of Internal Affairs in material resources. The process of material and technical support begins with careful planning. Based on the analysis of past years, current needs and forecasts of future operational and service activities, the logistics service determines the nomenclature and volumes of the necessary material resources. These include:

Armament and ammunition: Pistols, submachine guns, sniper rifles, grenades, cartridges of various calibers.

Vehicles: Patrol cars, service buses, special vehicles (for transporting special contingents, task forces), motorcycles, sometimes water transport.

Communication facilities: Walkie-talkies, mobile phones, satellite terminals, video conferencing systems.

Computer equipment and office equipment: Personal computers, laptops, printers, scanners, server equipment.

Special equipment and means: Special equipment for dispersing demonstrations, night vision devices, thermal imagers, unmanned aerial vehicles, forensic equipment.

Special uniforms and equipment: Uniforms, bulletproof vests, helmets, personal protective equipment, shoes.

Fuels and lubricants: Gasoline, diesel fuel, oils for vehicles.

Stationery and household supplies: Paper, pens, cleaning products, furniture, inventory. The planning process includes the collection of applications from all departments, their consolidation, approval and formation of a single procurement plan.

Procurement, storage and accounting of material values

After planning, the procurement stage follows. They are carried out strictly in accordance with the Federal Law "On the Contract System in the Field of Procurement...", which implies competitive procedures (tenders, auctions) to select the most profitable suppliers. This ensures transparency and budget savings.

Storage: The purchased material values go to the warehouses of the rear service. The organization of storage requires compliance with strict rules: **Specialized warehouses:** Each type of property (weapons, fuels and lubricants, uniforms, equipment) has its own requirements for storage conditions (temperature, humidity, fire safety, ventilation).

Accounting systems: Implementation of modern warehouse accounting systems (electronic databases) to track the movement of each unit Property.

Security: Provision of physical security of warehouses, installation of video surveillance systems, alarm systems, strict access control, especially for weapons and ammunition depots.

Accounting: Each item of material values, from a gun to a stack of paper, is subject to strict accounting. This includes: Assignment of inventory numbers. Maintenance of accounting cards, issuance/receipt logs. Regular inventories to reconcile the actual availability with the accounting data. Violation of accounting rules can lead to serious consequences, up to criminal liability.

Quality control and maintenance

The logistics service is responsible not only for the purchase, but also for the quality of the goods and services supplied. **Quality control:** When accepting goods, they are inspected for compliance with the declared characteristics, standards and specifications. For complex equipment, specialists or third-party experts can be involved. **Maintenance:** Regular maintenance and repair of all types of machinery and equipment (transport, weapons, communications, computer equipment) to maintain them in constant readiness and extend their service life. This may include scheduled maintenance, current and major repairs, as well as emergency repair work.

Property

Security: Provision of physical security of warehouses, installation of video surveillance systems, alarm systems, strict access control, especially for weapons and ammunition depots.

Accounting: Each item of material values, from a gun to a stack of paper, is subject to strict accounting. This includes: Assignment of inventory numbers. Maintenance of accounting cards, issuance/receipt logs. Regular inventories to reconcile the actual availability with the accounting data. Violation of accounting rules can lead to serious consequences, up to criminal liability.

Financial support

Budget planning and financing. Financial support is the circulatory system of the entire logistics service and the Department of Internal Affairs as a whole. The process begins with budget planning:

* **Budget formation:** Rear units, together with financial and economic services, form requests for budget financing, based on the needs of all departments of the Ministry of Internal Affairs. These requests are consolidated and sent for consideration to the higher bodies of the Ministry of Internal Affairs, and then to the Ministry of Finance.

* **Financing:** Funds come from the federal budget, as well as, in some cases, from regional and local budgets (for example, for regional divisions). Financing is carried out in accordance with the approved budget list.

Accounting and reporting on financial resources. After receiving funds, the most important task is their strict accounting and timely reporting:

* **Accounting:** Maintaining full accounting of all transactions related to the receipt and expenditure of funds, as well as the movement of material values.

* **Tax accounting:** Compliance with tax legislation.

* **Financial statements:** Regular (monthly, quarterly, annual) formation and submission of reports on the expenditure of budget funds to higher financial authorities and control and supervisory agencies (for example, the Accounts Chamber). Reporting should be as transparent and reliable as possible.

Control over the expenditure of budget funds

To ensure the targeted and effective use of funds, multi-level control is carried out:

- * **Preliminary control:** Analysis and approval of cost estimates before their implementation.
- * **Current control:** Monitoring of expenditures in the process of budget implementation, reconciliation of actual expenditures with planned indicators.
- * **Follow-up control (audit):** Verification of the legality and expediency of the expenses already incurred, which can be carried out by internal auditors or external control bodies. The purpose of control is to prevent misuse of funds, embezzlement, embezzlement and inefficient spending.

Internal financial control and prevention of corruption. Particular attention is paid to internal financial control, which is part of the risk management system. It includes:

- * **Development and implementation of internal regulations:** Creation of clear rules and procedures for all financial transactions.
- * **Separation of duties:** Distribution of responsibility among different employees to prevent conflicts of interest and fraud.
- * **Regular audits:** Conducting unannounced and scheduled inspections of financial transactions and inventories.
- * **Automation systems:** Use of software that allows you to track all financial transactions and identify anomalies.
- * **Staff training:** Improve financial literacy and ethical standards of employees working with money.
- * **Anti-corruption:** Active identification and suppression of any corruption in the field of procurement, allocation of resources and use of budget funds. This includes interacting with your own security services.

Staffing

Selection, training and certification of logistics personnel. Staffing of the Logistics Service, although not the main function of the Logistics Service itself (this is done by the personnel apparatus of the Department of Internal

Affairs), is nevertheless critically important for its efficiency. The Logistics Service determines the needs for specialists and imposes requirements on them:

- * **Selection:** Selection of candidates with appropriate education (engineering, economic, legal, medical) and experience.

- * **Training:** Initial training of employees of the logistics service in departmental educational institutions, where they gain knowledge on the specifics of work in the system of the Ministry of Internal Affairs, legal aspects, as well as specialized skills (for example, the basics of logistics, financial accounting in the public sector).

- * **Certification:** Regular certification of employees to assess their professional level, compliance with the position held and determine the prospects for further growth.

Professional development and training

The logistics sector is constantly developing, new technologies are emerging, and legislative norms are changing. Therefore, continuous professional development is mandatory:

- ***Advanced training courses:** Regular courses in logistics, project management, working with new equipment, cybersecurity basics, and financial management.

- ***Seminars and trainings:** Participation in specialized seminars, master classes, departmental conferences.

- ***Self-education:** Encourage employees to self-study relevant information and best practices.

Motivation and incentive of employees

Despite the fact that the work of the rear service often remains "behind the scenes", it requires high responsibility and professionalism. Staff motivation is important for maintaining a high level of work:

- ***Financial incentives:** Bonuses, allowances for special conditions of service, for high performance.

- ***Non-material incentives:** Incentives, commendations, awards, promotions, and public recognition of achievements.

***Social guarantees:** Providing housing, medical services, and spa treatment for employees and their families.

***Creating comfortable working conditions:** Modern workplace equipment, ensuring labor safety.

Personnel planning

This is a task that is closely related to HR services, but the logistics service generates requests based on it:

***Forecasting your needs:** Determination of the required number and qualifications of logistics specialists in the short and long term.

***Personnel reserve:** Formation of a talent pool of the most promising employees to fill senior and key positions.

***Personnel rotation:** Move employees within the service to expand their experience and prevent stagnation.

Information support

Organization of document flow and office management. Every action of the logistics service – from purchase to write – off-requires documentation. Efficient organization of document flow is critical:

***Unified forms:** Use standard forms of documents (acts, invoices, requests, reports).

***Registration rules:** Clear rules for registering incoming and outgoing correspondence and internal documents.

***Performance monitoring systems:** Mechanisms for tracking the timing of orders and the progress of work.

***Archive storage:** Correct organization, indexing, and storage of documents, including those that have limited access. Go to the electronic archive.

Use of information technologies in logistics management. Modern information technologies are radically changing approaches to logistics management: ***Automated control systems (ACS):** Implementation of specialized software packages for automating the processes of inventory accounting, procurement planning, and financial accounting. For example, ERP systems adapted to the needs of the Department of Internal Affairs.

***Electronic document management:** Transition from paper documents to electronic documents, which significantly speeds up the processes of approval, signing and transfer of information.

***Databases:** Create centralized databases for all types of resources, suppliers, contracts, and personnel.

***Analytical systems:** Use business intelligence tools for forecasting needs, optimizing inventory, and analyzing cost effectiveness.

Information protection and information security. Since the rear service works with a large amount of sensitive information (financial data, information about weapons, personnel), information security issues are in the first place:

***Access control:** Strict differentiation of access rights to information systems and databases for different categories of employees.

***Data encryption:** The use of cryptographic tools to protect transmitted and stored information.

***Antivirus protection and firewalls:** Protection against malware and unauthorized external access.

*** Backup:** Regularly create backups of all critical data to prevent it from being lost in the event of crashes or cyber attacks.

***Staff training:** Increase employees' awareness of information security rules and threats.

Administrative support

Organization of work with documents. Although it partially overlaps with information support, here the emphasis is placed on the physical aspect of working with documents and administrative support: Reception, registration, accounting, distribution and storage of all official documentation. Control over the execution of documents and instructions. Providing of departments with necessary office supplies and office supplies.

Department of Internal Affairs Property Management.

The Logistics Service is responsible for the effective management of all real estate and infrastructure on the balance sheet of the Department of Internal Affairs:

Operation and maintenance of buildings and structures: Ensuring proper technical condition of office premises, repairs, cleaning.

Public utilities: Supply of electricity, water, heat, gas, garbage collection.

Rental and leasing services: Management of lease or lease agreements for premises and equipment.

Inventory and accounting: Regular accounting of all real estate objects and their condition.

Providing of communication and communication services. In today's operational environment, uninterrupted and secure communication it is vital: **Telephone communication:** Organization and maintenance of internal and external telephone lines.

Internet access: Providing reliable and secure access to the Internet for official purposes.

Radio communication: Maintenance of radio communication systems for operational units in readiness.

Video conferencing: Implement and maintain systems for remote meetings and coordination.

Maintenance and repair: Providing regular maintenance and prompt repair of all communication systems.

Organization of transport support. Although operational transport is on the balance of operational services, the rear service provides general transport needs and maintenance:

Fleet management: Organization of operation and maintenance of official vehicles (non-operational).

