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PROSPECTS FOR INVESTMENTS IN THE ENERGY INDEPENDENCE OF THE NATIONAL ECONOMY OF UKRAINE DURING THE RECOVERY PERIOD

Liana Ptashchenko

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Today, there are global changes in social, political and economic relations all over the world. The reason for these changes is the war in Ukraine, which is fighting for its own independence and European traditions against the "second" army of the Russian horde in the world. These changes relate to the global paradigm of human coexistence on basis of the concern, commonwealth, and mutual assistance. The war continues, but regardless of the military situation, Ukrainians are not only successfully fighting against the aggressor, but also actively trying to promote their entry into the European community, rebuilding (where possible) destroyed infrastructure, developing, in addition to a powerful volunteer movement, business, education, science, improve public administration. The President of Ukraine, Volodymyr Zelenskyi, and his Office are forming a Plan for the reconstruction of the national economy, which was brutally destroyed by the Russian occupiers.

Specialists of the Kyiv Institute of Economics are constantly monitoring the damage caused to Ukraine by the Russian invaders, violating all the rules of warfare and behaving like terrorists. According to these data, as of March 17, 2022, they amounted to 1.8 trillion hryvnias or 62.6 billion dollars, and already at the end of May the amount of losses exceeded 3.1 trillion hryvnias or \$105.5 billion. This is evidenced by the analysis carried out within the "Russia will pay" project by the KSE Institute team (an analytical division of the Kyiv School of Economics) and volunteers from partner organizations, in particular, from the Center for Economic Strategy and "Prozorro. Sales". The dynamics of the consequences of such destructions are summarized in Table 1 [1].

It is appropriate to turn to history and compare the consequences of the destruction caused by the Second World War in Ukraine. It was estimated that 16,000 industrial enterprises, 882 mines of the Donetsk coal basin, 10 main railways, more than 35,000 agricultural communities (collective farms and state farms) were destroyed in Ukraine during the war and Hitler's occupation, and 417 cities and towns were turned into ruins. Demographic losses accounted for almost a quarter of the total population. Every sixth resident of Ukraine died in the war [2], 2.4 million people were deported to Germany. The total amount of losses suffered by the population and economy of Ukraine amounted to almost 1.2 trillion rubles.

During the revival of the national economy of Ukraine after the Second World War, according to planned indicators, the Ukrainian economy received only 15% of all-Union capital investments, while Ukraine suffered 42% of all material losses of the Soviet Union in the war.

Table 1

The destruction of the objects of the national economy of Ukraine as a result of the terrorist actions of the Russian occupiers

Name of the object	As of March 17, 2022		As of the end of May 2022	
	number	billion \$	number	billion \$
Healthcare institutions	36	2,466	643	1132
Nuclear power plants	1	2,416	1	2416
Institutions of secondary and higher education	273	1,280	1123	1540
Residential buildings	1600 piece	1,245	44,2 million square meters m	39379
Enterprise assets	45	643	228	11300
Administrative buildings	30	492	99	542
Kindergartens	124	427	621	538
Military airfields	10	390		
Aircraft AN-255 "Mriya"	1	300	1	300
Shopping and entertainment centers	7	120	19	329
Thermal and hydroelectric power plants	7	101	7	101
Religious buildings			115	767
Cultural buildings			192	463
Bridges and bridge crossings			295	1646
Civil airports			11	6817
Other objects				

In the process of reconstruction, the administrative apparatus ignored the experience of restoring the economic potential of European countries, according to which priority was given to the technical transformation of various branches of the economy, the development of agriculture, light and food industry, and the stabilization of the national currency. The main emphasis was placed on the austerity regime, reduction of funding for agriculture, light industry, and the social sphere. The mechanism of "mobilization of public funds" did not cease its operation. The high pace of reconstruction was also ensured by the low wages of workers and employees [2].

The full-scale war that has been going on in Ukraine since February 24, 2022 has brought even more destruction than World War II. Aware of the need for rapid recovery of the economy and the social sector, the government is forming a Plan for the Reconstruction of the National Economy of Ukraine. During this period, construction will develop quite actively, as not only individual houses were destroyed by rubble, but also entire cities, objects of the social sphere and industrial infrastructure were destroyed. Most of these objects cannot be restored, that is, they will have to be built from scratch. There is no doubt that the Reconstruction Plan will cover all sectors of the national economy, but we strongly believe that the priority areas should be the development of the military-industrial complex and the energy sector. This is due to the need to strengthen military power and ensure full energy independence of Ukraine, but will require significant investment resources.

We will emphasize the development of energy as a strategically important industry for the national economy and its independence. We believe that such promising and relevant areas of development of the energy sector as green energy, development of new and reconstruction of old oil and gas fields, as well as lithium and titanium mining require special attention of officials and specialists.

In pre-war times, the "Trident" natural gas production program was somewhat intensified, but it will be necessary to more actively develop new deposits, update the technologies of existing ones. Regarding the development of green energy, it is worth noting that in the pre-war period this industry developed at a fairly good pace. Thus, in 2019, Ukraine entered the TOP-10 countries in the world in terms of the pace of development of green energy, and in 2020 - in the TOP-5 European countries in terms of the pace of development of solar energy. At the beginning of 2022, the total capacity of green energy facilities was about 9,656 MW. However, the invasion of the Russian Federation not only stopped the development of the industry, but also caused devastating losses. Enterprises were on the verge of bankruptcy. According to the Ukrainian Wind Energy Association, more than 2/3 of wind generators have stopped working in Ukraine [3]. Investment resources are also needed for the recovery of this industry.

Another promising area of development of the energy sector of Ukraine, in which it will be possible to attract powerful investors, is the development of lithium deposits. According to preliminary estimates, there are significant reserves of lithium in Ukraine, which are not inferior to the rich deposits of South America and Africa. In total, these are 4 objects - 2 deposits (Shevchenkivske, Polokhivske) and 2 sites (Dobra, Kruta balka). The demand for lithium, which is the main component of lithium-ion batteries, has recently been growing, corresponding to the demand for electric vehicles, energy storage systems, etc., and the price of this metal has a tendency to increase [4].

Ukraine is quite interesting for the volume of reserves and deposits of lithium, but these deposits, which are quite valuable for the world, were practically not developed. Certain geological studies were carried out and reserves of this metal were tested. Experts believe that the next 20 years can change the world economy. In March 2021, the Swiss investment bank UBS predicted that electric cars could reach price parity with internal combustion engine cars in 2025, and the share of electric car sales could reach 20% in 2025 and 50% in 2030. By 2040, a complete transition to electric vehicles may become a reality [5].

The development of titanium ore reserves can also be attractive for investment, as Ukraine produces 7% of the world volume of titanium-containing raw materials: the largest country in Europe in the production of ilmenite, the only country in the production of rutile and zircon. Ukraine is one of the five countries producing titanium ore concentrates in the world. 20 % of the world's reserves and production of ilmenite are concentrated on its territory.

To date, 26 deposits of titanium ores with commercial reserves have been explored in Ukraine, as well as 48 deposits, the reserves and resources of which have been estimated in advance and constitute, conditionally, the "base of the country's titanium reserves". At the same time, the total reserves and base of reserves of titanium ores of Ukraine, according to experts, "exceed such reserves of any other country in the world." Judging by the current licenses for the exploitation (mining) of 17 of the largest titanium deposits (out of 26, the reserves of which are entered in the State Mineral Fund), reserves of titanium raw materials in Ukraine amount to about 184 million tons. These reserves will last for 440 years [6].

Titanium is necessary for the development of the energy sector, since many rotating parts are made of titanium. Such a choice of metal is not accidental and due to economic benefits. All because titanium is characterized by high specific strength and it is simply impossible to do without it in the production of parts such as blades for steam turbines. The use of titanium alloys in the power industry allows equipment and apparatus to work smoothly in aggressive environments, as well as to be resistant to corrosion damage.

Therefore, the relevance of lithium and titanium mining will increase, and accordingly, this segment of the energy and mining sector of Ukraine is quite attractive for investors.

Since mining and energy are quite valuable industries, significant investment resources will be required.

Taking into account the fact that the occupiers are losing battles on the ground in all directions, they are mercilessly demolishing the social and industrial infrastructure of Ukrainian cities and villages with missile strikes, so the cost of damages is constantly increasing (table 1).

In this context, an important issue is the consideration of sources of financing measures aimed at restoring the national economy of Ukraine. Today's state of the economy and social sphere, the complete destruction of the national economy of Ukraine by the Russian fascists requires significant funds for restoration. That is why the issue of the Marshall Plan for Ukraine is becoming relevant. At the same time, the main financial investors can be the USA, EU countries, Great Britain, the Baltic countries and other countries of the world, which are not indifferent to ensuring the democratic foundations of the independence of countries in the world. The sources of financing for the reconstruction of the national economy of Ukraine should include the following:

- financial receipts from countries participating in the implementation of the Reconstruction Plan of Ukraine;
- reparations of the Russian Federation;
- financial investments of international funds;
- arrival of strategic investors ready to invest in industry and agriculture to the Ukrainian commodity markets;
- proceeds from the sale of frozen assets of citizens of the aggressor country;
- issue of international bonds by Ukraine;
- Ukraine's issuance of domestic loan bonds for reconstruction;
- citizens' contributions through volunteer and charitable organizations;
- fundraising on international crowdfunding platforms;
- other sources.

Thus, we confirmed with numbers the facts that the European Union is interested in cooperation with Ukraine in the extraction of rare metals, in particular, lithium and titanium. However, it is necessary to choose and approve at the state and world level Ukraine's position regarding the strategy of mining these metals important for the further progressive development of humanity and their processing into products of high added value within the country. For example, production of batteries for electric cars and processing of titanium ores. That is, having raw materials that are quite attractive for investors, Ukraine should build such a road map for the development of the industrial sector, in which the priority of raw material processing and production of products based on lithium and titanium within the country would be unconditional. It is possible to provide the investor with certain guarantees and stability with the help of the well-known toolkit of forming relevant clusters or financial and industrial groups.

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К ВОПРОСУ ОБ АНТИКРИЗИСНОМ УПРАВЛЕНИИ В ОТРАСЛЯХ ПРОМЫШЛЕННОСТИ

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РЕЗЮМЕ

Промышленность является ведущей отраслью с высоким рейтингом среди материального производства. Это важная область материального производства и человеческой деятельности, которая может значительно повысить и обеспечить экономическую эффективность общественного производства и социальное благосостояние общества. Курс организации и управления производством формируется в условиях взаимозависимости и связи с развитием соответствующей науки, стратегии государства в области экономики. Перспективы развития экономики страны во многом определяются разработанной концепцией развития промышленного производства и управления им.

В статье одной из обсуждающихся тем – это управление системами в состоянии неравновесия, требует от руководителей освоения практических навыков предвидения и распознавания кризисов, а также устранения отрицательных последствий возникающих негативных факторов. Социальные технологии, методы экономического анализа, прогнозирование, разработка сложных инвестиционных проектов и антикризисных программ применяются в комплексе для своевременного предупреждения и преодоления кризисов. Антикризисное управление – это совокупность знаний и результаты анализа практического опыта, которые направлены на оптимизацию механизмов регуляции систем, выявления скрытых ресурсов, потенциала развития на сложном этапе развития. Специфика антикризисного управления связана с необходимостью принятия сложных управленческих решений в условиях ограниченных финансовых средств, большой степени неопределенности и риска.

В статье исследованы также кризисные ситуации, которые существенно меняют условия деятельности предприятия. В теории и практике по созданию систем управления в кризисных ситуациях существует правило о том, что для успешного противостояния окружающей среде сложность и скорость принятия решений на предприятии должны как минимум соответствовать сложности и скорости изменений, происходящих во внешней среде. Таким образом, чтобы противостоять кризисным ситуациям, необходимо строить системы управления быстрого реагирования. Это правило касается всех предприятий, в том числе и промышленных. На предприятиях могут разрабатываться антикризисные программы.