Providing of fuel and lubricants: Centralized procurement, storage, and distribution of fuel and lubricants. **Maintenance and repair:** Organization of scheduled and unscheduled repairs and pre-trip inspections.

***Transport logistics:** Organization of cargo and personnel transportation that is not directly related to operational departures.

Medical support

Organization of medical services for police officers. The health of police officers is an essential resource, so the rear service (through specialized medical units of the Ministry of Internal Affairs) pays great attention to maintaining it:

***Departmental polyclinics and hospitals:** Maintenance and equipment of medical institutions that provide primary, specialized and high-tech medical care to employees and their families.

Medical examination: Organization of regular medical examinations and medical examinations for early detection and prevention of diseases.

Professional inspections: Conducting mandatory medical examinations for employees performing specific tasks (for example, serving with weapons, working in special conditions).

Providing medical assistance in emergency situations. Ambulance services: Organization of duty and rapid response of departmental ambulance teams. **Emergency preparedness:** Develop action plans and provide medical supplies in case of emergencies, mass events, or special operations. **First Aid Training:** Organization of first aid courses for all police personnel.

Preventive measures to protect the health of employees. Spa treatment: Organization of rest and treatment of employees in departmental sanatoriums and dispensaries. *** Psychological support:** Providing psychological assistance to employees facing high stress loads and professional burnout. **Sports events:** Organization of physical culture and recreation work, sports sections to maintain physical fitness. **Vaccination:** Routine vaccination of employees.

IX. Current challenges and development prospects

The impact of technological progress on the organization of the rear service. Technological progress has a huge impact on all areas of activity, and the rear service of the Department of Internal Affairs is no exception. **Automation and robotization:** Introduction of automated warehouse systems, use of drones for inventory, and robotic systems for security. **Big Data and Artificial Intelligence (AI):** Analysis of huge amounts of data to predict needs, optimize logistics routes, and identify anomalies in financial transactions (to fight corruption). **Internet of Things (IoT):** Use of "smart" sensors for monitoring the state of equipment, inventory levels in warehouses, and monitoring resource

consumption (electricity, water). **Digital transformation:** Full transition to electronic document management, creation of unified information platforms for all aspects of logistics activities.

Improving the efficiency of the logistics service

. In the context of limited budget resources and growing demands for efficiency, improving efficiency is a priority: **Process optimization:** Analyze and review existing workflows to eliminate duplication, reduce time, and reduce costs. ***Benchmarking:** Studying and applying best practices from the experience of other government agencies or commercial organizations in the field of logistics and management.

Flexible response: Develop the ability of the logistics service to adapt quickly to changing conditions and operational needs.

Optimization of logistics processes. Logistics is the heart of logistics. Its optimization includes:

Supply Chain Management: Creation of an integrated management system from suppliers to end users within the Department of Internal Affairs.

Just-in-Time: Strive to minimize inventory through timely deliveries, which reduces storage costs and spoilage risks.

Centralization and decentralization: Finding the optimal balance between centralized large-scale procurement and decentralized provision of specific needs in the field.

Fight against corruption and ensure transparency of activities

Due to the specifics of working with large financial flows and material resources, the rear service is always under close attention in the fight against corruption: **Transparency of purchases:** Further tightening of control over all stages of procurement activities, publication of information on tenders and contracts. **Digital Footprint:** Use of information systems that leave a "digital trace" of each transaction, allowing you to track all stages of the movement of funds and property. **Strengthening internal and external audit:** Regular and unscheduled audits by independent auditors. **Internal notification systems:** Develop mechanisms to allow employees to report violations anonymously. **Ethical education:** Constant work on the formation of anti-corruption awareness and raising the level of official ethics.

Conclusion

Summing up the results and main conclusions. The rear service in the internal affairs bodies is not just a set of economic functions, but a complex, multi-level and strategically important mechanism. Its activities directly affect the efficiency, efficiency and safety of the entire ATS system. The timeliness and quality of logistics support determines how well-equipped, equipped and supported employees will be to perform their direct tasks of fighting crime and protecting citizens. This is the "invisible front", without which it is impossible to imagine the successful implementation of tasks to ensure law and order. Its role is often underestimated by the general public, but it is the rear services that ensure the stability and sustainability of the entire system.

Prospects for the development of the rear service in the Department of Internal Affairs. In the face of a dynamically changing world and ever-increasing demands on law enforcement agencies, the rear service will continue to develop in the following main areas: **Innovative development:** Active implementation of advanced information technologies, artificial intelligence and automation to optimize all processes. **Professional development:** Continuous training and professional development of rear service employees, development of their analytical and managerial competencies. **Economic efficiency:** Search for new ways to reduce costs and make more efficient use of budget funds without compromising the quality of software. **Transparency and accountability:** Strengthening internal control and audit systems, increasing transparency of all operations to minimize corruption risks. **Sustainability and adaptability:** Develop the ability of the logistics service to respond quickly to any changes in the operational environment, technological shifts and economic conditions.

Thus, the rear service of the Department of Internal Affairs is an integral part of a complex state mechanism that ensures security and order in society. Its further improvement is a guarantee of stable and effective functioning of the entire system of internal affairs bodies.

The rear of the Department of Internal Affairs is a complex and multi-faceted system that ensures the vital activity and combat capability of internal affairs bodies. Effective organization of the rear service is a key factor in the successful implementation of tasks related to the protection of public order and the fight against crime.

Financial and logistics support in the Department of Internal Affairs

Current situation

The effectiveness of the internal affairs bodies of the Russian Federation in modern conditions is considered in dialectical connection with such philosophical and managerial categories as resources, opportunities, potential, strategic goal and activity.

The availability of resources opens up opportunities for training employees of internal affairs bodies to solve specific strategic tasks of certain properties and qualities. This readiness is determined by the competencies of departments created in the process of reforming the internal affairs bodies, the forms and methods of operational, official and organizational activities, financial, logistical, legal, and information support systems, and modern technologies. Each of these components is considered as a real ability, and their totality is considered as a real potential.

It is the continuous process of transformation of initial economic and organizational resources into more advanced structures that is defined in theory as the process of resource support for strategic management. This approach allows us to consider material, technical and financial support as one of the components of strategic management of law enforcement activities, which requires independent analysis and reflection.

The task of the modern head of the internal affairs body as a participant in property relations is constantly becoming more complicated, requires the use of non-traditional methods and rational implementation of innovative solutions in practice in accordance with legal norms, as well as the fundamental provisions of the theory of management of socio-economic systems.

Property relations management in the law enforcement system is a fairly traditional area of managerial knowledge, but at the same time it is new for the system of training economists and managers. It is also new because in recent years there has been a process of rethinking the very content and meaning of activities aimed at ensuring the effective operation of various state institutions. The place and role of this activity, as well as the requirements for specialists who are engaged in it, have changed. With the beginning of market reforms in our country, there has been an awareness of the need to assess the effectiveness and cost of law enforcement

services, including in the field of financial, economic and logistics support for internal affairs bodies.

Maintaining the internal affairs bodies in a state where they are able to effectively protect the rights of individuals, the interests of society and the State from criminal encroachments is one of the main tasks of the State. An important role is assigned to infrastructure processes in the system of logistics and financial support of internal affairs bodies, the need for development of which is due to the tasks of strengthening law enforcement activities, provided that the rational use of financial and material resources is mandatory.

The multiplicity of logistics activities of the internal affairs bodies covers the main areas of material, technical, medical, veterinary, housing, capital construction and repair, fire protection, creating conditions for the implementation of effective operational-service, service-combat tasks and functions. Organizational, innovative and planned approaches to logistics support in various operational conditions are fundamental in the activities of internal affairs bodies.

Since recently, internal affairs departments have been financed exclusively from federal budget appropriations¹. This innovation allowed managers to take more pragmatic measures to effectively use the available material and technical resources (hereinafter referred to as MTS) and allocated funding, depending on the current operational situation in the serviced territory. Planning processes have also been simplified

and preparation of applications for property in accordance with the norms of legal status, as well as accounting and control over its use.

When providing comprehensive support for the activities of the Russian Ministry of Internal Affairs units, the most important areas should be considered such as providing the rear management bodies with trained specialists who are able to perform all the tasks of logistics and financial support required of them in a given mode; ensuring timely procurement of MTS laid down according to established standards and bringing them to employees; providing prevention of failures in the supply of all types of allowances, etc.

Federal state institutions (hereinafter referred to as FCS) have been established in various spheres of activity of the Russian Interior Ministry system. First of all, this applies to the logistics support of the territorial

bodies of the Ministry of Internal Affairs of Russia¹. At the same time, the mechanism of interaction of all rear divisions, including the FCS of economic and service support of the territorial bodies of the Ministry of Internal Affairs of Russia, is still far from perfect.

Modernization of the internal affairs bodies' resource support system undoubtedly affects the effectiveness of achieving specific tasks. At the same time, the processes of accumulation of material resources should not proceed spontaneously, but on the basis of certain concepts, plans, directives, analysis of the achieved successes, emerging difficulties and future opportunities.

The constant search for new forms and methods of influencing the management processes of MTS, regular training of employees and employees, selection and implementation of optimal structures and achieving the balance point of their stable functioning at each subsequent level of rear development is the key to the effective operation of internal affairs units in general, which indicates the relevance and significance of the issues considered in the textbook.

Fundamentals of organization of logistics support for internal affairs bodies: history and modernity

History of formation of rear divisions in the system of the Ministry of Internal Affairs of Russia

The Ministry of Internal Affairs in many States is one of the most solid and most stable organizational structures. At the same time, it is part of a small group of ministries that make up the government core, and belongs to the executive branch of government. The activities of internal affairs bodies are aimed at developing and implementing state policies, regulatory and legal regulation, and developing programs in the law enforcement sphere. The law enforcement function is seen in the structure of the apparatus, methods and forms of implementation of functions, and other elements of its legal status.

Successful implementation of the tasks and functions of the internal affairs bodies depends directly on the availability of resources, their quantity and quality. At the same time, the level of efficiency of the rear unit makes it possible to ensure the readiness of the internal affairs bodies to perform the tasks set, and to implement changes in the future. The resource potential of

the home front of the internal affairs bodies can be characterized by several content components:

- information resource (knowledge, skills and abilities);
- material resource (buildings, structures, transport, etc.);
- financial resource (limits of budget obligations);
- time resource (calendar dates for performing official and operational-logistical tasks);
- human resources (trained and experienced employees, civilian personnel of the rear of internal affairs bodies).

The function of material and technical support in the system of internal affairs bodies is basic and combines a number of features, among which it is necessary to highlight, firstly, the centralized nature of material and technical supply, and secondly, the rationalization of the structure and priority of material and technical supply within the entire system as a whole and each division in particular, in particular, the-third, ensuring a mode of economy and thrift in the use of material and monetary resources.

The genesis of the processes of formation and development of the logistics support system of the Russian army and police took place in conditions of constant limited resources (and more precisely, "according to the residual principle of financing"). During periods of military operations and during wartime, the effectiveness of rear units was increased.

Many researchers of this topic return to the positive experience of logistics support in the war of 1812, since some technologies are still relevant at the present time: efficiency, continuity, flexibility and compatibility with tasks solved by units and formations; massing of forces and means of logistics support in the main directions; consistency in carrying out tough measures in the fight against theft, theft, etc. fraud and embezzlement of state property. At the same time, it is necessary to note a subjective factor, namely the role of the Minister of War, since 1810, General of Infantry M. B. Barclay de Tolly in the development of logistics support for the Russian army in the war of 1812. It should be noted that it was under his leadership that the experience of organizing logistics support for the army in peacetime and wartime was significantly expanded and enriched. The tactics of M. B. Barclay de Tolly provided for the priority elimination of the material resources of Napoleon's enemy army.

Captured food supplies and weapons made it impossible for the French to actively fight with Russian troops. Food captured by the partisans increased the possibility of conducting tactical combat operations behind enemy lines and diverted the active reserves of regular French troops with

such maneuvers. Daniil Granin rightly investigated the question: "why wasn't there such a powerful partisan movement in France, Germany and some other countries as in Russia?" The answer lies on the surface and is hidden in the mentality of the Russian people.

"from the height of the clouds" was of great importance in the planning of military operations and was highly valued in the professional training of that time.

An example is the case when armed Cossacks (in November 1812) stole a herd of 700 bulls from the outskirts of the city of Smolensk, intended for slaughtering and maintaining (in combat condition) retreating French units. The army corps of General Ney and other retreating soldiers, not receiving hot food for a long time, turned to flight. The title of Prince of Smolensk was a worthy reward for Kutuzov for the extermination of most of Napoleon's forces in the vicinity of Smolensk.

In addition to General M. B. Barclay de Tolly, we can mention outstanding commanders and military leaders, students of the Suvorov school M. I. Golenishchev-Kutuzov, P. I. Bagration, D. S. Dokhturov, M. A. Miloradovich, N. N. Raevsky, M. I. Platov, who in turn improved and developed the effectiveness of the rear in providing troops with everything necessary in the War of 1812

Subjective historical factors of the logistics support system development include:

- state policy, both external and internal;
- the state of the economy and the potential capabilities of the state to meet the needs of the army;
- the state of the Russian army, its size, organizational structure, places of deployment of associations, formations and units, preparation of the theater of military operations;
- conditions of existence of the army: peaceful, threatened period, conduct of military operations.

Subjective factors should include:

- personal qualities of state and military officials;

- competence of the management staff of logistics support bodies, as well as direct performers.

The general understanding of logistics support was assessed from the perspective of integrated implementation of measures aimed at meeting the material, transport, household and other needs of troops (police units) in order to maintain them in combat (operational and service) readiness, to perform assigned or solve everyday tasks.

The system that has developed at the present time was born in the first years of Soviet power, since the strengthening of the rear took place during the Civil War. In conditions of political turmoil and the breakdown of economic ties, the personal qualities of state and military officials were extremely important.

So, the famous commander and national hero of the First World and Civil Wars, the holder of three St. George Crosses and the St. George Medal Vasily Ivanovich Chapaev was not only a famous commander, but also a born business executive.

V. I. Chapaev was born on February 9, 1887 in Budaika village, Cheboksary Uyezd, Kazan Province.

D. A. Furmanov wrote in his biographical essays: "Chapaev is the son of a Gypsy artist and the daughter of the Kazan governor (the surname is not preserved in his memory). When the girl, the governor's daughter, became pregnant, the gypsy abandoned her and disappeared without a trace, the governor was no longer alive at that time. The governor's daughter died in childbirth. Her mother, the governor's wife, did not want to raise her "illegitimate" grandson, and gave him to be raised by her coachman's brother. The old man took the baby and raised him the same way he raised a whole bunch of his own children."

Natural insight and worldly wisdom of V. I. Chapaev, received in his youth, were useful in the service of the Red Army. The environment of rationality and economic efficiency allowed V. I. Chapaev, when he was in command of the 25th Rifle Division, to prepare the necessary resources in a timely manner for combat plans to fight the counter-revolution. Since there were practically no centralized supplies for defense needs, weapons and other resources were sought from various sources, including requisitioned from the population.

V. I. Chapaev preferred to drive cars. There were several vehicles in the division. The first iron horse was the requisitioned fire-red "Stever". Then "Packard", "Ford" and two "Russobalts" were "recaptured" from Kolchak residents. In the division, motorcycles were used to maintain

communication between units. There were also three airplanes. One of them was a divisional commander's private plane.

The division's highly equipped cavalry arsenal made it possible to move quickly along the entire front line, as well as carry out sorties behind enemy lines.

Washing places (baths), laundry rooms, places for storing weapons, fodder, ammunition and provisions were organized in the locations of the units.

V. I. Chapaev's high demands on the rear service not infrequently led to various complaints and inspections by the higher management of the Red Army.

In order to make the system of supply of property and financial support for the troops and institutions of the Internal Security of the Republic (hereinafter – VOHR) more efficient, a special supply management was organized. Subsequently, these issues were assigned to the Central Supply Department of the Red Army. In this form, this system existed until 1934, when the People's Commissariat of Internal Affairs (hereinafter referred to as the NKVD) of the USSR was established by the decree of the Central Executive Committee of the USSR of June 10, 1934. It included the central and peripheral military supply apparatuses designed to provide material and technical means to operational bodies, border guards and internal troops.

In 1939, units and formations for the protection of especially important structures of railways, industrial enterprises, convoy and military construction units left the border and internal troops. They became subordinate to the corresponding main departments of the NKVD troops, which required a radical change in the organizational structure of the support units. In accordance with the decree of the Council of People's Commissars of the USSR of February 2, 1939, the Main Directorate of Military Supply (hereinafter – GUVS), district departments of military supply with subordinate military warehouses and workshops were created. However, initially 17 district departments of military supply of the People's Commissariat of Internal Affairs of the USSR were created.

In addition to the functions of supplying all material resources, these bodies were entrusted with staffing the artillery, automobile, quartermaster and financial services of the border and military troops. As part of the

GUVS, there was a body in charge of military transportation through the office of the Central Directorate of Military Communications (hereinafter – TSUPVOSO) The Red Army. In February 1941, due to the division of the People's Commissariat of Internal Affairs into the NKVD directly and the People's Commissariat of State Security (hereinafter referred to as the NKGB), the Main Directorate of Military Supply was reorganized into the Directorate of Military Supply (hereinafter referred to as the UVS) of the NKVD of the USSR.

Many of the logistics technologies developed by that time were useful in the Great Patriotic War (hereinafter – WWII) of 1941, when the transition of the economy to efficient operation in emergency military conditions was completed in record time. It is necessary to mention the historical disagreements with the countries of the West that have matured by that time. The propaganda of these countries does not stop trying to convince the whole world that the main role in the victory is played by the USSR was played by American lend-lease supplies. Deliveries began in late 1941 and were estimated at \$ 9.8 billion as of September 30, 1945. The USSR then received from the United States 14.5 thousand aircraft, 7 thousand tanks, 9.6 thousand guns, vehicles, food and other military equipment. But these shipments accounted for only 4 % of Soviet industrial output.

During the war years, the USSR produced 121.1 thousand combat aircraft, 102.8 thousand tanks, 834 thousand guns and mortars. It is enough to compare these figures with the figures obtained under lend-lease to draw a conclusion about the real phenomenon of the Soviet industrial society, which managed to establish the production of military equipment and weapons in the shortest possible time.

Soviet scientists and designers V. G. Grabin, N. A. Kucherenko, S. A. Lavochkin, A. I. Mikoyan, A. A. Morozov, F. F. Petrov, S. G. Simonov, F. V. Tokarev, A. N. Tupolev, A. S. Yakovlev, S. V. Ilyushin and others played a great role in creating new models of military equipment and weapons. others.

During the Great Patriotic War, due to the occupation of territories in the western regions of the country and the subsequent advance of the Soviet Army to the West, many departments and military depots were reorganized. As a result of the turning point in the war and in connection with the mass surrender of German troops in captivity, the problem of keeping prisoners of war arose. Initially, they accumulated in the rear areas

of the fronts. But then it became necessary to free the army's rear areas from their uncharacteristic functions. By the decision of the State Defense Committee, the organization of special camps for the accommodation and labor use of prisoners of war was entrusted to the NKVD of the USSR, in which the Department for Prisoners of War Affairs was formed. In order to supply them, a special department was created within the GUVS or UVS, and special departments were formed in a number of district departments, which were subsequently abolished, and their functions were assigned to the main complementing departments.

In accordance with the decree of the State Defense Committee, the Department of Military Supply of the NKVD of the USSR was transformed into the Main Directorate of Military Supply.

The feature film "Narkomovsky wagon Train" (2011) plausibly reflected the hardships of quartermaster military service during the Second World War.

In the Worker-Peasant Red Army (hereinafter referred to as the Red Army) in 1935, military ranks were introduced for military-economic and administrative personnel: technician-quartermaster of the 2nd (1st) rank, quartermaster of the 3rd (2nd, 1st) rank, brigintendent, divintendent, corpintendent, armintendant.

In the Winter of 1940, general ranks were introduced for the highest commanding staff of the quartermaster service with the addition of "quartermaster service"; in the same year, the posts of chief quartermaster, district quartermaster, and army were established.

Quartermasters supervised the work of the food, clothing, baggage and household supply services and the housing and maintenance service. In March 1942, combined-arms military ranks were established for officers of economic services with the addition of the words: "quartermaster service". In 1955, the posts of quartermasters in the Soviet Army were abolished, their functions were transferred to the corresponding home front services. Military ranks with the prefix "quartermaster service" were abolished in 1984.

Intendant (from the French intendant – manager)¹ – an official in the army who manages the supply of troops. They first appeared in France in the XV century in the system of state administration of provinces. Since the 19th century, they began to be responsible only for the supply of troops.

In Russia, the function of quartermaster appeared in 1700, and the name from 1801. The position of quartermaster lasted until 1917. It was re-established in the Red Army in 1940 and abolished in 1955. The functions were transferred to the heads of the food, clothing, baggage and household supply services and the housing and Maintenance Department of the rear of the Armed Forces of the USSR. In 1958, the post of chief Quartermaster of the USSR Ministry of Defense was restored, and in 1959 it was abolished.