В данной статье исследованы теоретические аспекты антикризисного управления в промышленных предприятиях, а также методические аспекты промышленного управления. Проведен глубокий и всесторонний анализ кризисов в деятельности промышленных предприятий. Проведена оценка рисков в деятельности промышленных предприятий. В статье одним из немаловажным обсуждающимся вопросом является управление системами в состоянии неравновесия, требует от руководителей освоения практических навыков

предвидения и распознавания кризисов, а также устранения отрицательных последствий возникающих негативных факторов.

Актуальность

С конца XX века во всем мире антикризисному финансовому менеджменту уделяется все больше внимания. Антикризисное и кризисное управление стало в центре внимания менеджеров с точки зрения устойчивости деятельности промышленных предприятий. В то же время промышленные предприятия часто сталкиваются с различными рисками и опасностями. Небольшой риск, который считается незначительным, может стать началом угроз для такого промышленного предприятия, работников, сектора, общества и даже страны. По этой причине как крупные, так и мелкие промышленные предприятия обязаны анализировать все возможные риски с момента их создания и принимать меры против них. В период быстрых изменений во всех сферах и растущей неопределенности экономические, политические и юридические сомнения оказывают более полное и эффективное воздействие, особенно в развивающихся странах, таких как Азербайджан. Понятно, что антикризисный финансовый менеджмент в наше время будет нужен промышленным предприятиям нашей страны как никогда. В противном случае промышленным предприятиям, неспособным адаптироваться к изменениям внутренней и внешней среды, будет сложно выйти из кризиса. В любом случае эти процессы могут заставить промышленные предприятия меняться и даже привести к кризису. Сколько бы возможностей ни создавал кризис для компаний, не всегда удается избежать его негативных последствий.

В конкурентной среде возможны неожиданные опасности. Чтобы продолжить свою деятельность, промышленные предприятия должны предвидеть эти опасности, принимать необходимые меры и оценивать возможности. Кризис, конечно, один из самых неожиданных опасностей для менеджеров. Один из важнейших вопросов – это определение правильного стратегического подхода в сложных ситуациях, созданных кризисом, и, самое главное, знание мер, которые должны быть приняты финансовыми менеджерами.

Систему управления необходимо постоянно готовить к кризису. Чтобы быть готовым к кризису, нужен правильный подход к нему и грамотное управление финансами. Цель антикризисного финансового менеджмента - определить стратегии, соответствующие ситуации, предвидя все аспекты кризиса, думая, что они не будут приниматься во внимание. В диссертационной работе в основном были исследованы основные цели промышленных предприятий такие как, устойчивость, развитие и рост производства. Если мы рассмотрим на литературу по антикризисному финансовому менеджменту, мы можем отметить, что больше исследований было проведено в области антикризисного финансового менеджмента, особенно в 1980-х годах. Можно отметить имена авторов таких как а.г. грязновой, кирсанов а.и., с.г. беляева, в.и. кошкина, юрий дяченко, буметт, метаис, иваньюта и др.

Введение

История практики управления довольно древняя. Однако нынешнее управление сильно отличается от прошлого. Управление одобрило себя как свободная наука и сфера деятельности в начале XX века. С конца XX века во всем мире антикризисному

финансовому менеджменту уделяется все больше внимания. Антикризисное и кризисное управление стало в центре внимания менеджеров с точки зрения устойчивости деятельности промышленных предприятий. В то же время промышленные предприятия часто сталкиваются с различными рисками и опасностями. Небольшой риск, который считается незначительным, может стать началом угроз для такого промышленного предприятия, работников, сектора, общества и даже страны. По этой причине как крупные, так и мелкие промышленные предприятия обязаны анализировать все возможные риски с момента их создания и принимать меры против них. В период быстрых изменений во всех сферах и растущей неопределенности экономические, политические и юридические сомнения оказывают более полное и эффективное воздействие, особенно в развивающихся странах, таких как Азербайджан [1, 2].

Если рассмотреть на литературу по антикризисному финансовому менеджменту, мы можем отметить, что больше исследований было проведено в области антикризисного финансового менеджмента, особенно в 1980-х годах. Можно отметить имена авторов таких как А.Г. Грязновой, А.И. Кирсанов, С.Г. Беляева, В.И. Кошкина, Ю.М. Дяченко и другие. Про кризис авторы Дарлинг и Динчер выдвинули идею «кризис также выражается менеджерами и сотрудниками как замешательство, неуверенность, удивление, риск, паника, страх, шок, угроза, опасность и нехватка времени». Нистром Старбакс и Ковор Мисра описали кризис как угрозу для систем предприятий, препятствующую устойчивости их деятельности и достижению их целей.

Теоретические и методологические аспекты антикризисного управления в промышленных предприятиях

Слово кризис от греческого - кризис - означает решение, результат. Понятие «антикризисное управление» начало появляться в местной литературе в 1990-е годы [4].

Во время подготовки к кризисам предприятия могут разработать планы действий и стратегии кризисных ситуаций, которые лежат в основе текущих мер, реализуемых на этапе антикризисной диагностики. На таблице 1 четко указаны антикризисные стратегии.

Таблица 1. Типы антикризисных стратегий

Классификация	Стратегия	Характеристики стратегии
С учетом подхода и способов внесения изменений, с учетом участия сотрудников в процессе внесения изменений.	Предписывающий	<ul style="list-style-type: none"> • Выполнение действий в соответствии с заранее установленным планом • Внесение изменений в краткосрочной перспективе • Необходимость большого управленческого авторитета и доверия к руководству • Необходимость наличия у менеджеров широких полномочий и ресурсов • Стратегия, используемая в случае острых кризисов
	Переговоры	<ul style="list-style-type: none"> • Менеджер - инициатор изменений • Принятие участия членов организации в реализации антикризисных мер • Дольше, чем в предписывающей стратегии

		<p>время реализации этой стратегии</p> <ul style="list-style-type: none"> • Ментальное изменение членов организации - члены организации должны иметь чувство ответственности за компанию, за внесение изменений и за достижение целей • Использовать профессиональную помощь при изменении поведения отдельных лиц и групп сотрудников
	Нормативный	<ul style="list-style-type: none"> • Команды управления зданием, состоящие из специалистов и консультантов • Принятие решений на основе знаний и доступной информации • Акцентируя внимание только на технических аспектах решения
	Аналитический	<ul style="list-style-type: none"> • Больше, чем в других стратегиях, усмотрение членов организации • Отсутствие заметного давления со стороны руководства • Активное участие сотрудников в реализации стратегии
	Ориентированный на действие	
С учетом причин и адаптации к среде	Организация	<ul style="list-style-type: none"> • Реактивная адаптация к окружающей среде • Предполагает реакцию на причины кризиса, связанные с менеджментом • Выражается в сокращении затрат и занятости, продаже активов, финансовой реструктуризации, изменении организационной структуры
	Вложение	<ul style="list-style-type: none"> • Проактивная адаптация к окружающей среде • Предполагает реакцию на причины кризиса, связанные с менеджментом • Деятельность, связанная с инвестированием в новые продукты или сегменты рынка, в человеческие ресурсы • Внедрение новых концепций менеджмента • Деятельность, связанная с другими участниками рынка: слияние с другой компанией, стратегические союзы, поглощения, слияния
	Снятие	<ul style="list-style-type: none"> • Реактивная адаптация к окружающей среде • Реакция компании как реакция на причины кризиса, связанные с масштабом и видом деятельности • Ограничение масштабов бизнеса, сокращение занятости: отказ от определенных отделов, уход с определенных рынков, ограничение ассортимента продукции
	Укрепление	<ul style="list-style-type: none"> • Проактивная адаптация к окружающей среде • Деятельность предприятия, направленная на устранение причин кризиса, связанных с объемом и видом деятельности • Новое определение деловой активности • Концентрация только на избранных рынках • Внедрение стратегии затрат • Выявление проблем с качеством

Учитывая длительность и интенсивность кризиса	Вариант реструктуризации	<ul style="list-style-type: none"> • Стабилизация кризиса и в долгосрочной перспективе достижение устойчивого улучшения ситуации на предприятии • Деятельность предприятия направлена в основном на реструктуризацию, направленную на устранение причин кризиса
	Вариант ликвидации	<ul style="list-style-type: none"> • Основная цель - получение максимального ликвидационного капитала • Стратегии продажи и ликвидации предприятия
	Вариант роста	<ul style="list-style-type: none"> • Проактивные меры, направленные на укрепление предприятия за счет инвестиций или интеграции • Обязательным условием реализации стратегии данного типа является наличие у предприятия капитала • Примерами мер являются стратегические союзы, слияния и поглощения
	Вариант банкротства	<ul style="list-style-type: none"> • Ликвидация предприятия без сохранения платежеспособности • Эта стратегия является результатом плохого экономического положения
С учетом управленческого подхода к кризису	Незаметно	<ul style="list-style-type: none"> • Прием сигналов как несущественных, не требующих действий
	Недооценка	<ul style="list-style-type: none"> • Восприятие сигналов как естественное отклонение от нормы, в которую вносятся текущие модификации деятельности
	Решение проблем в кризисной ситуации	<ul style="list-style-type: none"> • В кризисной ситуации вносятся необходимые поправки для выявления слабых мест, определения возможных способов действий и их оценки
	Постоянное предотвращение кризисных ситуаций	<ul style="list-style-type: none"> • Кризис рассматривается как этап развития организации • Предприятия должны действовать в рамках подготовки, предотвращения, реагирования на кризис и оценки мер

Антикризисное управление -это менеджмент, в котором ставятся вопросы прогнозирования угрозы кризиса, анализа, мер по снижению негативных последствий кризиса и использования его факторов для дальнейшего развития [5]. Содержание антикризисного управления включает следующие этапы:

- Анализ состояния предприятия с учетом внешней среды, причин возникновения кризиса;
- Бизнес-планирование для увеличения конкурентного преимущества предприятия;
- Разработка процедур улучшения финансовой системы предприятия для их реализации;
- Применение новаторств во всех сферах деятельности предприятия.

Перед переходом на функции антикризисного управления, хотели бы рассмотреть причины возникновения кризиса (таблица 2).

Антикризисное управление и антикризисная политика важны для предотвращения, прогнозирования и реагирования на кризисы. Антикризисное управление включает в себя следующие техники: стратегическое прогнозирование, планирование теории вероятности, анализ проблемы, анализ сценария. По проведенным исследованиям, можно сказать что, есть некоторые большие предприятия, которые ведут неправильную антикризисную политику [1, 2]. Антикризисное управление имеет два подхода: проактивное и реактивное. Проактивный подход - это попытка организации создать возможности, чем решить проблему, это связано с оцениванием предприятия. Проактивный подход имеет решающее значение при выявлении кризиса потому что, предприятие бывает готовым к предстоящим кризисам. Реактивный подход - это подход, направленный на успешное избавление от негативов, с которыми сталкивается учреждение. Этот подход, основан на реакции на события. В отличие от проактивного подхода, реактивный подход не имеет особой подготовки.

Таблица 2. Основные факторы, влияющие на кризис.

Факторы, влияющие на возникновение кризиса	
Факторы внутренней среды:	Факторы внешней среды:
Объем предприятия	Изменения социокультурной среды
Стадия, на которой находится предприятие	Изменения в политической и правовой среде
Сфера деятельности	Технологические изменения
Недостаточная координация, коммуникация и контроль	Конкурентная среда
Степень централизации	Изменения в международной среде
Пробелы в управлении	Изменения в законах
Неправильные решения и нерешительность	Финансовые проблемы
	Стихийные бедствия

Вообще, чтобы уметь управлять кризисом нужны следующие теоретические знания и практические навыки: общее знание об управлении; методы принятия решений; знание о конфликтологии, теоретические знания об антикризисном управлении; инновационный и инвестиционный менеджмент. Для предсказания предстоящих кризисных явлений необходимо провести диагностический анализ, который показан ниже (см. табл.3).

Чтобы избежать возможных кризисов нужно провести проверку. Проверка проводится четырьмя способами:

- **Внецелевой-** внутренний аудитор не ставит перед собой никакой конкретной цели. Аудитор ведет поиск данных и оценивает потенциальные угрозы.
- **Целевой-** работник ведет поиск конкретной темы и оценивает вероятные проблемы.
- **Неформальный-** работник активно и целенаправленно ведет поиск.
- **Формальный-** работник систематически ведет поиск.

В зависимости от результатов этого мониторинга принимаются меры антикризисного управления, а также разрабатываются оперативные меры [6].

Изменчивость внешней среды, необходимость применения новых подходов к стабилизации деятельности и развитию предприятий актуализирует вопрос антикризисного управления бизнеса. Эффективность антикризисных мер зависит от скорости реакции предприятия на появление признаков кризисных процессов, что делает целесообразным применение превентивного подхода к управлению. Обострение кризисных процессов в производственной сфере, их систематичность и отсутствие эффективного диагностического аппарата для определения глубины кризисных явлений, масштабов кризиса и эффективных механизмов антикризисного управления определяют целесообразность исследований в этой области [5].

Таблица 3. Диагностика прогнозирования кризисных явлений

Показатель	Предкризисная ситуация	Кризис
Перспективный стратегический план	-	-
Текущий и оперативный план	-	+
Финансовый менеджмент	-	-
Заказы на текущий период	-	+
Заказы на перспективу	+	+
Авторитарное руководство	-	+
Демократическое руководство	+	+
Популистское руководство	-	-
Либеральное руководство	+	-
Традиционный и механический метод решения проблем	-	-
Ритуальный, формальный, случайный методы делового общения	-	-
Иновация	-	-
Инвестиция	-	-
Специальная подготовка	-	-
Страховые запасы	-	-

Эффективные методы промышленного управления. Сегодня существует множество эффективных методов промышленного управления, некоторые из которых включают более традиционный подход, другие — более современный и инновационный. Ниже рассмотрены некоторые современные методы промышленного управления:

- **Методология 5С.** Это техника японского происхождения.
 - **Seiri:** Seiri этап, переведенный на наш язык как классификация, состоит из выявления и дифференциации, необходимых и не нужных и бесполезных, предметов для производства.
 - **Seiton:** этот этап включает в себя порядок, поэтому он в основном состоит из организации промышленных зон и размещения необходимых элементов для оптимального производства.
 - **Seiso:** это связано с упорядоченностью и чистотой производственной зоны.
 - **Seiketsu:** этап стандартизации- определяет соответствующие правила и процедуры производства.
 - **Shitsuke:** этап дисциплины, в которой поощряется стремление к дальнейшему совершенствованию производственной деятельности [3].

- **Метод Кайдзен.** Метод Кайдзен означает- «улучшение». Его основная цель — управлять промышленным качеством посредством непрерывного процесса улучшения, состоящего из простых и конкретных действий.



Рисунок 1. Методология 5С

- **TPM- Total productive maintenance.** Всеобщий уход за оборудованием - включает в себя устранение потерь качества и стоимости в процессе производства.

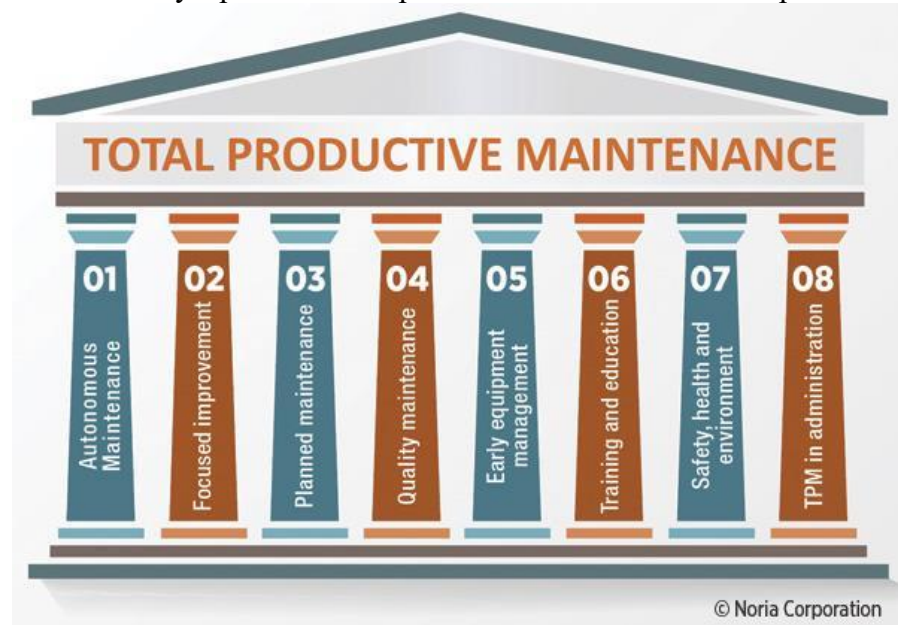


Рисунок 2. Всеобщий уход за оборудованием.

- **Целенаправленные улучшения:** нацеленное на практику предотвращения 7 видов потерь.

- **Автономное обслуживание:** оператор должен уметь самостоятельно проводить осмотр, работы по чистке, смазочные работы.
- **Плановое обслуживание:** обеспечение готовности оборудования, в том числе и проведение мероприятий *кайдзен* в области технического обслуживания.
- **Первая проверка:** реализация вертикальной кривой запуска новой продукции и оборудования.
- **Качественное обслуживание:** реализация цели "нулевые дефекты в качестве" в изделиях и оборудовании.
- **Образование и тренинг:** сотрудники должны быть обучены в соответствии с требованиями по улучшению квалификации для эксплуатации и технического ухода за оборудованием.
- **Безопасность и окружающая среда:** требование преобразования аварий на предприятии в нуль.
- **Всеобщий уход за оборудованием в администрации:** потери и расточительство устраняются в непрямых производственных подразделениях.
 - **8D.** Метод 8D представляет собой методологию решения проблем для улучшения продукта или процесса. Она структурно состоит из 8 дисциплин, подчеркивая синергию группы.



Рисунок 3. Метод решения проблем 8D

1. Создание команды специалистов, обладающих знаниями в различных областях.
2. Точное определение проблемы.
3. Внедрить и утвердить пути решения проблемы.
4. Выявление первопричины проблемы.
5. Определить и просмотреть решения для постоянных исправлений.
6. Применение постоянных корректирующих решений.
7. Предотвращение повторения проблемы.

8. Осознавать важность командной работы [7].

Заключение

При исследовании магистерской диссертации выявлено, что в настоящее время в промышленности Азербайджана существует множество проблем, такие как:

- Недостаток и проблемы неэффективного использования имеющихся ресурсов
- Структурные проблемы
- Проблемы, связанные с государственной политикой и государственным регулированием
- Проблемы рыночной конкуренции

При изучении антикризисной деятельности внешнеэкономических субъектов мы наблюдаем, что они имеют разные особенности, особенно в сфере управления финансовыми ресурсами:

- Цель антикризисного управления - обеспечение устойчивости промышленного предприятия в условиях динамично меняющейся внешней среды;
- своевременное, адекватное и эффективное реагирование на недостатки внешней среды;
- Основы антикризисного управления - овладение инновационными методами управления финансами промышленных предприятий и их применение в соответствующих областях;
- Антикризисные действия в области управления финансами являются неотъемлемой частью общей стратегии промышленного предприятия.

Обобщая все вышеизложенное, можно сказать, что эффективное антикризисное управление финансами должно носить превентивный характер и быть способным предотвращать возможность возникновения кризиса в результате мониторинга внутренних и внешних факторов.

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TO THE QUESTION OF ANTI-CRISIS MANAGEMENT IN INDUSTRIES

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ABSTRACT

Industry is the leading industry with a high rating among material production. This is an important area of material production and human activity, which can significantly increase and ensure the economic efficiency of social production and the social welfare of society. The course of organization and management of production is formed in conditions of interdependence and connection with the development of relevant science, the state's strategy in the field of economics. The prospects for the development of the country's economy are largely determined by the developed concept of the development of industrial production and its management.

In the article, one of the topics discussed is the management of systems in a state of disequilibrium, which requires managers to master practical skills in anticipating and recognizing crises, as well as eliminating the negative consequences of emerging negative factors. Social technologies, methods of economic analysis, forecasting, development of complex investment projects and anti-crisis programs are used in a complex to prevent and overcome crises in a timely manner. Anti-crisis management is a set of knowledge and the results of the analysis of practical experience, which are aimed at optimizing the mechanisms of regulation of systems, identifying hidden resources, development potential at a difficult stage of development. The specifics of crisis management are associated with the need to make complex management decisions in conditions of limited financial resources, a high degree of uncertainty and risk.

The article also examines crisis situations that significantly change the conditions of the enterprise. In the theory and practice of creating management systems in crisis situations, there is a rule that in order to successfully confront the environment, the complexity and speed of decision-making at the enterprise must at least correspond to the complexity and speed of changes occurring in the external environment. Thus, in order to withstand crisis situations, it is necessary to build rapid response management systems. This rule applies to all enterprises, including industrial ones. Anti-crisis programs can be developed at enterprises.

This article examines the theoretical aspects of crisis management in industrial enterprises, as well as methodological aspects of industrial management. A deep and comprehensive analysis of the crises in the activities of industrial enterprises has been carried out. An assessment of risks in the activities of industrial enterprises was carried out. In the article, one of the important issues discussed is the management of systems in a state of disequilibrium, which requires managers to master practical skills in anticipating and recognizing crises, as well as eliminating the negative consequences of emerging negative factors.

Keywords: crisis, management, efficiency, crisis management, economic analysis, forecasting.

MAGİSTRAL AVTOMOBİL YOLLARI. TARİXİ, TORPAQ SAHƏSİ, MÜASİR VƏZİYYƏTİ, PROBLEMLƏRİ

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XÜLASƏ

Yerli nəqliyyatın və qarşından gələn avtomobillərin maneçiliyi olmayan, uzaq məsafələrə böyük sürətlə intensiv sərnişin və yük daşımaları üçün nəzərdə tutulan yollara *avtomobil magistralları* (**avtoban**) deyilir.

İlk avtoban (avtomagistral) 21 sentyabr 1924-cü ildə tikilmiş, İtaliyanın Milan və Varese şəhərlərini birləşdirən, Avropada ümumi istifadəli ilk sürətli yol hesab edilir. Yolun uzunluğu 43 km, eni 11-14 m, maksimum uzunluq mailliyi 30% təşkil edirdi, gündə 1000 avtomobilin hərəkətinə hesablanmışdı. İlk illərdə yol səhər saat 6-dan gecə saat 1-ə qədər açıq olurdu.

Uzunluğu 20 km olan *ilk alman avtobanı* (Köln-Bonn magistralı) 1932-ci ildə inşa edilmişdir. 1933-cü ildə avtoban tikintisi Almaniyada dövlət proqramı elan edilmişdi.

İkinci Dünya müharibəsindən sonra Fransada və Böyük Britaniyada avtomagistralların kütləvi tikintisinə başlanıldı.

XX əsrin ortalarında ABŞ-da avtomagistralların (*highway*) aktiv tikintisinə başlanıldı. XXI əsrin başlanğıcında Çin Xalq Respublikası avtomagistralların tikilməsi tempinə və uzunluqlarına görə digər ölkələri arxada qoydu və 2021-ci ildə dünyada birinci yeri tutdu.

İlk sovet "avtobanının" (Moskva-Minsk) layihəsi 1935-ci ildə işlənildi. Yolun tikilməsində QULAQ məhbuslarından istifadənin və yerli sakinlərin işə pulsuz cəlb olunmasının nəticəsində işin smeta dəyərini xeyli azaltmaq mümkün oldu. 1936-cı ildə ilk iki sovet avtomagistralının (Moskva-Minsk və Moskva- Kiyev) tikintisinin başlanmasına əmr verildi.