As for the subsequent modernization of the rear units, in 1953 the Komi Republic was again removed from the subordination of the USSR Ministry of Internal Affairs.

In addition to the State Security Department, the Main Directorate of Internal Affairs was again transformed into the Department of Military Supply.

The following changes occurred in 1960, when, in connection with the abolition of the USSR Ministry of Internal Affairs, five district military supply departments stationed on the territory of the Union republics, they were liquidated, and seven military depots were transferred to the subordination of the Ministries of Internal Affairs of the Union republics. In the same year, the district departments of military supply located on the territory of the RSFSR were assigned the functions of providing industrial enterprises and technical institutions with material and technical resources while maintaining the same amount of work on supplying troops, internal affairs bodies and contingents. This supply system operated until 1968.

Of course, in a market economy, such a non-standard management structure is quite possible and would have worked successfully, but when the entire national economy worked on the principles of centralized planning, and the supply system of the Ministry of Internal Affairs of the USSR-on the principles of decentralization, this approach led to the fact that it delayed the technical equipment of the internal affairs bodies and troops for decades. In the future, all changes in the management structure were reduced to an increase in the staffing of supply agencies.

The management structure did not change even with the beginning of perestroika, i.e. after 1985, when the decree of the Council of Ministers of the USSR

On December 25, 1989, the Ministry of Internal Affairs of the RSFSR was established, which included the creation of an independent Department of Material and Technical Supply. Several departments were formed in this department:

- materials.
- light industry materials;
- material balances;
- metal products;
- forest products;
- vehicles and equipment.

The Department was established to provide material and technical resources and meet the repair and maintenance needs of self-supporting units of the former Ministry of Internal Affairs of the USSR. Almost all production and capital construction were transferred to the Ministry, and the only fund holder since January 1991 was the Department of Material and Technical Supply of the Ministry of Internal Affairs of the RSFSR. In the same year, it was renamed the Department of Logistics and Military Supply of the Financial, Material Support and Capital Construction Service of the Ministry of Internal Affairs of the RSFSR. The specified department included sub-departments dealing with the provision of weapons, communications equipment and special equipment, clothing and food supplies, provision of motor transport, equipment and components, as well as the credit and accounting department and the planning and organizational sub-department.

In addition, in 1990, the Main Directorate of Material, Technical and Military Supply of the Ministry of Internal Affairs of the USSR (hereinafter referred to as GUMTiVS of the Ministry of Internal Affairs of the USSR), without radical changes in management, automation of the work process, was assigned the functions of providing material resources to enterprises of NPO Spetstekhnika manufacturing fire equipment and equipment, as well as computer equipment Internal Affairs Department and internal troops. Since 1991, the department began to carry out commodity exchange operations, conclude commercial transactions for the sale of illiquid, stale military equipment and technical equipment products abroad, as well as participate in the creation of joint ventures and the provision of agricultural products to the personnel of the internal affairs bodies.

To perform these functions in the structure of GUMTiVS of the Ministry of Internal Affairs

In the USSR, at the expense of violations in financial and economic activities. At the same time, the subordination of the KRU of the Ministry of Internal Affairs of Russia

directly to the Minister has greatly increased the status of this institution and made it more independent of the audited services.

The relevant orders of the Ministry of Internal Affairs of the Russian Federation amended the regulations on the Main Directorate of Material, Technical and Military Supply, on the Special Transportation Department, on the Medical Department, and on the Capital Construction Department. These units received a new status, additional rights and became subordinate to the Rear Headquarters of the Ministry of Internal Affairs of Russia.

As a result of this reorganization, a unified system for managing economic and financial activities was created. The Rear Staff was subordinated to all economic and financial services of the Ministry, and he himself became subordinate to the corresponding Deputy Minister.

The Home Front headquarters as an independent structural division of the central office of the Ministry of Internal Affairs of Russia as the main directorate was designed to coordinate and coordinate the work of rear units of the central office of the Ministry of Internal Affairs of Russia, Ministries of Internal Affairs in the republics, main departments (departments) of internal affairs of constituent entities of the Russian Federation, departments of internal affairs on transport, security facilities and internal troops on comprehensive material and technical support. ensuring the tasks assigned to the Ministry, quartering personnel, medical support and capital construction.

Initially, the Home Front Headquarters consisted of the following departments: organizational planning, financial and economic, material support, motor transport and equipment, quartering, trade, municipal maintenance, weapons, personnel, as well the total peripheral staffing, four departments were created:

- complete sets of divisions of NPO Spetstekhnika;
- planning and distribution of computer equipment;
- foreign economic relations;
- agricultural.

Ten specialized repair enterprises and a pilot specialized enterprise for the repair of motor vehicles and the manufacture of personal armor protection and active defense equipment were located under the GUMTiVS of the Ministry of Internal Affairs of the USSR.

As a result of the collapse of the USSR, the system of material, technical and military supply of the GUMTiVS of the USSR changed, which was transformed into the Inter-Republican Department of Military Supply and Special Supplies of the Ministry of Internal Affairs of Russia (hereinafter – GUMTiVS of the Ministry of Internal Affairs of Russia).

In accordance with the Regulations on the Main Directorate of Material, Technical and Military Supply of the Ministry of Internal Affairs of Russia, this department was a structural division of the Ministry's staff. The Regulations specified that the structure and staff of this department are approved by the Ministry of Internal Affairs of the Russian Federation, and in its activities it is obliged to be guided by the Constitution of the Russian Federation (hereinafter referred to as the Constitution of the Russian Federation) and other regulatory acts of the Russian Federation. The work of the Main Directorate was organized on the basis of planning and interaction with other structural divisions of the central office of the Ministry of Internal Affairs of Russia.

There were eight district departments of material and technical and military supply with subordinate bases and warehouses, the Central Joint Military Base, the Scientific and Production Association "Spetstekhnika" with subordinate enterprises of fire-fighting equipment, experimental experimental specialized enterprises, and specialized repair enterprises subordinate to the GUMTiVS of the Ministry of Internal Affairs of Russia. The structure of GUMTiVS of the Ministry of Internal Affairs of Russia included:

- department of military supply with functional departments of uniforms, special clothing, household, special and medical property;
- department of food supply with subordinate departments of food resources, agricultural department and equipment department.

In addition, the structure of the Main Directorate included the departments of weapons, protective equipment and active defense, the department of communications, computer and special equipment, as well as the transport department.

Logistics and military support in the Ministry of Internal Affairs of Russia is the main function of all auxiliary services, but far from the only one. Historically, as the goals and objectives that were set for divisions of internal affairs bodies became more complex,

As well as the complexity and expansion of the Ministry's system itself, divisions appeared in the structure of economic and financial services that began to organize special transportation, capital construction, control and

audit work, and certain types of production for the needs of the entire system.

Logistics units, in addition to supply, are engaged in economic activities, financial support, and perform a number of other functions. In 1996, following the example of the Armed Forces of the Russian Federation, a new coordinating unit, the Home Front Headquarters, was created to manage this complex system in the Ministry of Internal Affairs of Russia.

It should be noted that the reorganization of the management system in the Ministry of Internal Affairs of Russia was carried out repeatedly. As a rule, this was due to objective reasons.

Changes in the management of internal affairs bodies are directly related to the processes taking place in society. So,

The Control and Audit Department of the Ministry of Internal Affairs of Russia (hereinafter referred to as the KRU of the Ministry of Internal Affairs of Russia) was removed from the subordination of the Deputy Minister for Economic Affairs and subordinated directly to the head of the Ministry. This innovation in the financial and business management system was very timely. The expansion of the independence of the heads of most main departments against the background of numerous difficulties with material and monetary support often contributed to as the legal group and the secretariat. However, a year later it became clear that such a structure is difficult to manage. The headquarters management had to deal more with the logistics support of the Ministry's central office units than with the coordination and management of logistics activities in general. So it was

It is divided into the Rear Headquarters proper and the Production and Economic Department. After this reorganization, the headquarters began to consist of five departments, each of which corresponded to one of the main areas of logistics management in the Ministry (organizational and planning, quartering, material support, weapons, vehicles and equipment).

In September 1997, the structure of the logistics services was once again reorganized: the Capital Construction Department was renamed the Construction and Reconstruction Department, the Medical Department received the status of the main department, the trade organizations of the Ministry of Internal Affairs of Russia – independent state institutions, etc.

According to the Model Regulations on the Ministry of Internal Affairs, the Ministry of Internal Affairs of the constituent entities of the Russian Federation, the above-mentioned divisions were legal entities, had their own seals, settlement and other accounts in banking institutions. They

provided financing and material and technical support for the activities of subordinate bodies, divisions, enterprises, institutions and organizations of internal affairs, accounting and reporting on the implementation of estimates and expenses, and ensured the rational and efficient use of funds and material resources allocated for their maintenance.

The Ministries of Internal Affairs in the republics ensured the implementation of financial plans, tasks, obligations, financial, calculation and estimate discipline by subordinate bodies, controlled production, economic and financial activities, and also organized the implementation of tasks for capital construction. Their rear activities also included taking the necessary measures to protect health, ensure technical safety, and improve the living conditions of employees.

Within their competence, they carried out operational management of property objects, were managers of funds and material resources, had the exclusive right to sign business contracts, agreements and contracts, approved design and estimate documentation for major repairs in the amount of up to two billion rubles, sold unnecessary material values, vehicles and other property (except for buildings and structures), and they also wrote off unusable fixed assets, losses and losses from the balance sheet.

The Production and Economic Department was re-established as an independent department of the Ministry in January 1997, and its head was one of the deputy heads.

The Ministry of Internal Affairs of the Russian Federation exercises the powers of the founder of these organizations, which are called upon to supply territorial bodies. Their charters were approved by April 1, 2012, and their state registration was secured by June 1, 2012.

The main activity of a federal state-owned institution at the local level is recognized as activities directly aimed at achieving the goals for which it was created. An exhaustive list of the types of activities that a FKU can carry out in accordance with the goals of its creation is determined by its constituent documents. Certain types of activities of such FCS (for example, in the field of healthcare and education) can only be carried out on the basis of special permits or licenses.

In order to ensure the activities of a federal state-owned institution, State property owned by the Russian Federation is transferred to it at the local level on the right of operational management. In turn, the FKU has no right to dispose of the state property transferred to it by the right of operational management.

Chapter 2

Budget of the Ministry of Internal Affairs of Russia and financial planning in the system of internal affairs bodies

§ 1. Legal basis of the budget process

The budget legislation of the Russian Federation consists of the Budget Code of the Russian Federation and federal laws on the federal Budget, federal laws on budgets of state extra-budgetary funds of the Russian Federation, laws of constituent entities of the Russian Federation on budgets of constituent entities of the Russian Federation, laws of constituent entities of the Russian Federation on budgets of territorial state extra-budgetary funds, municipal legal acts of representative bodies of municipalities on local budgets (hereinafter referred to as the budget law), other federal laws, laws of constituent entities of the Russian Federation, and municipal legal acts of representative bodies of municipalities regulating budget legal relations.

The system-forming normative legal act of budget legislation is the Budget Code of the Russian Federation.

Since the date of entry into force of the Constitutional Code of the Russian Federation, 109 federal laws have been adopted that amend or suspend certain provisions of the Code.

In accordance with the Program for Improving the Efficiency of Public (State and Municipal) Financial Management for the period up to 2018.¹ and the state program for Improving the Efficiency of Public (state and Municipal) Financial Management for the period up to 2018.

1 On approval of the Program for improving the efficiency of Public (state and municipal) Finance Management for the period up to 2018 [Electronic resource]: Decree of the Government of the Russian Federation No. 2593-r of December 30, 2013. Access from Yandex. Help.- legal system "ConsultantPlus".

Russian Federation "Public Finance Management and regulation of financial markets" 1 measures were taken to combine the regulatory acts adopted in recent years regulating budgetary legal relations and the amendments made to the Budget Code of the Russian Federation in order to adopt a codified act that is convenient for law enforcement.

In accordance with Article 6 of the BC RF, the following concepts and terms used in the budget process are defined:

- consolidated budget – a set of budgets of the budgetary system of the Russian Federation in the relevant territory;
- budget allocations – the maximum amount of funds provided in the corresponding financial year for the fulfillment of budget obligations;
- budget receipt – a document that is drawn up and maintained by the chief administrator of budget funds for the purpose of executing the expenditure budget;
- expenditure obligations – the obligations of a public legal entity (the Russian Federation, a subject of the Russian Federation, a municipal entity) or a state-owned institution acting on its behalf to provide funds from the relevant budget to an individual or legal entity, another public legal entity, or a subject of international law stipulated by a law, regulatory legal act, contract, or agreement.

The subject of legal regulation of the draft law is budgetary legal relations. The main idea of preparing the draft law is to combine the normative acts adopted in recent years regulating budgetary legal relations and the amendments made to the Budget Code of the Russian Federation in order to adopt a codified act that is convenient for law enforcement.

The Budget Code of the Russian Federation establishes the list of participants in the budget process and their powers. Thus, according to Article 158 of the BC RF, the chief administrator of budget funds (in the internal affairs bodies – the Ministry of Internal Affairs of Russia) has the following powers:

- ensures the effectiveness, targeting and targeted nature of the use of budget funds in accordance with the approved budget allocations and limits of budget obligations (hereinafter referred to as LBO);
- forms a list of managers and recipients of budget funds subordinate to it;
- maintains a register of expenditure obligations to be fulfilled within the limits of approved LBO and allocations;
- carries out planning of the corresponding budget expenditures, prepares justifications for budget allocations;
- draws up, approves and maintains the budget list, distributes budget allocations, LBO to subordinate managers and recipients of funds, as well as executes the corresponding part of the budget;
- makes proposals for the formation and modification of the LBO;
- makes proposals for the formation and modification of the consolidated budget list;
- determines the procedure for approving budget estimates of subordinate recipients of budget funds that are state-owned institutions;

- creates and approves state (municipal) tasks.
- organizes and exercises departmental financial control in the sphere of its activities.

§2. Content of the financial activities of the internal affairs bodies and the budget of the Ministry of Internal Affairs of Russia

The budget is the central link of the financial system, in any state it includes the same things: taxes, loans, expenses, etc. Since finance is an important lever for regulating the market economy, the functioning of the financial system covers all public relations related to the reproduction of fixed and current assets, including in the relations between structural divisions and services inside and outside the Russian Interior Ministry system. The budget activity of the Ministry of Internal Affairs of Russia is related to the creation of resources necessary for the normal functioning and development of divisions of internal affairs bodies.

Finance is understood as regulated economic relations that arise in the process of formation, distribution and redistribution of monetary income and savings among economic entities, on the one hand, and the state, on the other, as well as in the process of using them in production and other activities for material stimulation and satisfaction of the social and other needs of an individual, social group, etc. society as a whole.

Consequently, the finances of the Ministry of Internal Affairs of Russia are part of the finances of the state and represent regulated economic relations that develop in the process of forming and distributing (redistributing) federal budget funds and using them to perform operational and combat-related tasks of internal affairs bodies, as well as other needs.

Article 47 of the Federal Law "On Police" establishes the concept of "financial support for police activities", which is the implementation by the state of functions using certain means, methods and forms aimed at systematic allocation of funds from the budget in order to meet the needs of police bodies in monetary and material resources in the process of law enforcement activities.

Financial support for police activities determines the full utilization of budget allocations allocated for the internal affairs sector, preventing the formation of unused cash balances on personal accounts of the Ministry of Internal Affairs, the Main Directorate (Department) of the Ministry of Internal Affairs of the Russian Federation for the constituent entities of the Russian Federation in the territorial bodies of the Federal Treasury based on the results of the past financial year, and ensuring the rhythm of federal budget execution.

Financial activities of internal affairs bodies can be interpreted as follows:

1) as an economic category (A. P. Opalsky), reflecting the essence of economic relations in the system "state-Ministry of Internal Affairs - employees of internal affairs bodies, state civil servants, employees";

2) as a legal category (E. D. Sokolova), which covers both the activities of the entire state and the actions of citizens, due to the presence of commodity-money relations in society and aimed at creating, distributing (redistributing)

and the use of funds of monetary funds, without which it is unthinkable in market conditions to carry out economic or any other activity, which in turn is divided into:

- on the financial activities of the state and municipalities;
- financial activities of economic entities operating on the right of private ownership.

The budget of the Ministry of Internal Affairs of Russia as the main component of the financial system of the Ministry, in our opinion, can be considered in three aspects: legal, economic and organizational. 1

If we consider the legal aspect, then we should talk about laws or decisions of representative authorities that determine the amount of funding for spending on law enforcement and national security in relation to the activities of internal affairs bodies.

As an economic category, the Budget is a plan that regulates the financing of expenditures and sets revenues from individual services (through the traffic police, etc.) to the revenues of the respective budgets. If we consider the organizational side of the budget, it is a centralized fund of funds.

The Department for Financial and Economic Policy and Social Guarantees (hereinafter referred to as the FED) is responsible for managing budget funds in the Ministry of Internal Affairs of the Russian Federation. The Ministry of Internal Affairs of Russia, which consists of three departments (Figure 4).

In accordance with the Regulations on the Federal Tax Service approved by the Order of the Ministry of Internal Affairs of Russia², the Head of the Department, by proxy of the Minister, represents the interests of the Ministry of Internal Affairs of Russia in matters falling within the competence of the Federal Tax Service, in public authorities, organizations of any form of ownership, and carries out financial and economic activities on behalf of and in the interests of the Ministry of Internal Affairs of Russia, including the following powers:

- approves, in accordance with the established procedure, budget estimates of managers and recipients of budget funds subordinate to the Ministry;
- determines the limits of budget obligations and the amount of funding for managers and recipients of budget funds subordinate to the Ministry of Internal Affairs of Russia;
- makes changes to the budget list of the Ministry, budget estimates of its subordinate managers and recipients of budget funds, limits on budget obligations of bodies.

Thus, in recent years, decisions have been repeatedly made to reduce the volume of budget allocations:

–when forming the budget for 2014-2016, the amount of funds for the purchase of goods, works and services (contracted expenses) was reduced by 5 %;

–during the implementation of the federal budget in 2015 and the draft budget for 2016-2018, the entire budget of the Ministry was reduced by 10 %;

- during the implementation of the budget in 2016 and under the draft budget for 2017-2019, contracted expenses were reduced by 10 %, and additionally for 2017-2019 by 6, 9 and 11%, respectively.

Thus, the budget base for material and technical support expenditures has been reduced by almost a third in total over four years. The Ministry's budget as a whole has a social focus.

Recently, the Government of the Russian Federation, the Accounts Chamber of the Russian Federation

The Ministry of Finance of the Russian Federation pays special attention to reducing accounts receivable on income, including fines imposed by divisions of the Ministry of Internal Affairs of the Russian Federation for violations of the legislation of the Russian Federation on road safety and administrative offenses, as well as accounts receivable on federal budget expenditures, including those formed in connection with the advance payment of contracts.

Taking into account additional budget allocations, as well as due to internal reallocation of budget funds in 2015, it was possible to ensure settlements with personnel, including dismissed employees.

It should be noted that, as in previous years, the Ministry's budget in 2018 retained its social orientation.

At the same time, social security of employees and improving the quality of life of pensioners of the Ministry of Internal Affairs of Russia remained the priority areas.

The transition to the formation and execution of the "program budget" is accompanied by the introduction of a modern state integrated information system for public finance management "Electronic Budget", which will allow you to move to a qualitatively new level of public finance management and create tools for making informed management decisions in order to increase the efficiency and effectiveness of budget expenditures.

The portal of state and municipal services is one of the main links of the public finance management information system "Electronic Budget", which also includes the systems of budget revenue administrators¹.

The system for providing the Federal Treasury service for transmitting data on payment for services within the framework of interdepartmental interaction includes more than 30 federal executive authorities, including revenue administrators-divisions of the system of the Ministry of Internal Affairs of Russia.

Thus, the revenue and expenditure parts of the federal budget of the Ministry of Internal Affairs of Russia for 2018-2020 are formed in the information system of the Ministry of Finance of Russia "Electronic Budget".

Thus, in order to move to a qualitatively new level of public finance management and create effective tools for the state integrated information system for public finance management "Electronic Budget", restrictions on budget expenditures are taken into account, the relevance of the system of measures aimed at improving the efficiency of budget expenditures and budget discipline increases, and control over the use of public funds is strengthened.

In this regard, there is a need to clearly define the priorities and goals of using budget funds with a detailed inventory of budget expenditures aimed at concentrating the resources necessary to solve the key tasks facing the Ministry while reducing obviously inefficient expenditures.

Chapter 3

Organization of material and technical support of internal affairs bodies

§1. Procedure for organizing material and technical support of internal affairs bodies

Article 48 of the Federal Law "On the Police" defines for the first time the material and technical support of police activities¹, which is a set of measures for organizing and implementing the supply of all types of material and technical means to the police for the performance of assigned

tasks and is made at the expense of budget allocations of the federal budget for the corresponding year.