Ulu öndər Heydər Əliyevin təşəbbüsü ilə 1998-ci ilin sentyabrında Bakıda "Tarixi İpək yolu" nun bərpasına dair beynəlxalq TRASEKA konfransın proqramı çərçivəsində ölkəmizdə yol infrastrukturunun inkişafında mühüm işlər görülməyə başlanıldı. Müasir zamanda ölkəmizin yol şəbəkəsində mühüm yer tutan 8 magistral avtomobil yolunun (M1-M8) ümumi uzunluğu 1774 km təşkil edir. Bu yolların bəzilərinin istiqaməti Böyük İpək yolunun istiqamətinə uyğundur.

Magistral avtomobil yollarının layihələndirilməsində və tikilməsində həllini gözləyən bir çox problemlə məsələlər mövcuddur.

Açar sözlər: magistral, ilk avtomobil magistralları, ilk sovet avtobanı, respublikamızın magistral yolları, magistral yolların problemlə məsələləri.

"Magistral" - almanca "magistrale", latınca "magistralis" "baş, böyük" mənasındadır. "Avtoban" alman sözüdür. "Auto"- avtomobil və "bahn"- yol mənasındadır. Avtoban və ya avtomagistral dedikdə geniş zolaqlı sürətli avtomobil yolu nəzərdə tutulur.

Yerli nəqliyyatın və qarşından gələn avtomobillərin maneçiliyi olmayan, uzaq məsafələrə böyük sürətlə intensiv sərnişin və yük daşımaları üçün nəzərdə tutulan yollara *avtomobil magistralları* (**avtoban**) deyilir.

Bu mükəmməl və baha başa gələn yollar yol şəbəkəsinin əsasını təşkil edir. BMT-nin iqtisadi komissiyaları Avropa, Asiya və Afrikanın magistral yollarını birləşdirən dövlətlərarası avtomobil

magistrallarının layihəsini hazırlayıbdır. Avtomobil magistrallarına qoyulan əsas tələblər aşağıdakılardır:

- qarşı-qarşıya gələn avtomobillər üçün müstəqil gediş hissəsinin ayrılması;
- bir səviyyəli kəsişmələrin olmaması;
- magistrala çıxan ayrı-ayrı avtomobillərin nəqliyyatın ümumi axını rejiminə az təsiri.

Magistralda az sürətli nəqliyyatın hərəkəti qadağandır. **Ia** və **Ib** dərəcəli avtomobil yolları təsnifatına görə avtomobil magistralları hesab olunur.

Magistralda bir-birindən ayırıcı zolaqla ayrılan 2 gediş hissəsi qurulur, hər gediş hissəsi 2 cərgə avtomobil hərəkətinə hesablanır. Gediş hissələri relyefə görə müxtəlif səviyyələrdə yerləşdirilə bilər. Magistralda axının bir səviyyədə kəsişməsi yerləri, sürətə məhdudiyət qoyan işıqfor və nişanlar olmayır. Magistrala giriş xüsusi qovuşma yerlərində nəzərdə tutulur və burada keçid-sürət zolaqları qurulur. Avtomagistrallarda avtomobillərin maksimum sürəti müxtəlif ölkələrdə 110-130km/saat qəbul edilir (Бабков и Андреев 1987), (под ред. Федотова 1989).

İlk avtoban (avtomagistral) 21sentyabr 1924-cü ildə tikilmiş, İtaliyanın Milan və Varese şəhərlərini birləşdirən, Avropada ümumi istifadəli ilk sürətli yol hesab edilir. Yolun uzunluğu 43km, eni 11-14m, maksimum uzunluq mailliyi 30% təşkil edirdi, gündə 1000 avtomobilin hərəkətinə hesablanmışdı. İlk illərdə yol səhər saat 6-dan gecə saat 1-ə qədər açıq olurdu.

Şəkil 1



Mənbə: <http://tolk.ru/?p=26824>

Uzunluğu 20 km olan ilk alman avtobanı (Köln-Bonn magistralı) 1932-ci ildə inşa edilədir. 1933-cü ildə avtoban tikintisi Almaniya dövlət proqramı elan edilmişdi. 1941-ci ildə alman avtobanlarının uzunluğu 3700km-ə çatdırıldı (2021-ci ildə-13192km).

İkinci Dünya müharibəsindən sonra Fransada və Böyük Britaniyada avtomagistralların kütləvi tikintisinə başlandı. 2018-ci ildə onların uzunluqları, uyğun olaraq, 11800km və 3500km olmuşdur.

XX əsrin ortalarında ABŞ-da başlayan aktiv yol tikintisinin nəticəsində avtomagistralların (highway) uzunluğu 2020-ci ilin məlumatlarına görə 78465km oldu.

XXI əsrin başlanğıcında Çin Xalq Respublikası avtomagistralların tikilməsi tempinə və uzunluqlarına görə digər ölkələri arxada qoydu (169980km) və 2021-ci ildə dünyada birinci yeri tutdu (3).

İlk sovet “avtobanının”(Moskva-Minsk) layihəsi 1935-ci ildə işlənildi.Yolun tikilməsində QULAQ məhbuslarından istifadə edilməsi nəzərdə tutulduğundan işin smeta dəyərini 18% azaltmaq mümkün oldu.Smetanı bir qədər də azaltmaq üçün yerli sakinlər işə pulsuz cəlb edilməli idi.Yol–inşaat materiallarına “qənaət” edildiyinə görə tikintinin keyfiyyəti aşağı səviyyədə olmuşdur.

1930-cu illərə qədər Sovet İttifaqında yeni yollar tikilməyirdi, yalnız köhnə yollar bərpa edilirdi.Əsas diqqət dəmir yollarının və su nəqliyyatının inkişafına yönəldilmişdi.

İkinci 5 illik planda yol şəbəkəsinin 210km artırılması, 17 avtomagistralın, o cümlədən Moskva-Minsk yolunun tikintisi planlaşdırılmışdı. Bu məqsədlə yol tikintisinə əvvəlki 5 illik plana nisbətən 3 dəfə artıq maliyyə vəsaiti nəzərdə tutulmuşdu.

Avtomagistralların layihələndirilməsinin texniki şərtləri əvvəlki normalardan prinsiplial fərqlənirdi - yolun vacib elementlərinin hesabının əsasında avtomobilin *hesabi sürəti* qəbul edildi.

Böyük həcmli işlərin Baş Yol İdarəsi tərəfindən aparılmasının qeyri mümkünlüyünü, axtarış işlərinin tamamlanmamasını, layihə və smetaların hazır olmamasını nəzərə alaraq 1936-cı ildə yalnız 3 avtomagistralın (Moskva-Leninqrad, Moskva-Qorkiy və Moskva-Minsk) tikintisinə başlamaq qərara alındı.

Yeni yolların tikilməsinin əsas məqsədi ölkənin müdafiə qabiliyyətinin artırılması, yolsuzluq şəraitində avtonəqliyyatın istismarından dövlət itkilərinin miqdarının azaldılması idi. Hesablamalara görə müharibə təhlükəsi zamanı Moskva–Minsk yolunda sutka ərzində 2 diviziyanı sərhəddə çatdırmaq mümkün olmalı idi. Bu zaman hər bir diviziya yola 32-34 saat vaxt sərf etməli idi.

Moskva-Minsk avtomagistralının layihəsinin dəyəri 1 milyard rubl təşkil edirdi və yol 1942-ci ildə istismara verilməli idi. Lakin bu dövrdə dövlətin belə iri tikintiyə maliyyə qoyuluşu üçün pulu olmadığından layihədə bir çox ixtisarlar aparılaraq yolun smeta dəyəri 600 milyon rubla endirildi. Bu qədər pul vəsaiti bir yol üçün çox olduğu üçün tikintidə məhbuslardan istifadə etməklə və bəzi ixtisarlar aparmaqla, smetanın dəyəri 561,9 milliyon rubl təsdiq olundu.

5 fevral 1936-cı ildə ilk iki sovet avtomagistralının (Moskva-Minsk və Moskva-Kiyev) tikintisinin başlanmasına əmr verildi (<http://ttolk.ru/?p=26824>).

Müasir zamanda Rusiya Federasiyasındakı mövcud avtomagistralların uzunluqları 1675km təşkil edir; avtomobillərin maksimum sürəti 110km/saat, bəzi sahələrdə isə 130km/saat qəbul edilə bilər. Bu yollardan əlavə uzunluqları 1200,5km olan 110km/saat sürətli yol sahələri vardır.Təxminən 6300km uzunluqlu magistral yol sahələrinin layihələndirilməsi və yenidən qurulması nəzərdə tutulur (Vikipediya).

Avtomobil nəqliyyatının ahəngdar, səmərəli işinin keyfiyyətli yollardan asılı olmasının sübuta ehtiyacı yoxdur. Kənd təsərrüfatı məhsullarının daşınmasında keyfiyyətsiz yolların təsirindən məhsulun maya dəyəri 30-40% artır, taxıl və tərəvəzin təxminən 20%-i itkiyə gedir.

1970-1980-cı onilliyə qədər Azərbaycanda yüksək texniki dərəcəli avtomobil yollarının tikilməsi yerinə yetirilməmişdir. Bu onillikdə yol təsərrüfatında köklü keyfiyyət dəyişikliyinə aparılması, yolların dünya standartına cavab verməsi zərurəti meydana çıxdı. Yüksək intensivlikli Bakı–Sumqayıt, Bakı–Ələt avtomobil yollarında aparılan yenidənqurma işlərinin nəticəsində bu yollarda 4 xətlə hərəkət üçün şərait yaradıldı. Bakı-Qazax-Gürcüstan sərhədi (503km), Bakı-Quba-Rusiya sərhədi (208km), Bakı-Astara-İran sərhədi (313km) avtomobil yolları beynəlxalq əhəmiyyət daşımağa başladı. 216 km uzunluqlu Ələt-Hacıqabul-Yevlax, 30 km uzunluğu olan Bakı-Sumqayıt avtomobil yolları magistral statusu aldı (Hüseyn İsgəndər, 1995).

“Yol–iqtisadiyyat, mədəniyyət, bir sözlə həyat deməkdir”deyən Ulu öndər Heydər Əliyevin tərəfindən həyata keçirilən ən mühüm tədbirlərdən biri 1998-ci ilin sentyabrında Bakıda “Tarixi İpək yolu”nun bərpasına dair beynəlxalq konfransın keçirilməsi idi. 8 dövlət başçısının, 13 beynəlxalq təşkilatın və 42 dövlətin nümayəndələrinin iştirak etdiyi TRASECA konfransının proqramı çərçivəsində yol infrastrukturunun inkişafı istiqamətində mühüm işlər görülməyə başladı.

Hazırda Transqafqaz avtomobil dəhlizinin bərpası ilə bağlı Avropa-Qafqaz-Asiya Böyük İpək Yolunun respublika ərazisindən keçən hissəsinin, Bakı-Ələt-Qazax-Gürcüstan Respublikası ilə dövlət sərhəddi avtomobil yolunun 4 hərəkət zolaqlı olmaqla birinci texniki dərəcəyə uyğun yenidən qurulması prosesi yekunlaşmaq üzrədir.

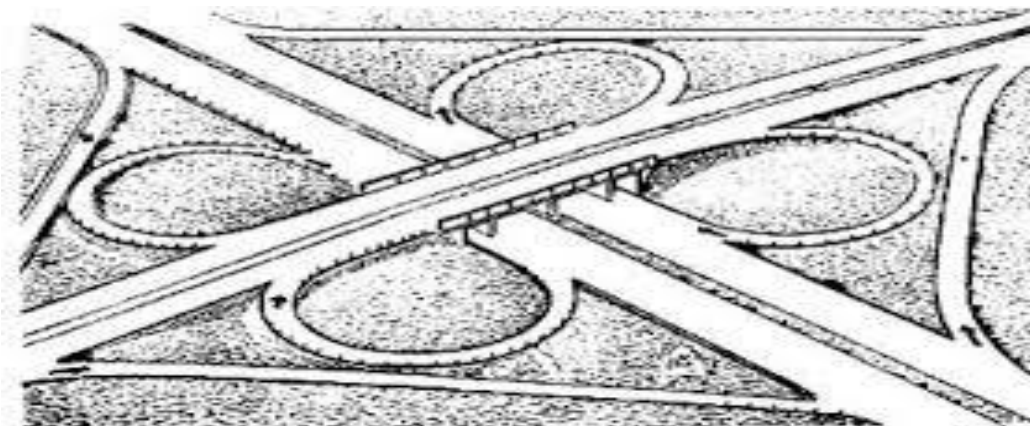
Müasir zamanda ölkəmizin yol şəbəkəsində mühüm yer tutan 8 magistral avtomobil yolunun (M1-M8) ümumi uzunluğu 1774 km təşkil edir. Bu yolların bəzilərinin istiqaməti Böyük İpək yolunun istiqamətinə uyğundur.

Ümumiyyətlə, ölkə ərazisindən keçən beynəlxalq əhəmiyyətli magistral yollar müasir standartlar səviyyəsində tamamilə yenidən qurulur.

Müasir zamanda magistral avtomobil yollarının layihələndirilməsində və tikilməsində aşağıdakı problemlə məsələlərə rast gəlinir:

1. tikintinin baha olması;
2. böyük torpaq sahəsinin tutulması (şəkil 2);
3. mənimsənilən torpaq sahəsindən kənd təsərrüfatı məqsədi ilə istifadəsinin qeyri-mümkünlüyü;
4. ayırıcı zolaqdan suyun kənar edilməsi;
5. viraj layihələndirilməsi və tikintisi.
6. ekoloji problemlər: ətraf mühitin çirklənməsi, səs-küy.

Şəkil 2.



Mənbə: <https://www.google.com/search?source>

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MAIN HIGHWAYS. HISTORY, LANDS, CURRENT SITUATION, PROBLEMS

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ABSTRACT

Roads (highways) are roads that are not obstructed by local traffic and oncoming vehicles and are designed for high-speed intensive passenger and freight transportation over long distances.

The first highway built on September 21, 1924, is the first public highway in Europe, connecting the cities of Milan and Varese (Italy). The length of the road was 43 km, width 11-14 m, maximum slope length was 30 ‰, calculated for the movement of 1000 cars per day. In the early years, the road was open from 6 am to 1 am.

The first German highway with a length of 20 km (Cologne-Bonn highway) was built in 1932. In 1933, highway construction was declared a state program in Germany.

After World War II, mass construction of highways began in France and Great Britain.

In the middle of the twentieth century, the United States began active construction of highways. At the beginning of the 21st century, the People's Republic of China has overtaken other countries in terms of the pace and length of highway construction, and in 2021 ranked first in the world.

The project of the first Soviet "highway" (Moscow-Minsk) was developed in 1935. As a result of the use of KULAG prisoners in the construction of the road and the free employment of local residents, it was possible to significantly reduce the estimated cost of the work. In 1936, construction of the first two Soviet highways (Moscow-Minsk and Moscow-Kyiv) was ordered.

At the initiative of national leader Heydar Aliyev, in September 1998, within the framework of the international TRASECA conference on the restoration of the "Historical Silk Road" in Baku, important work began to be done to develop road infrastructure in our country. The total length of 8 highways (M1-M8), which currently occupy an important place in the road network of our country, is 1774 km. The direction of some of these roads corresponds to the direction of the Great Silk Road.

There are many unresolved issues in the design and construction of highways. Many agricultural lands were used for the highway.

Keywords: highway, first highways, the first soviet highway, highways of our republic, problematic issues of highways

К ПРОБЛЕМЕ ОГРАНИЧЕННОЙ ВМЕНЯЕМОСТИ В УГОЛОВНОМ ЗАКОНОДАТЕЛЬСТВЕ АЗЕРБАЙДЖАНСКОЙ РЕСПУБЛИКИ

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Проблема ограниченной (уменьшенной, частичной) вменяемости является одной из наиболее дискуссионных. Споры об этом в Западной Европе, затем в России начались около 150 лет назад (Хейфец Ю.А., 1995).

Введению в научный оборот понятия уменьшенной вменяемости способствовало смешение понятий вменяемости и уменьшенной виновности, что позволило Г.Калю в 1904 г. дать определение психического состояния, соответствующего уменьшенной вменяемости лиц, совершивших правонарушение, как «длящегося болезненного состояния», снижающего «сознание преступности деяния или силы сопротивления преступному действию» (Назаренко Г.В., 1993).

Первые указания об уменьшенной вменяемости появились в уголовных кодексах германских государств (1840-1845 гг.), в которых указывалось, что слабоумие, недостаточное развитие, старческая дряхлость, опьянение, полное отсутствие воспитания, крайне неблагоприятная и развращающая обстановка в детстве являются основными факторами, обуславливающими уменьшенную вменяемость (Рейтц Г.В., 1912; Козаченко И.Я., Сухарев Е. А., 1993).

В Уложении о наказаниях уголовных и исправительных Свода законов царской России (Законы уголовные 1857 г. изд., т. XV) хотя и не использовалось понятие уменьшенной вменяемости, однако указывалось, что лицу учинившему преступление "по легкомыслию или же слабоумию, глупости или крайнему невежеству, которым воспользовались другие для вовлечения его в сие преступление", вина уменьшалась. Сходные нормы появились в законодательстве Швеции в 1864 году, в Дании в 1886, в Финляндии в 1889 году (Рейтц Г.В., 1912).

На формирование указанного понятия во всех этих законодательствах большое влияние оказывали представители классической школы уголовного права, которые указывали на тесную взаимосвязь вменяемости и вины, предусматривающей меньшее наказание лицам, несущим меньше субъективной вины. Следствием внедрения понятия уменьшенной вменяемости обвиняемого и признание ее в уголовном законодательстве, явилось смягчение наказания.

Взгляды сторонников классической школы не разделяли такие выдающиеся русские психиатры как В.Х. Кандинский и В.П. Сербский. Возражая против уменьшенной вменяемости, В.Х. Кандинский считал, что в каждом случае "логически возможно признать только одно из двух - или наличие, или отсутствие способности ко вменению... Никакое среднее решение здесь не возможно" (Кандинский В.Х., 1890). В.П. Сербский ссылался на невозможность "совмещения наказания и лечения", на отсутствие "какой-либо правильной мерки" для определения критерия уменьшенной вменяемости (Сербский В.П., 1896). Рейтц Г.В. (1912) считал, что с психиатрической точки зрения понятие уголовной вменяемости искусственно и произвольно; это понятие заставляет эксперта произвольно проводить точную, определенную границу там, где таковой не имеется на деле; между душевными состояниями, которые незаметно и постепенно переходят одно в другое.

Основные возражения против ограниченной вменяемости того времени сводились к следующему:

для определения уменьшенной вменяемости, невозможно вывести конкретные критерии, в связи с чем ее пределы представляются слишком слабо очерченными;

введение этого понятия приведет к несовсем корректному совмещению наказания и лечения;

это может способствовать увеличению диагностических ошибок и злоупотреблений, и, как следствие, к смягчению наказания опасным преступникам.

Однако, несмотря на все эти возражения, в первой половине 20-го века категория ограниченной вменяемости входит в практику многих стран, действующие уголовные законы которых признают ее, допускают возможность для лиц с аномалиями психики, совершивших преступления, быть признанными уменьшено вменяемыми, что влечет за собой назначение более мягкого наказания (Власов И.С. с соавт., 1978; Раш А., Конрад Н., 1996; Бородин С.В., 1998 и др.).

В обзорах литературы по вышеуказанной проблеме эти и другие авторы указывают, в частности, что по Уголовному кодексу Швейцарии (1937) уменьшенная вменяемость считается установленной, если вследствие расстройства душевной деятельности, сознания или недостаточного умственного развития преступник в момент совершения деяния не обладал полной способностью оценивать противоправность своего поведения и руководствоваться этой оценкой. В таком случае по усмотрению суда наказание ему может быть смягчено. Вместе с тем судье предоставляется право на основании заключения экспертов принять решение об интернировании уменьшено вменяемого в больницу. Эксперты в своем заключении должны указать, нуждается ли обвиняемый в направлении на лечение.

Гражданский уголовный кодекс Дании (1939) предусматривает не уменьшенную вменяемость, а психические аномалии как обстоятельство, влияющее на наказание (может быть назначено, например, наказание, которое отбывается в тюрьме для психопатов). Под психическими аномалиями понимается состояние, не соответствующее невменяемости, а вытекающее из недостаточного развития, ослабления или нарушения психических способностей, включая слабоумие в слабой степени.

В Уголовном кодексе Германии (1975) также предусмотрена уменьшенная вменяемость - если способность сознавать свои действия и руководить ими является существенно уменьшенной, то наказание может быть смягчено. В то же время, к особо опасным преступникам, в том числе уменьшено вменяемым, может быть применено превентивное заключение сроком до десяти лет по одному лишь признаку общественной опасности.

Уголовный кодекс Венгрии (1977) предусматривает, что при наличии уменьшенной вменяемости наказание смягчается, если лицо, совершившее деяние в состоянии душевной болезни, слабоумия или умственного расстройства, ограниченно осознавало характер своих действий и их последствий и действовало в соответствии с этим сознанием. Однако эти положения не применяются, если лицо совершило деяние в состоянии алкогольного опьянения или в одурманенном состоянии.

В 1969 г. ограниченная вменяемость появилась в Польше (ст. 25 УК). В 1975 г. ограниченная вменяемость была вновь законодательно закреплена в Германии (§ 21 УК ФРГ), в 1992 - во Франции (§ 122 УК), в 1997 г. - в России (ст. 22 УК). Вопросы, связанные с уменьшенной вменяемостью, рассмотрены также в уголовных кодексах Чехии, Словакии, Югославии, Италии, Греции, Финляндии. Данная норма применяется также в уголовных законодательствах ряда стран Азии, Африки и Латинской Америки. В большинстве

англоязычных стран (Англия, Шотландия, Соединенные Штаты Америки, Австралия) аналогичная категория применяется лишь в случаях, связанных с убийством. При этом, если суд принимает ходатайство об уменьшенной ответственности обвиняемого, то происходит пере-квалификация умышленного убийства в неумышленное, а смертная казнь заменяется на пожизненное заключение или лечение субъекта в психиатрической больнице (Bluglass R, Bowden P, Walken N, 1990).

Таким образом, категория уменьшенной вменяемости, несмотря на неоднозначное к ней отношение, достаточно устойчиво закрепились в уголовных законодательствах многих стран.

В бывшем СССР, в состав которого входил в свое время и Азербайджан, нормы "ограниченной вменяемости", несмотря на то, что в УК СССР редакций 1922 и 1926 гг. данная норма отсутствовала, de facto применялись в 1920-е и 1930-е годы (Фейнберг Ц. М., 1934, Халецкий А. М., 1934). В литературе есть указания на то, что суд не только не возражал против ссылки на уменьшенную вменяемость в экспертных заключениях, но и в большинстве случаев учитывал ее при определении меры наказания (Гольдблат Г., 1926). При экспертизе учитывались пограничные состояния между состоянием полного душевного здоровья и полной душевной болезнью: неврозы, психопатии, алкоголизм и др., которым давалось общее обозначение "психической дефектности" (А.А. Пионтковский, 1929).

По данным А.М. Халецкого (1934) решения об уменьшенной вменяемости в практике Института им. Сербского составляли весьма существенную часть всех экспертных заключений.

Д.А. Дианов (1997) на основании анализа экспертных заключений института им. В.П.Сербского об уменьшенной вменяемости испытуемых за 1922 г. выделил пять групп заключений: 1) в которых прямо указано на уменьшенную вменяемость испытуемого; 2) в которых отмечалось, что особенности психики являются смягчающим вину обстоятельством; 3) указывавших на ослабление тех или иных психических функций, что снижало способность ко вменению; 4) предлагавших суду учесть психическое состояние вменяемого лица при оценке его поведения или определения меры социальной защиты; 5) указывавших на невыносимость вменяемого лица к тюремному режиму. Основные диагностические группы, на которые пришлось свыше 90% экспертных заключений об уменьшенной вменяемости составляли: психопатии, органическое поражение головного мозга (наибольший процент заключений), алкоголизм и наркомании, олигофрения, травматический психоневроз.