Material and technical support is carried out centrally, according to the plans and orders of the rear managers, who are responsible for the uninterrupted provision of subordinate bodies and divisions of MTS, as well as their rational use and economical spending.

This security is provided in accordance with the established legal norms.

The goals set for the police are directly related to the material and technical capabilities of the State. The Ministry of Internal Affairs of the Russian Federation, which, within the limits of its powers, protects human and civil rights and freedoms, protects law and order, and ensures public safety, is also entrusted with the task of developing and strengthening the material and technical base of the Department of Internal Affairs.

Material and technical means include armament, ammunition, engineering and special means, radiation, chemical and biological protection means, communication facilities, engineering and technical means of communication facilities, computer, electronic, organizational and encryption equipment, hardware and software complexes, video surveillance systems for various purposes, cryptographic and technical means of protection information, forensic equipment, operational and special equipment, aircraft, automobile and armored vehicles, military equipment, water transport, ship equipment, diving equipment and property, components, spare parts and consumables, food, clothing property, equipment and technical means of food and clothing services, fuel and lubricants, boiler houses- furnace fuel, fire-fighting equipment, baggage equipment, mountaineering equipment, industrial and technical and economic property, equipment, furniture, consumable maintenance and repair and construction materials and other property of the housing and maintenance service, medical property, veterinary and sports equipment, food alcohol, items for keeping service animals, fabrics, etc. other material means (supplies) required by the norms 1.

Material and technical support is provided by the Ministry's logistics units and organizations within the limits of funds allocated for these purposes and budget allocations in accordance with the legislation, other regulatory legal acts of the Russian Federation, as well as the Ministry of Internal Affairs of Russia.

UOMTO is a structural division of the Ministry of Internal Affairs of the Russian Federation that organizes and participates, within its competence,

in the formation of the main directions of state policy and regulatory legal regulation in the field of placing orders for the needs of the Ministry, material and technical and heraldic support. It performs the functions of the main division of the Ministry of Internal Affairs of Russia in the field of organizing public procurement, material, technical and heraldic support, evaluates the activities of district departments, bases and resource storage warehouses.

In its activities, UOMTO DT of the Ministry of Internal Affairs of the Russian Federation is guided by the Constitution of the Russian Federation, generally recognized principles and norms of international law, international treaties of the Russian Federation, federal constitutional laws, federal laws, acts of the President and Government of the Russian Federation, and normative legal acts of the Ministry of Internal Affairs of the Russian Federation.

Material and technical support is provided by performing the following main tasks:

- participation in the formation of the main directions of state policy on the management's activities;
- analysis, forecasting and planning of material and technical support of bodies, organizations and subdivisions of the Ministry of Internal Affairs of Russia, as well as determining the need for material and technical means for the planned period of operational activity;
- placing orders for the purchase of goods, performance of works, provision of services for the needs of the Ministry, organization of centralized and other provision of material and technical means to bodies, organizations and divisions of the system of the Ministry of Internal Affairs of Russia;
- implementation of the state policy in the field of material and technical support of internal affairs bodies;
- formation of the state defense order of the Ministry of Internal Affairs of Russia, participation in the development of federal target programs;
- development of a unified supply plan for the Russian Interior Ministry units and a schedule for placing orders for the needs of the Russian Interior Ministry.

Material and technical support is provided in accordance with the Unified Supply Plan for Divisions of the Ministry of Internal Affairs of the Russian Federation, staffing tables, time sheets and allowances (status) standards, and Instructions for organizing material and technical support in the system of the Ministry of Internal Affairs of the Russian Federation. When solving sudden problems or sudden complications of the operational situation-on the basis of requests from divisions.

When determining the need of the internal affairs bodies for material and technical means, their possible consumption and necessary reserves by the end of the planned period of daily activity are taken into account. The size of material reserves in the divisions of the Ministry of Internal Affairs of Russia is determined in accordance with Appendix No. 2 of the Instructions for organizing material and technical support in the system of the Ministry of Internal Affairs of Russia.

Within the framework of material and technical support, the DT of the Ministry of Internal Affairs of Russia performs a number of functions.

1. Ensures the conclusion of state contracts and contracts for the purchase of goods, works and services to meet the needs of the Ministry within the limits of the budget obligations brought up to date, providing for the obligations of the parties and responsibility for their implementation, organizing quality and completeness checks, centrally supplied material and technical means, conducting claims work and protecting the interests of the Ministry of Internal Affairs of Russia in accordance with the legislation Of the Russian Federation in accordance with the established procedure, foreign economic activity in terms of conducting trade operations, as well as military-technical cooperation.

2. Notify the Main Center for Special Transportation (hereinafter referred to as the SCSP) of the Ministry of Internal Affairs of the Russian Federation of planned state contracts and contracts providing for the transportation of material and technical means at the expense of the limits of budget obligations allocated to this center for centralized payment of transport costs.

3. Sends it to the consignees within seven business days

see the rules for entering into an agreement or contract for copies of these documents. District logistics departments

systems of the Ministry of Internal Affairs of the Russian Federation (hereinafter referred to as OUMTS) submit to the DT of the Ministry of Internal Affairs of the Russian Federation information on the availability of material and technical means at their bases and warehouses, as well as in the units assigned for supply, on a monthly basis until the fifth day of the month following the reporting month. Also, these departments provide the Department with information on the annual inventory of material and technical equipment assigned to supply units, bases and warehouses, reflecting data on the list of stale, illiquid and unused property, deficiencies identified during the inventory, as well as measures taken to eliminate them.

These departments, in cooperation with the Main Special Transportation Center of the Ministry of Internal Affairs of the Russian Federation and its branches, ensure the delivery and (or) transfer (shipment) of material and technical means to the units assigned for supply by rail, road, air, sea and river transport or by self-pickup by the consignee, based on the principles of economic feasibility, technical capabilities, taking into account the tariff rates discounts, other parameters that affect the cost of transportation and ensuring the safety of products.

Departments send copies of documents to consignees within seven working days from the date of conclusion of contracts and agreements.

Divisions, with the exception of divisions of the central office of the Ministry and other divisions, organizations, which are provided by the Main Center for Administrative, Economic and Transport Support and the Main Center for Communication and Information Protection of the Ministry of Internal Affairs of Russia, monthly until the first day of the month following the reporting month, provide:

information about the availability of material and technical resources that is always available to the SMMTS.

Divisions also ensure that their inventory of materials and equipment is carried out in a timely manner according to the established nomenclature, in accordance with the requirements of the legislation and other regulatory legal acts of the Russian Federation. The results (copies of orders, a list of stale, illiquid and unused property) are submitted within two weeks from the end of the inventory. Super-profitable material and technical means are put into storage for their further redistribution, and not adopted for service

or supply of units of the Ministry of Internal Affairs of Russia – they are subject to arming or supplying in accordance with the established procedure or decommissioning.

Divisions of the Ministry of Internal Affairs of the Russian Federation maintain established reserves in accordance with the nomenclature and volumes of inventory of material and technical means in the territorial bodies of the Ministry of Internal Affairs of the Russian Federation, district departments of material and technical supply of the system of the Ministry of Internal Affairs of the Russian Federation, the Federal State Institution "Central United Resource Storage Base of the Ministry of Internal Affairs of the Russian Federation".

In addition, the divisions organize acceptance of the quantity and completeness of incoming material and technical equipment, as well as control over compliance by supplier enterprises with warranty obligations specified in operational documents and state contracts and contracts. If incomplete or low-quality MTS is found, the established form of certificates is sent to the relevant department that purchased them within three days to organize the protection of the Ministry's interests in accordance with the procedure established by the legislation of the Russian Federation.

The transfer of movable property between divisions of the Ministry of Internal Affairs of Russia is carried out in accordance with the established procedure, and information about it is sent to the Department and the supplying OUMTS of the Ministry of Internal Affairs of Russia quarterly 10 days before the end of the reporting period.

Material and technical resources received for the current support of units of the Ministry of Internal Affairs of Russia with mobilization tasks, in a priority order and in volumes not less than those established by the limits, are sent to replace or update similar ones stored in inviolable reserves. The relevant acts are submitted to the supply division.

The Department for Material, Technical and Medical Support of the Ministry of Internal Affairs of the Russian Federation forms proposals for the draft state defense order for providing units in accordance with the schedule of work on the formation of the State Defense Order project and its main indicators approved in accordance with the established procedure

by the Military Industrial Commission under the Government of the Russian Federation.

The process of forming the SDO is shown in Fig. 6-11. Organization of planning of procurement of material and technical means for state needs, including the formation of proposals for the draft state budget, is carried out:

- research and production association "Special Equipment and Communications "(hereinafter-NPO STIs) Ministry of Internal Affairs of the Russian Federation;
- DT of the Ministry of Internal Affairs of Russia;
- territorial bodies of the Ministry of Internal Affairs of the Russian Federation at the district and regional levels - by submitting calculations and justifications for MTS purchases under the State Defense Order to the relevant OUMTS of the Ministry of Internal Affairs of the Russian Federation.

Material and technical means that are not supplied centrally are purchased by divisions in accordance with the Legislation of the Russian Federation.

requirements of regulatory legal acts of the Russian Federation, as well as regulatory legal acts of the Ministry of Internal Affairs of the Russian Federation within the limits of budget obligations brought up.

Report cards for the status of material assets and the staff of operational and service vehicles are developed by divisions and organizations of logistics (material and technical) support of divisions of the Ministry of Internal Affairs of Russia on the basis of staffing tables and standards of status. After approval and approval, the developed timesheets of the status of material assets and the staff of operational and service vehicles are the main documents on the basis of which deliveries of material and technical means are planned.

Financial support for purchases of fuel and lubricants is provided within the framework of the state defense order for internal affairs bodies and in coordination with the Department for Material, Technical and Medical Support of the Ministry of Internal Affairs of Russia.

Despite the abundance of definitions of management, which are largely not similar to each other, most scientists still agree that this is one of the sciences of management activity, where this activity is considered in

theoretical and applied aspects, and sometimes as an art, in the terms of market relations. At the same time, the work notes that abroad, along with management, management activities are studied by another science of management - the theory of administration, the subject of which is the activities of senior management personnel, administration, which in organizations include representatives of shareholders' boards, supervisory boards, etc., exercising legislative power in organizations. Managers, unlike them, are considered as representatives of the executive branch in the organization. If top-level managers set the most general guidelines, control the results of the organization's activities in the interests of shareholders and investors, managers determine the most rational, safe strategies, ways and means of achieving the goals set by the legislature. This executive activity of managers is the subject of management research.