Наряду с этим, Ц.М. Фейнберг (1947) указывала, что в результате чрезмерно широкой трактовки невменяемости из всех прошедших экспертизу в Институте судебной психиатрии им. Сербского в 1921 г. невменяемыми было признано 77,7% испытуемых, в 1922 г. - 74,7%, уменьшенно вменяемыми - соответственно 22,3, 21,3 %%. В тоже время, ни один испытуемый в институте не был признан вменяемым. Это способствовало тому, что лица, направляемые в психиатрические больницы, достаточно быстро выписывались, запасаясь справками о душевной болезни, и вновь совершали преступления, в связи с чем данная практика судебно-психиатрической экспертизы получила отрицательную оценку, и с 1928 г. признание лиц, совершивших правонарушение, уменьшенно (ограниченно) вменяемыми по психическому состоянию прекратилось. Результатом этого явилось то, что негативное отношение появилось и к самой идее ограниченной вменяемости, в связи с чем в течение многих лет об ограниченной вменяемости или вообще не писали, или говорили о реакционности, ненаучности этого понятия (Бородин С.В. с соавт., 1998).

По мнению Д.А. Дианова (1997) исторически в подходах к уменьшенной вменяемости важное место занимал аспект наиболее рационального устройства таких правонарушителей в пенитенциарной системе, путем создания «колоний для психически неуравновешенных заключенных» (Исаев М.М., 1927), с чем связывали решение задач их исправления и защиты от них общества (Г.В. Рейтц, 1912; Е.Г. Ширвиндт, 1925; Ю.Я.Хейфиц, 1995); психические же аномалии вменяемых лиц рассматривались: а) как смягчающее вину обстоятельство с обязательным снижением срочного наказания или б) как основание для назначения до после или вместо наказания иных мер защиты (включая лечебные).

В последующем, споры о необходимости введения соответствующей статьи об ограниченной вменяемости в советское законодательство вспыхнули с 1960-х годов. С. Ф. Семенов (1966) в споре с Д. Р. Лунцем (1966) одним из первых выступил в защиту норм "ограниченной вменяемости". Он отмечал, что уменьшенная вменяемость отражает "качество сознания больного человека, характеризующее уменьшенную способность руководить своими действиями и отдавать отчет в них" и не является реакционным, лженаучным понятием. Реакционной и лженаучной может быть только его трактовка, практика применения.

Другие исследователи не поддерживали мнения С.Ф.Семенова. Так, вслед за В.П. Сербским (1905), считавшим, что конструкция "уменьшенной вменяемости" есть "опасная бессмыслица", Е.К. Краснушкин (1960) называл уменьшенную вменяемость компромиссным соглашением юристов с психиатрами, завоеванием психиатров, которым, к сожалению, они не могут гордиться. Я.М. Калашник (1961) считал, что она кроме путаницы ничего не дает и лишь связывает суд.

Некоторые авторы считают, что опасность введения института уменьшенной вменяемости в том, что она: а) заменяет право - "криминальной психиатрией", юридические оценки - субъективным произволом; б) идет во вред обществу и преступнику; в) с точки зрения медицинской она антинаучна и неправильна по существу, неопределенна по содержанию и по форме, критериев ее нет, границы расплывчаты; г) с точки зрения социальной и уголовной политики вредна, так как заранее, априори "санкционирует" преступнику с психическими аномалиями "режим наибольшего благоприятствования", своеобразную индульгенцию на смягчение вины, а кроме того, оставляет открытой дверь для разного рода злоупотреблений со стороны врачей-психиатров и судей (Дубинин Н.П., с соавт., 1983; Карпец И.И., 1983).

В 1990-е годы в советской, а затем российской юридической и психиатрической литературе вновь появилась серия публикаций, доказывающих необходимость введения института ограниченной вменяемости (Бородин С.В., Полубинская С.В., 1990, Шостакович Б.В., Горинов В.В., 1995, 1996, Дианов Д.А., 1997, Бородин С.В., 1998 и др.).

Противники данного института исходили (и исходят) в основном из неприемлемости "промежуточной оценки", размытости границ понятия "ограниченной вменяемости". В частности, Д. Р. Лунц (1966) полагал, что отмеченные в ходе судебно-психиатрической экспертизы психические аномалии должны сами по себе учитываться судом в разряде обстоятельств, характеризующих личность обвиняемого. В то же время данные ряда авторов свидетельствуют, что, несмотря на то, что в среднем в 38-40% случаев судебно-психиатрическая экспертиза хотя и выявляла те или иные психопатологические особенности (пограничные расстройства) у испытуемых, однако в приговорах судов

указанные обстоятельства фактически оставались без внимания (Долгова А. И., 1980; Михеев Р.И., 1995).

Л. О. Пережогин (2000) анализируя аргументы в пользу введения категории "ограниченной вменяемости", отмечает, что использование норм, закрепленных в ст. 22 УК РФ позволяет: более дифференцированно оценивать психическое состояние обвиняемого;

суду, при вынесении приговора, учитывать имеющиеся у обвиняемых психические расстройства как в качестве обстоятельства, существенно смягчающего вину, так и в качестве основания для назначения им принудительного лечения;

оценивать правонарушение в контексте триады "личность – ситуация - деяние";

давать оценку изменениям в психическом состоянии подэкспертного с расстройствами личности, для которого субъективная значимость криминогенной ситуации (не столь высокая для большинства людей) оказалась столь выраженной, столь психогенно острой, что привела к нарушению его психической адаптации, отразившемуся в противозаконных действиях;

позволяет дифференцированно оценить мотивы правонарушения, не являющиеся в строгом смысле патологическими, но существенно снижающие способность подэкспертного руководить своими действиями (личная неприязнь, психопатическая самоактуализация, аффектогенные мотивы).

Судебно-психиатрическая практика в Европе в последние годы имеет тенденцию к распространению на подэкспертных с психическими расстройствами, не исключаящими вменяемости формулировок, позволяющих судам либо смягчать им наказание, либо заменять заключение на общественные работы, ограничение свободы, штрафы и вменять осужденным в обязанность посещение медико-психологических реабилитационных центров (Reed J., 1996, Cawthra R., Gibb R., 1998). Это связано с возрастающей ролью общественных реабилитационных институтов, обеспечивающих социальную адаптацию этих лиц. В большинстве случаев правонарушители попадают в специальные группы, контролируемые врачами-психиатрами, психологами и социальными работниками, где получают психотерапевтическую, если необходимо - психофармакологическую и социальную помощь. По данным I.Petravieute (1999), подобные программы реализуются практически во всех государствах Западной Европы. В литературе имеются сообщения о развитии подобных программ и в Восточной Европе (Виноградова Л. Н., 1999). Несколько иная стратегия подразумевается в формулировке ограниченной вменяемости в уголовном кодексе России, где амбулаторное наблюдение и лечение у психиатра в качестве принудительной меры медицинского характера сочетается с наказанием (Бородин С. В., Котов В. П., 1997).

На сегодняшний день в судебной психиатрии сложилось два взгляда на ограниченную (уменьшенную) вменяемость. В одном случае исследователи рассматривают ее в первую очередь, как вменяемость, когда подэкспертный в главных деталях понимал характер совершаемых им деяний, осознавал, что они преступны, осуществлял в общем плане руководство своими действиями, но ряд нюансов, характеризующих действие, им упускался, либо ему было трудно прогнозировать последствия его поступков, либо он не мог в полной мере руководить своими действиями. В других случаях, исследователи рассматривают ограниченную вменяемость в качестве "переходной" формы между вменяемостью и невменяемостью, нормы, которая помогает лишь избежать жесткой дихотомии в экспертных

решениях (Кондратьев Ф. В., 1996, Дианов Д. А., 1997; Аргунова Ю. Н., 1998; Мохонько А. Р., Муганцева Л. А., Щукина Е. Я., 1999; Вандыш В. В., Андреева Е. С., 1999 и др.).

8 января 2000 года Указом Президента Азербайджанской Республики Г.А.Алиевым был подписан Указ об утверждении Уголовного Кодекса Республики, в котором впервые в истории нашей страны введена категория ограниченной вменяемости (ст. 22 УК), которая определяется следующим образом: «1. Вменяемое лицо, которое во время совершения преступления в силу психического расстройства не могло в полной мере осознавать фактический характер и общественную опасность своих действий (бездействия) либо руководить ими, подлежит уголовной ответственности. 2. Психическое расстройство, не исключающее вменяемости, учитывается судом при назначении наказания и может служить основанием для назначения принудительных мер медицинского характера».

Опыт зарубежных стран, в которых институт ограниченной вменяемости существует достаточно давно, свидетельствует о том, что разные психические состояния могут служить причиной такого экспертного решения. Кроме того, основополагающими при вынесении экспертных заключений об уменьшенной виновности является не только поиск психопатологии, сколько констатация комплекса таких признаков, как личностные и неврологические расстройства, тяжелые психические травмы (в основном относящиеся к периоду детства), а также ситуационный конфликт с аффективной реакцией или интоксикацией (Шостакович Б.В., Горинов В.В., 1995). Исследования ряда российских авторов, имеющих опыт применения ст. 22 УК РФ свидетельствуют, что эксперты, как правило, исходят из оценки взаимоотношения трех составляющих: психического расстройства, личностных особенностей и ситуации, в которой совершено деяние. (Кондратьев Ф. В., 1996, Сафуанов Ф. С., 1998, Кудрявцев И. А., 1999). Лица с психическими аномалиями, к которым была применена ст. 22 УК РФ, разделены авторами на две группы: 1) с декомпенсацией психических расстройств пограничного уровня в условиях провоцирующей, субъективно сложной ситуации; 2) с исключительными, аномальными формами личностного реагирования (Вандыш В. В., Андреева Е. С., 1999, Горинов Г.В., Пережогин Л.О., 1999).

В Азербайджане опыт применения ст. 22 УК АР существует уже с течением 15 лет, но несмотря на это существует необходимость проведения подобного рода исследований с целью разработки дифференцированных критериев экспертной оценки лиц с психическими аномалиями, не исключающими вменяемости.

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TO A PROBLEM OF A RESTRICTED SANITY IN THE CRIMINAL LEGISLATION OF THE AZERBAIJAN REPUBLIC

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ABSTRACT

The problem restricted (diminished, partial) sanity is one of most debatable. The disputes on it in Western Europe, then in Russia have begun about 150 years back.

The introducing in a scientific revolution of concept of a diminished sanity was promoted by confusion of ideas of a sanity and diminished guiltiness, that has allowed G.Kal in 1904 to give definition of mental condition conforming to a diminished sanity of faces, making an offence, as "lasting of a morbid condition", lowering "consciousness of criminality of act or resistance force to criminal act".

The category of a restricted sanity enters in maiden half 20 centuries in practice of many countries the operational criminal laws recognize which one her(it), enable a capability for faces with anomalies of psychics making crimes, to be recognized is reduced sane, that entails assigning more mild punishment Problems, bound with a diminished sanity, the Virginiums, Russia, Czechia, Slovakia, Poland, Yugoslavia, Italy, Greece, Finland are entered into the criminal codes Germanium. The given norm(standard) is applied also in the criminal legislations of a number(series) of countries of Asia, Africa and Latin America. In the majority of English countries (England, Scotland, Coherent Staffs of America, Australia) the similar category is applied only in cases, bound with killing.

For today in forensic psychiatry two views on a restricted (diminished) sanity were added up. In one case the explorers esteem her(it) first of all, as a sanity, when the person being examined in main parts perceived nature of acts, committed by him(it), realized, that they are felonious, executed in a general plan a management(manual) of the operatings, but a number(series) of nuances describing operating, them(him,it) was missed, or it was difficult to him to forecast consequences of his(its) acts, or he could not to the full supervise over the operatings. In other cases, the explorers esteem a restricted sanity in quality of the "transient" form(shape) between a sanity and irresponsibility.