The theory of social management developed in our country seems to be significantly different in many respects from both management and the theory of administration. Its subject is "general, mandatory procedures for any management act, regardless of the social sphere in which it is implemented", i.e. much broader than the subject of research, for example, management, which is therefore an industry science in relation to the theory of social management. This distinction, which is emphasized in the work, is not the only one. The theory of social management was formed mainly in the 60s - 80s of the twentieth century in the conditions of

The domination of the administrative command system, and this could not but affect its content, which is characterized by the fundamentality of the provisions being developed, the rigor of definitions of management categories, normativeness, the desire to reach the best options, samples, algorithms, etc.

Management, which was formed throughout the 20th century in the conditions of market relations, differs significantly in this respect from the theory of social management. Its principles are focused on quick adaptation to the environment, on the freedom of managers in making managerial decisions, on an innovative approach in every direction of the organization's work, on the use of a wide range of motivators in management activities, the development of a sense of social responsibility among employees, etc. Much attention in modern management is paid to the human factor, the disclosure of its potential in conditions of environmental instability.

In the 90s of the XX century, in connection with the reform of the political and socio-economic foundations of our community and the state, there was a change in the paradigm of social management. The new management paradigm involves a flexible combination of methods of market and state regulation of socio-economic processes, the formation and functioning of organizations as open, socially oriented systems, self-government, etc. Nevertheless, it seems that a radical change in management paradigms does not provide sufficient grounds for mechanical replacement of the theory of social management by management.

The management of society, the state, law enforcement agencies cannot be effectively implemented solely on the basis of management provisions. The social sphere is a complex education that includes a large number of different fields, each of which requires special research, which predetermines the emergence of industry sciences. In turn, the existence of these sciences makes it necessary, as noted by I.S. Mangutov and L.I. Umansky, development of a general conceptual apparatus, general concepts, etc., thanks to which a holistic logical system of social management can be created'.

From the author's point of view, despite the boom of management that emerged in our country in the 90s, both in the scientific and practical spheres, the theory of social management should be preserved as a generic, general theoretical science of management. At the same time, this not only does not exclude the possibility of borrowing certain provisions from management, but makes this process urgently necessary, since the theory of social management has not yet had time, according to the author, to bring its holding in line with the new socio-political and economic conditions.

Further, the paper considers the most promising areas of modern management related to employee motivation, the formation of organizational culture, the development of missions, the application of an effective style of leadership behavior and the principles of network (horizontal) management. The use of the relevant theoretical provisions of management developed in the aspect of these areas will allow, from the author's point of view, to make the management in the Department of Internal Affairs more perfect, to increase its efficiency. Moreover, this can be done, it seems, exclusively by using the internal reserves of the ATS

themselves, which serves as an additional argument in favor of the choice of these directions.

Much attention in the chapter is paid to the analysis of the state of management activities of the Department of Internal Affairs. Based on the study of the acts of inspection inspections carried out by the Ministry of Internal Affairs of the Russian Federation, the Main Department of Internal Affairs of the city of Moscow and the Department of Internal Affairs of the Moscow region in 1999-2002, as well as a significant number of reporting and analytical documents of the Department of Internal Affairs of these regions, the author came to the conclusion that the severity of the criminogenic situation in the Russian Federation in general and in these regions in particular, although it has objective reasons related to the difficult state of the economy, lumpenization of a significant part of the population, unemployment, corruption in all echelons of power, diversion of significant forces to counter-terrorist operations, etc., is largely predetermined by insufficiently effective management activities in the Department of Internal Affairs. As a result of the study, a large number of shortcomings and miscalculations in the organization of operational and service activities of the Department of Internal Affairs were revealed, in particular: poor coordination by sectoral services of the work of territorial links; low quality of management activities of headquarters, unable to organize systematic control over the implementation of orders and instructions of the Ministry of Internal Affairs of the Russian Federation, the Main Department of Internal Affairs, as well as their own plans; ineffectiveness of operational meetings; lack of analytical work in units, as well as initiative search for rational options for the use of forces and means; inept organization of both internal and external interaction, etc.

Particular attention in the work is paid to the insufficiently effective activities of the heads of the Department of Internal Affairs, who do not provide a real impact on the state of affairs in structural units and the performance by subordinates of the tasks assigned to them, showing passivity, undemanding and uncontrollability, not eliminating shortcomings in the organization in a timely manner organization of the activities of the Department of Internal Affairs in priority areas. One of the main reasons for the ineffective activity of the heads of the Department of Internal Affairs of all ranks seems to be their underestimation of the importance

Organizational work, inability to organize their work and the work of their subordinates, to motivate their activities, to improve their professional level, unwillingness or inability to form the qualities of a leader that meet the new conditions of development of society.

At the same time, from the author's point of view, even when managers pay enough attention to the organization of the activities of their subordinates and do not demonstrate their helplessness in a professional way, the final results of the units they manage do not always correspond to the desired state. It should be stated that the current management of the Department of Internal Affairs, at least at the level of the Ministry of Internal Affairs, is almost unchanged in its principles, forms and methods compared to what it was 10-20 years ago. Despite a radical change in their priorities in the early 1990s, they are still focused mainly on fighting crime rather than serving the population. There have been no significant changes in management and in accordance with the new principles arising from the essence of the rule of law and civil society formed in our country. The principles of legality, democracy, transparency are largely declarative. As in Soviet times, a rigid, authoritarian style of management prevails, which excludes any possibility of participation in the management of subordinate, ordinary performers. The noted shortcomings in the management of the Department of Internal Affairs are mainly chronic. Both in the theory of management and in the practical activities of the Department of Internal Affairs, the approaches to their solution are well known, for example, obtaining higher management education by each head of the Department of Internal Affairs and his deputies, the creation of a system of training and education of employees in each unit, psychological support for their activities, the wide use of active teaching methods in the formation of the necessary professional skills and abilities, the involvement of the entire arsenal of proven forms and methods of stimulation tested in practice, updating of public formations (officer meetings, courts of honor, women's councils, veteran organizations, etc.). At the same time, it is noted in the work, in addition to traditional approaches to management improvement, there are also non-traditional, new approaches developed in management and widely used in industrial enterprises and in the police abroad. We are talking about strengthening competitiveness, increasing attention to the quality of work performed, involving a wide range of motivation among employees, creating a mature organizational culture of units, publicizing their missions, Formation of an effective style of leadership behavior.

New or relatively new approaches to improving the management of the Department of Internal Affairs are strongly caused by new conditions of their functioning, the development of market relations, where the quality of products, services provided, competition between performers play a decisive role. And the Department of Internal Affairs in this situation, it seems, cannot be an exception. How much it will be possible to cope with the solution of the management problems facing the Department of Internal Affairs largely depends on their first managers: whether they are aware of the need for a radical restructuring of their activities, whether they are armed or not with the knowledge of modern management theory, whether they are finally able to become effective leaders in their teams and thanks to this, find and use internal reserves.

"The main directions of improving the management of internal affairs bodies based on the adaptation of management ideas"

Specific forms and methods of management developed in management are discussed in detail, in the aspect of the four directions chosen by the author and the possibility of their use in the management activities of the Department of Internal Affairs in order to increase its efficiency. Expansion of the range of labor motivation of employees of internal affairs bodies. The paper notes that both in the theory of management and in practice (in the field of management of ATS) the concept of motivation was usually replaced by the concept of stimulation, based on the assumption of their identity. In reality, motivation and stimulation, although close to each other, are not identical. "Motivation is a set of internal and external driving forces that encourage a person to act, set boundaries and forms of activity and give this activity a focus focused on achieving certain goals." The internal driving forces are various kinds of his needs (in food, warmth, rest, etc.), and external - various kinds of threats to his life, health, property, etc. Needs can be both conscious and unconscious. Awareness of needs leads, as a rule, to the definition of goals and ways (means) of meeting them. A conscious need associated with the goal and means that a person has outlined to eliminate this need forms a motive. There is the same need, it is called a motivator.

The impact on a person in order to encourage him to take concrete actions by awakening certain motives in him is. Motivation process. Specially designed levers of influence on a person, called incentives, can be used as

motivation mechanisms, which can be material goods, actions of other people, promises, opportunities provided and much more that can be offered to a person as compensation for his actions. Thus, stimuli are a kind of irritants that activate human activity. The process of using various incentives to motivate employees is called stimulation, which can be carried out in various forms - material, spiritual, including moral, and mixed. Thus, as we can see, motivation and stimulation are not identical concepts. Stimulation is one of the directions of motivation. Its other directions can be: involving employees in the affairs of the organization, forming their values identical to the organizational culture, increasing the content, attractiveness of labor, etc. At the same time, many management specialists note that the role of stimulation decreases as the organization develops, improves the culture of intra-organizational relations, etc.

Further, the work considers the structure of the motivational process, gives a substantive description of each of its stages and briefly outlines the essence of some theories of motivation developed in management and of interest for management activities in the Department of Internal Affairs: the theory of the hierarchy of needs A. Maslow, two-factor theory of motivation F. Herzberg, theory of expectations V. Vruma, McClelland's theory of acquired needs and S.'s theory of justice. Adams. The greatest interest for the Department of Internal Affairs is, according to the author, the two-factor theory of motivation of F. Herzberg, according to which satisfaction and dissatisfaction with work are caused by various factors called by him as motivators (influencing job satisfaction: promotion, the possibility of professional growth, etc.) and hygienic factors (influencing on job dissatisfaction: working conditions, salary, etc.).

A sociological survey among employees of the Department of Internal Affairs on motivation showed that many theories of motivation of foreign authors are not confirmed (in whole or in part) in the field of activity of the Department of Internal Affairs. Nevertheless, some of the provisions of these theories, which have been confirmed, are of interest. The first thing that draws attention is the motives for joining the Department of Internal Affairs: more than 70% of employees came to this sphere because of hatred of violence, bribery, etc. and because of the choice of the appropriate profession. These motives, as a rule, are effective motives and therefore, partly for these reasons, employees of the Department of Internal Affairs, especially managers, despite many difficulties, problems, continue to work actively, creatively. The position of F was confirmed.