January 8, 2000 by the Decree of the President of the Azerbaijan Republic G.A.Aliyev the dancing party is signed the Decree about the statement(confirmation) of the criminal Code of Republic, in which one for the first time in a history of our country the category of a restricted sanity (item 22 CC) is entered.

The researches of a number(series) of the writers possessing experience application of institute of a restricted sanity testify, that the experts, as a rule, outgo from an estimation of relationship of three components: alienations, personal features and situation, in which one the act is accomplished.

In Azerbaijan, the experience of applying Article 22 of the Criminal Code of the Republic of Azerbaijan has existed for 15 years, but despite this, there is dictates necessity of realization of a similar kind of researches with the purpose of mining differentiated yardsticks of an expert estimation of faces with mental anomalies which are not eliminating a sanities.

THE SPECIFICITIES PARACHUTE MITRAL VALVE

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ABSTRACT

Parachute mitral valve (PMV) is a rare congenital valvular anomaly, occurring in 0.2% of patients with congenital heart disease. No racial or sex predilection is known. Asymptomatic patients may be discovered incidentally. Usually, the anomaly is detected in childhood, adult presentation is extremely rare. In PMV all the chordae tendineae of the mitral valve are attached to a single papillary muscle. PMV is commonly associated with mitral valve stenosis. The mechanism for the mitral valve stenosis is the reduced mobility of the leaflets due to the short and thick chordae. PMV may occur as an isolated lesion or in association with other congenital cardiac anomalies. The most common associated malformations are coarctation of the aorta, aortic valve stenosis, and subvalvular aortic stenosis. We describe the case of a 29-year-old asymptomatic woman who visited cardiologist for performing echocardiographic examination. A transthoracic echocardiography (TTE) revealed the presence of PMV with mild mitral stenosis, bicuspid aortic valve with mild aortic regurgitation. Asymptomatic patients with mild mitral stenosis require no significant therapy. They should undergo yearly follow-up care with physical examination, chest radiography, ECG and echocardiography. These patients may remain stable for decades before mitral stenosis progresses and the patient requires surgical intervention. Surgical intervention is indicated for the symptomatic and hemodynamically compromised patients. Two-thirds of PMV patients require surgical treatment of the mitral valve lesions. PMV is curable by mitral valve repair in most cases, and mitral valve replacement is indicated only for patients with severe mitral valve lesions. Mitral valve repair is preferred over mitral valve replacement for the mitral valve abnormalities. The patients often have a promising outcome. The clinical course of isolated PMV will depend on the presence and severity of mitral stenosis or regurgitation. Some patients remain asymptomatic with normal hemodynamics across the valve and no medical or surgical intervention is needed. Diuretic therapy and regular follow-up with repeat echocardiograms have been described. Mitral valve replacement or repair is indicated when the patient is symptomatic with hemodynamically significant stenosis or regurgitation of the valve. In conclusion, PMV is a rare congenital anomaly usually seen in infants and children, but may discover incidentally in adults. These patients may remain stable for a long time and do not need any treatment. The parachute mitral valve can be an isolated lesion or one of the combinations of Shawn syndrome. Patients with severe congenital mitral stenosis had PMV. The syndrome consists primarily of four defects: supra-annular mitral membrane, MVP, subaortic stenosis (membranous or muscular), and coarctation of the aorta. A single papillary muscle and orientation of a severely affected

PMA contributes to subaortic stenosis. Although the surgical treatment of PMA is consistently reported, the morphologic features of PMA and the indications for surgical intervention are described in limited cases.

Keywords: Parachute mitral valve; Asymptomatic woman; Congenital valvular anomaly; Mitral stenosis; Echocardiography.

Introduction

Parachute mitral valve (PMV) is an extremely rare congenital valvular anomaly, occurring in 0.2% of patients with congenital heart disease. Asymptomatic patients may be discovered incidentally. Mitral valve stenosis due to the PMV can commonly be diagnosed at childhood whereas the less common it can progress even silently to the adulthood [1-4].

PMV results from an embryological disturbance during the normal delamination of the trabecular ridge between the fifth and nineteenth week of gestation. Parachute mitral valve can occur in association with other cardiac defects in approximately 95% of cases, including: aortic valve stenosis (32%), atrial septal defects (54%), and hypoplastic left heart (19%). Isolated PMV is rare accounting for less than 1% of all cases [5-8].

The association of multiple levels of left-sided inflow and outflow tract obstruction is termed the Shone complex: supraannular mitral ring, subaortic stenosis, and aortic coarctation.

Mitral stenosis can be associated with Lutembacher syndrome. This syndrome is defined as a combination of mitral stenosis and a left-to-right shunt at the atrial level. Typically, the left-to-right shunt is an atrial septal defect (ASD) of the ostium secundum variety. Both these defects, ASD and mitral stenosis, can be either congenital or acquired [9-12].

The normal mitral valve is a complex apparatus composed of an annulus and 2 leaflets that are attached by chordae tendineae to 2 papillary muscles. PMV is a congenital valvular anomaly in which all the chordae tendineae of the mitral valve are attached to a single papillary muscle. The chordae tendineae in PMV are often underdeveloped and hence short, thick, and adherent causing decreased mobility of the valve leaflets and reducing the size of mitral orifice. The unifocal attachment of the chordae results in a restricted valve opening and the potential for subvalvular obstruction and, less frequently, valvular regurgitation [13-16].

Echocardiography establishes the diagnosis in the majority of the patients with PMV (77.77%). The typical parachute deformity of the mitral valve is best demonstrated in parasternal short axis views of the left ventricle (LV): a single papillary muscle is confirmed at the mid- level of LV and the typical “parachute leaflets” are noted at the basal level short axis view [17-20].

First reported a mitral valve pathology consisting of the insertion of the tendons into a single papillary muscle to form a funnel valve and they identified this lesion as a parachute mitral valve (PMV). Subsequently, Bett and Stovin reported on a patient with MVP and a bicuspid aortic valve. In PMA, all of the chordae are usually shortened and thickened and attach to the posterior medial papillary muscle while the anterolateral papillary muscle is absent [21-24].

The parachute mitral valve can be an isolated lesion or one of the combinations of Shawn syndrome. Patients with severe congenital mitral stenosis had PMV. Aslam et al. have also reported on Shawn syndrome in congenital heart disease. Shawn syndrome consists primarily of four defects: supravalvular mitral membrane, MVP, subaortic stenosis (membranous or muscular), and coarctation of the coarctation. A single papillary muscle and orientation of a severely affected PMA contributes to subaortic stenosis. Although the surgical treatment of PMA is consistently reported, the morphologic features of PMA and the indications for surgical intervention are

described in limited cases [25-29].

Mitral stenosis associated with PMA has often led to failed biventricular reconstruction in neonates with borderline small left ventricular size, which has increased the importance of left ventricular inflow status when choosing a single or biventricular treatment strategy. Balloon mitral valve repair reduced peak and mean mitral valve gradients by an average of 33% and 38%, respectively; however, 54.5% (6/11) of patients with a supralvalvular mitral annulus developed significant mitral valve regurgitation after mitral valve balloon repair. Mitral valve repair was the preferred operation over MVR. In some patients, correction of the stenotic PMA was achieved by dissecting the papillary muscles and fenestration the leaflet. In children, MVR has several disadvantages, such as: High operative mortality, high rate of complete heart block and pacemaker implantation, lack of prosthetic valves suitable in size and growth potential for young children, difficulty with postoperative anticoagulant treatment and rapid wear of the valve bio prosthesis [30-35].

Mitral valve obstruction was the most serious problem of this lesion. The severity of mitral valve obstruction was found to be inversely correlated with long-term outcomes, and operative mortality in patients with Schon syndrome was found to ultimately negatively affect operative mortality. However, there is no significant association between progressive mitral stenosis and PMA type, dominant papillary muscle, sex, or surgical or interventional treatment [36-39].

Since MVPs are usually not isolated lesions and are characterized by a combination of pathological changes in the mitral valve leaflets, annulus, adhesions, sub valvular apparatus, and supralvalvular mitral annulus, most patients require one or more surgeries and the frequency of reoperations is high [40-43].

Thus, approximately two-thirds of patients with a parachute mitral valve require surgical treatment for mitral valve damage. Parachute mitral valves are cured by mitral valve repair in most cases, and mitral valve replacement is only indicated in patients with severe mitral valve disease [45-49].

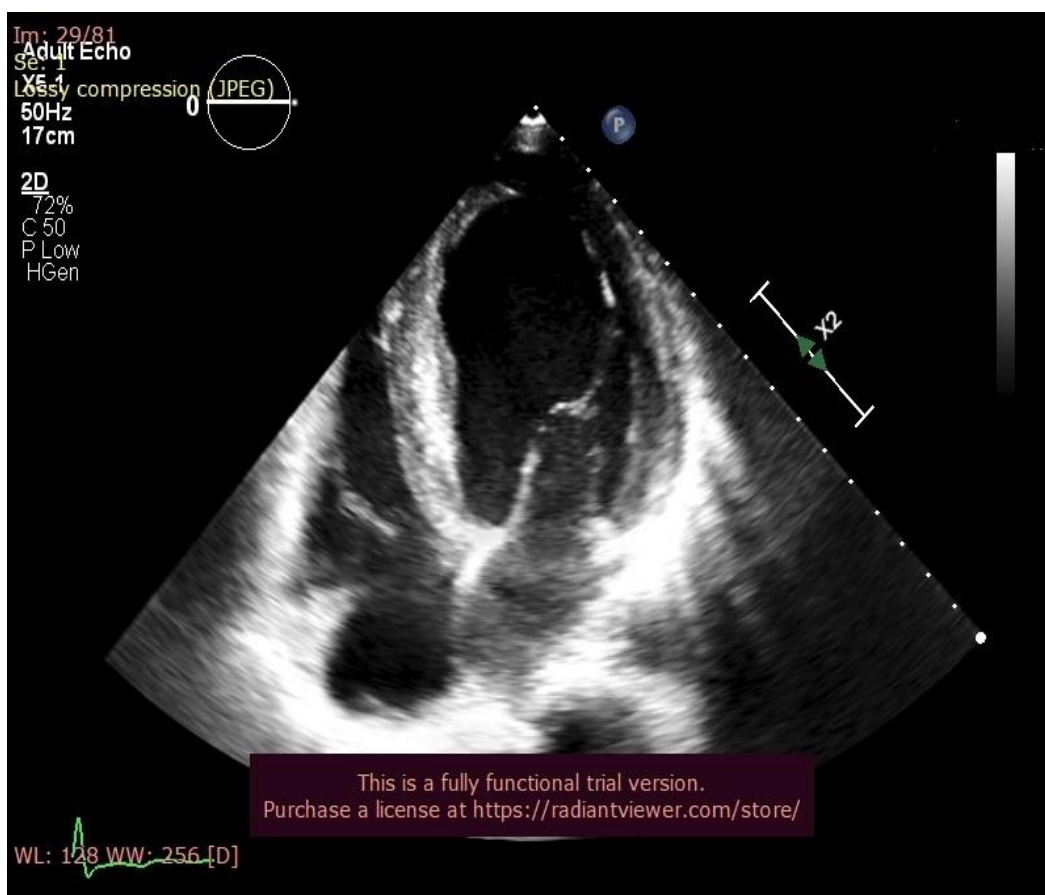
Parachute mitral valve disease is more common in males and is characterized by attachment of all tendon cords to one muscle group of the papillary muscles, resulting in obstruction of mitral valve inflow. The parachute mitral valve is said to have a distinctive "pear shape" in an apical four-chamber view. In adults, and because mitral valve opening is limited, it is strongly associated with mitral stenosis, mitral regurgitation is less common. This disease is reported as an isolated lesion in 55.5% of cases and with other left-sided obstructive heart lesions such as supralvalvular mitral ring, sub valvular stenosis, aorta and aortic stenosis known as Shawn's disease in 44.4% of cases illness. Complex, as well as aortic valve stenosis, atrial septal defects and hypoplasia of the left heart. This occurs when the development of the anterolateral and posteromedial papillary muscles is interrupted between the fifth and nineteenth week of gestation, causing the embryonic progenitors of the papillary muscles to thicken into a single muscle. The results of treatment of patients with a parachute mitral valve depend on the spectrum of concomitant cardiac lesions, the degree of mitral valve obstruction remains stable; most do not require a valvotomy. Surgical treatment consists of either choroidal fenestration or papillary muscle dissection with or without a commissurotomy [50-54].