Hertzberg that the salary is not a motivator. Its lack causes a much more demotivating effect (0.82) than wealth - motivating (0.72). In addition, its significant increase does not lead to an equally significant increase in motivation. Only 7% of respondents reported a sharp increase in their activity, 36% reported an increase in self-demanding, and 57% noted that they would continue to work as before. That is, the salary for many is really a hygienic factor and cannot be increased by increasing its motivation of more than half of the heads of the Department of Internal Affairs. At the same time, it seems that it would be premature to categorically deny the motivating impact of wages in the field of ATS activities. The author shares the position of E. Lawler, R. Henderson, M.H. Mescona, M. Alberta, F. Hedouri, A.A. Radugina, E.A. Utkin and other scientists who, in principle, agreeing with the conclusion of F. Herzberg that salary is not a motivator, at the same time, various reservations are made about the possibility of manifesting its motivating abilities under appropriate conditions: firstly, if employees feel a clear relationship between the results of their work and the salary received; secondly, if it will help to meet their needs at some points in time, etc. The study of other factors gave interesting results. Such of them as: meaningful work, responsibility, promotion, the opportunity for professional growth, good interpersonal relationships in the team, confidence in the future, are really motivators for most employees of the Department of Internal Affairs. At the same time, it was found that the absence of the same factors, or, in other words, a change in their sign (promotion - lack of promotion), leads to demotivation, which is generally logical, but the degree of this demotivation is always less than the degree of their motivating impact. On average, the coefficient of positive influence of these factors on motivation is 0.8, and the demotivation coefficient is 0.63. It can be assumed that any private demotivation is compensated common motivation to serve in the Department of Internal Affairs, love for the profession, etc.

Thus, the management of the Department of Internal Affairs has a lot of opportunities, in addition to incentives, to motivate the work of its subordinates, their diligent attitude to the service. The study also allowed to see the possibilities of improving the effectiveness of motivation of employees of the Department of Internal Affairs when using traditional forms of stimulation. For employees of the Department of Internal Affairs, moral incentives are no less important than material ones. This was stated by 80% of the respondents. At the same time, it is possible to significantly enhance the effect of moral incentives if you approach the promotion of

employees in a differentiated manner, i.e. take into account the characteristics of their personality, bring the moment of encouragement closer to the act, cause, as well as encourage taking into account the opinion of the team. The effectiveness of awarding diplomas has significantly decreased. As indicated by 22% of respondents, "awarding any diplomas does not contribute to the activation of their activities in any way". According to the respondents, it is possible to increase their effectiveness if these letters are signed by an authoritative person (43%).

It seems necessary to expand the range of moral incentives. To this end, according to the respondents, it is also advisable to use letters of thanks to parents, thanks supported by the team, etc. in addition to traditional incentives.

Formation of organizational culture of internal affairs bodies.

The paper analyzes approaches to the allocation of the most important elements of organizational culture, ways of its formation, developed typologies, attempts to quantify the power or strength of organizational culture. According to the author, the concepts of "strong culture", "weak culture" proposed in this regard do not allow to assess the organizational culture in terms of the degree of its positive impact on the results of the organization's activities, how effective it is in shaping the expected behavior of employees. The author proposes to use another term for this purpose - "mature organizational culture", which should be understood as a culture in the organization, which, firstly, includes national cultural values and traditions, as well as social values corresponding to the current stage of socio-political and economic development of society, secondly, contributes to the cohesion of the team and increasing the responsibility of its members for the fate of the organization and the fulfillment of the tasks facing them and, thirdly, creates the necessary prerequisites for the positive perception by the population of the behavior of the members of the organization and its activities as a whole. Much attention in the work is paid to the justification of the feasibility of using the mechanism of organizational culture in the sphere of activity of the Department of Internal Affairs. For this purpose, a study was undertaken on the relationship between the results of the operational and service activities of the Department of Internal Affairs of the Moscow region and the state of their organizational culture, which was evaluated in 29 positions according

to the I. method by Ladanova. As a result, a positive correlation relationship between them was revealed (rank correlation coefficient by Spearman - $p=0.9$)..

This study made it possible to substantiate the set of variables on the basis of which the organizational culture of the Department of Internal Affairs will be studied and evaluated, to identify its specificity and reach a generalized characteristic, according to which the organizational culture of the Department of Internal Affairs is a specific culture that has emerged in the process of a fairly long historical development of organizations established by the state to combat crime and protect public order, and includes a large number of legal norms, as well as moral values, beliefs, various kinds of rituals, etc., thanks to which the employees of the Department of Internal Affairs are integrated into the team and which largely determine its

Management in relation to the external environment

A significant place in this section is given to the purposeful formation of the organizational culture of the Department of Internal Affairs, the means used, the organization of this process. At the same time, the special role of the heads of the Department of Internal Affairs in bringing values into the culture of their units that meet the spirit of the times into the culture of their units is emphasized.

Due to the unexplored phenomenon of organizational culture in the theory and practice of ATS management, the author/determined the main directions of his research related to: selection of a representative set of variables that allow an objective assessment of the organizational culture of specific ATS in its various aspects and in general; with the development of tools for determining the state of organizational culture of ATS. including an assessment scale for measuring the degree of its maturity, etc. Special attention is paid to the legal aspect of using this mechanism in the practical activities of the Department of Internal Affairs. According to the author, in order to create a unified methodological framework for measuring and evaluating the organizational culture of the Department of Internal Affairs, it is necessary to develop an appropriate regulatory act. In addition, it seems that it is no less relevant to expand the range of criteria for assessing internal affairs by introducing an additional criterion "state of organizational culture", which will give the activities of internal affairs departments aimed at purposefully forming a mature organizational culture a logical completion, because there will be not only methodological

foundations for organizing this activity, but also an organizational and legal mechanism for its implementation. and therefore, importantly, additional incentives to pay the necessary attention to it. Development of missions by internal affairs bodies. The concept of mission, as well as organizational culture, is new to the theory and practice of ATS management.

Therefore, the paper analyzes a significant number of sources of both domestic and foreign authors devoted to the mission, which made it possible to understand its essence, identify the motives for developing, classifying and defining this management category as a kind of philosophy of meaning, social purpose of the organization, which includes the basic values in accordance with which it intends to carry out its activities. activity.

Since the formulation of missions is a time-consuming process, various approaches to the justification of mission development algorithms were investigated, and factors that need to be taken into account in order for the quality of developed missions to be sufficiently high were identified.

The key place in the section belongs to the justification of necessity development of ATS missions. Indeed, this is a fundamental question: is a mission of the Internal Affairs Department of Russia necessary if there is a sufficiently solid legal framework for their activities (the Constitution, the Law on Militia, and many other normative acts), where the principles, main goals and objectives, functions, methods, etc. are formulated in sufficient detail? From the author's point of view, the answer to this question should be positive. The paper presents the following arguments in favor of this:

1. the goals and objectives of the Department of Internal Affairs contained in the fundamental regulatory documents are defined mainly for the Department of Internal Affairs itself;
2. the society develops an idea about the appointment of the Department of Internal Affairs randomly: personal contacts, mass media, thinking patterns inherited from the older generation, etc.;

- 3 now, when the priorities of the business line have been dramatically changed

4. police departments, their functions have been transformed in the direction of social services to the population, the police themselves must declare their main purpose-to serve society;

5. the police must tell the population and society what they should do and what are their chances of success if they do not receive public support.

6 in the mission, you must declare the means by which you are supposed to use them to solve the main tasks.

1 the mission should reflect the basic values of the police: respect for human and civil rights and freedoms; protection of these rights from all kinds of violations; providing assistance to every person affected by criminals, technological and natural emergencies; strict compliance with laws, etc.;

2 the mission should create an image of the police that would attract, inspire respect, support its employees, and be sympathetic to their difficulties and problems.

With these provisions in mind, the author has developed an approximate model of the mission of the Russian police. At the same time, it seems that the mission should "proceed" from the police, and not from the Department of Internal Affairs. With this approach, the connection between the population and the people who are called upon to serve this population is more felt. This mission, according to the author, can serve as a basis for the development of city police missions, which should be formulated with the following principles:

taking into account their specifics, existing traditions, etc. As an example of such a mission, the dissertation presents the police mission of Sergeyev Posad, developed by the author with the participation of the head of the Pilgrimage Center

The Trinity-Sergius Lavra of the Doctor of Theology Father Methodius.

Due to the fact that the Internal Affairs Departments of the Russian Federation are a highly centralized state system that operates on the basis of a single normative and legal framework, the question arises about the legal status of

the Internal affairs mission, the procedure for its development, adoption, etc. According to the author, it would be advisable to conduct several social experiments to make the ATS public about its missions at different levels of government. Then, after summarizing the experience, it would be

possible to develop a single regulation on the formulation of ATS missions, their approval and use. Methodological recommendations, the draft of which is given in the appendix, could become an integral part of such regulations..

Formation of an effective style of leadership behavior among the heads of the Department of Internal Affairs.

Leadership is the ability to influence individuals and groups of people to work toward their goals. In management, there are a large number of theories, the authors of which try to identify patterns associated with the formation of leaders, classify leadership behavior styles and identify the most effective among them. All these theories are usually divided into three groups, depending on one of the three approaches to leadership: personal, behavioral, or situational, which the authors of these theories adhere to. The paper analyzes the most interesting theories from the point of view of WHO-possibilities of their application in the management activities of the Department of Internal Affairs. The head of the Department of Internal Affairs, as well as the manager, exists in two guises: as an official and as a leader. And the effectiveness of its activities also has two components, determined, on the one hand, by the degree of success in performing formal duties, and on the other-by its behavior.

Moreover, the second component can be much more significant. Hence the conclusion: in the Department of Internal Affairs, serious attention should be paid to the phenomenon of slavery. In accordance with this conclusion, the paper defines the qualities that can be used in the following areas which the leader must have.

At the same time, the author emphasizes that leadership is not the key to effective organization performance. Yes, a leader leader is much more likely to deal with many problems than a non - leader leader. The manager-leader has a much wider arsenal of means of influencing subordinates. A leader who is able to force subordinates to follow his instructions, reverse a negative situation, etc., is called a successful leader in management. However, its possibilities are also not unlimited. Firstly, he can only be a leader for a certain part of his subordinates, and secondly, his authority, which is based on the following principles:

for certain reasons, it may not be "sufficient" for all subordinates to or some part of them concentrated their efforts on solving some difficult and at the same time low-profile task. Third, and most importantly, even

the successful actions of a manager in relation to his subordinates still do not say anything about their ultimate effectiveness, and even more so about the effectiveness of the entire organization. Thus, a successful leader is not always able to achieve effective organization performance. This can only be done by a leader who has the appropriate qualities: you are an effective leader. Thus, the following logical chain of strengthening the professional capabilities of a manager emerges: manager as an official-manager-leader-successful leader-effective leader.

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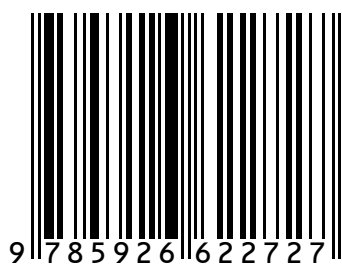
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