Isolated congenital anomalies of the tricuspid valve. Valves are relatively rare. In most cases these malformations coexist with other concomitant defects. The meaning of this condition and related. Symptoms depend on the functional consequences such as tricuspid regurgitation and/or stenosis. Presence of other associated injuries. Parachute deformity is one of the congenital one's

developmental defects. This happens when the agreements tendons arise from a single papillary muscle. This type of deformity can include one or both atrioventricular valves. First case with parachute deformity from. The tricuspid valve was confirmed by autopsy and has been published in the literature [55-58].

Case report

We present a case of 29-year-old asymptomatic female with PMV who came to our attention for routine echocardiographic examination for evaluation of cardiac function. TTE showed a single papillary muscle centrally placed receiving chordae from both the anterior and posterior mitral valve leaflets. The short-axis view revealed the presence of a symmetric mitral valve orifice with all chordae attaching to a large anterolateral papillary muscle. The mitral valve orifice was mildly stenotic, no mitral valve regurgitation was shown. The examination revealed the presence of bicuspid aortic valve with mild to moderate aortic regurgitation, moderately dilated ascending aorta - 40mm. Left ventricular end-diastolic diameter was 45mm, end-diastolic volume 82ml, left ventricular ejection fraction 60%, and left atrial diameter 39 mm (anteroposterior diameter), left atrial volume index (LAVI)-29ml/m². For further assessment, the patient was referred for a computed tomography (CT) because of bicuspid aortic valve. No sign of aortic coarctation was found. A decision was made to follow-up the patient closely for worsening of valvular function.



Video 1. Echocardiographic Finding

Transthoracic echocardiogram, apical four chamber view showing single papillary muscle.

Discussion

The differential diagnosis for mitral stenosis includes parachute-like asymmetrical mitral valve, anomalous mitral arcade, double orifice mitral valve, hammock mitral valve and rheumatic mitral stenosis.

Most adult patients with PMV usually present with dyspnea and have hemodynamically significant lesions of variable severity across mitral valve. However, some cases may be incidentally diagnosed during echocardiography.

Asymptomatic patients with mild mitral stenosis require no significant therapy. They should undergo yearly follow-up care with physical examination, chest radiography, ECG and echocardiography. These patients may remain stable for decades before mitral stenosis progresses and the patient requires surgical intervention. Surgical intervention is indicated for the symptomatic and hemodynamically compromised patients. Two-thirds of PMV patients require surgical treatment of the mitral valve lesions. PMV is curable by mitral valve repair in most cases, and mitral valve replacement is indicated only for patients with severe mitral valve lesions. Mitral valve repair is preferred over mitral valve replacement for the mitral valve abnormalities. The patients often have a promising outcome.

Conclusions

The clinical course of isolated PMV will depend on the presence and severity of mitral stenosis or regurgitation. Some patients remain asymptomatic with normal hemodynamics across the valve and no medical or surgical intervention is needed. Diuretic therapy and regular follow-up with repeat echocardiograms have been described. Mitral valve replacement or repair is indicated when the patient is symptomatic with hemodynamically significant stenosis or regurgitation of the valve.

In conclusion, PMV is a rare congenital anomaly usually seen in infants and children, but may discover incidentally in adults. These patients may remain stable for a long time and do not need any treatment.

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THE ROLE OF MESENCHYMAL SECRETOME ON THE SKIN DURING PHOTOPROTECTION, HAIR GROWTH AND PSORIASIS

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Introduction

Ultraviolet (UV) radiation can cause some skin problems, especially photoaging. Photoaging is skin aging caused by excessive UV exposure, which causes morphological and physiological changes of the skin such as the appearance of wrinkles and reduced skin elasticity.[1] Research into the secretome as a therapy to prevent the influence of photoaging has been reported. Several in vitro models of skin cells, HDFs and HaCaTs, both of which are cells that function against defenses due to UVB radiation, were used.[2] UV radiation can cause inhibition of the cell proliferation rate and reductions of collagen I, collagen III and elastin due to downregulation of expression of mRNA. UV radiation can also cause increased levels of MMP1 and MMP9, resulting in inhibited synthesis of procollagens and triggering activation of various signaling pathways, namely mitogen activated protein kinase (MAPK), protein activator 1 (AP-1) and nuclear factor kappa B (NF- κ B), which contributes to cell damage due to ROS formation and can trigger the apoptosis of skin cells, so as to inhibit skin regeneration and be able to inflict DNA damage in keratinocytes.[3] Various studies have been conducted to investigate the effects of secretome as an agent in the fight against photoaging. In vitro testing was done by various methods. Methods that were used looked at cell proliferation. The secretome of ADSCs had the effect of providing photoprotection. This is related to the content of biological factors that play a role in particular platelet-derived growth factor AA (PDGF-AA), which can promote deposition and remodeling of the extracellular matrix. This effect is also associated with the content of TGF- β 1 in the secretome, which can stimulate mRNA expression and increase collagen production. This mechanism is also related to the upregulated expression of wnt3a and catenin in the Wnt/ β catenin signaling pathway, which is associated with increased expression of TGF- β 2 (which is important for the synthesis of procollagen type I).[4] Other tests performed on the test animals, which were generally nude mice, pertained to UVB exposure. The results revealed a reduction in wrinkles and skin distress by improving skin hydration after macroscopic use of secretome and increased collagen synthesis based on Masson trichrome analysis. In some studies, it has been reported that secretome can be used as an active ingredient in cosmetics, reminding us of its benefits in regenerating the skin. Generally, research utilizes secretome as a skin care therapy to prevent various aging factors, including photoaging. Amirthalingam et al formulated secretome as an antiaging cosmetic product in the form of semi-solid serum preparations, with the following doses used 0.25%, 0.5% and 1%. Similar research by Kim et al utilized secretome as raw material in the manufacture of cosmetics applied using an air brush, with secretome concentration as high

as 5%. The results showed a reduction in test parameters, such as wrinkles, and increased skin moisture.[5] Similarly, Kim et al also used secretome as a raw material cosmetic material in the form of cream preparations. The secretome concentration used was 1%, which was cultured in 3D culture. The use of secretome can increase collagen synthesis greater than control and reduced aging by improving skin elasticity. Hair Growth-Alopecia is a term used to state the condition of baldness or hair loss due to abnormalities in the scalp that can be caused by various factors.[6] This condition causes the active phase of hair growth (anagen stage) to be inhibited, while the rest phase (telogen stage) becomes faster in the hair growth cycle. So, a lot of research focuses on understanding the cycle of hair growth. The effect of secretome therapy on hair growth has been reported in various studies. In vitro testing is generally conducted to determine the proliferation ability of hair cells. Used human papilla cells of human follicles (HFDPCs), outer root sheath cells (ORCs) and human epithelial keratinocytes (HEKs),[7] which are types of cells located in hair follicles that can stimulate hair growth and regeneration through reciprocal communication processes with epithelial cells. Zhang et al investigated the paracrine factors that may be involved in hair follicle regeneration using secretome from dermal papilla cells (DPCs). The results showed that the use of the secretome of DPCs in passage 3 secreted a large amount of CXCL12, MMP3 and biglycan, which played a role in the activation of the Wnt/ β -catenin signaling line, as well as LTBP1.[7] Activation of this pathway is known to trigger the proliferation of hair follicle cells. The use of secretome is able to trigger the proliferation of HFDPCs and ORCs, to accelerate the telogen phase to anagen and ex vivo can induce proliferation of the hair matrix. In the application using animal models in the form of mice C3H/HeN, secretome was able to induce hair follicle growth. Pu et al also reported that secretome was able to trigger proliferation and increase hair follicle growth in mice ischemia/reperfusion-(I/R-) models. Psoriasis- Psoriasis is a chronic inflammatory condition of the skin that causes increased levels of expression of interleukin (IL-17). In psoriasis, Langerhans cells represent a disorder in the migration of epidermis cells that serve as an immuneresponse associated with T cell responses, particularly Th17-mediated. This condition also causes abnormalities in cytokine production that can cause epidermis hyperplasia as well as abnormal keratinocyte apoptosis (KCs).[8] Psoriasis is characterized by the appearance of patches or rashes with thick white scales on the skin and nails. Studies on secretome in the treatment of psoriasis have been conducted. Psoriasis modeling can be used using imiquimod with Wistar rats models. Imiquimod causes inflammation characterized by the presence of coarse lamella and excoriation. The use of secretome is able to reduce the effects of inflammation caused by the use of imiquimod (IMQ) better than control. Zhang et al stated that exosomes (secretome) is able to decrease psoriasis score in IMQ rats model through inhibiting of maturation and activation of dendritic cells (DC) and IL-17 in HaCaTs.[9] Seetharaman et al reported that the secretome of adipose tissue, which is administered topically, showed a significant decrease in the amount of erythematous plaque and silver scales on the scalp of the sufferer after administration of the secretome for 2 weeks and disappeared after one month of administration.[10]

Conclusion

Secretome, a bioactive factor secreted by MSCs, has a variety of benefits on the skin as a therapeutic agent for various regenerative diseases. Research on the use of secretome for skin applications and formulation development are still very limited. Several studies reported that the process to obtain secretome from MSCs was through isolation from various adult tissues and

cultured in a medium of growth. The culture process can affect the level of expression of the resulting factors. Applications of the secretome for skin include wound healing, photoprotection, promotion of hair growth, psoriasis treatment, and other application as antimicrobial. Considering the various constituents of secretome, it has a lot of potential in various diseases needing the development of and more indepth studies in order to be maximally used.

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$$f(x) = a_0 + \sum_{n=1}^{\infty} \left(a_n \cos \frac{n\pi x}{L} + b_n \sin \frac{n\pi x}{L} \right) \quad (1)$$

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Layout	Size	Margin (Normal)	Header	Footer	
Single column	A4 (8.27" X 11.69")	Top=1" Bottom=1" Left=1" Right=1"	Do not add anything in the header	So not add anything in the footer	
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Line Spacing	1.15	1.15	1.15	1.15	1.15
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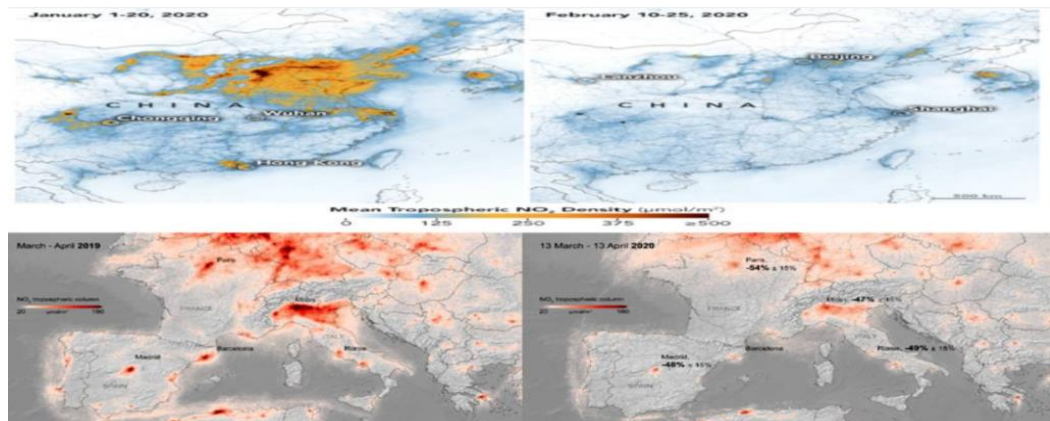


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3. Bahishti, “A New Multidisciplinary Journal; International Annals of Science”, Int. Ann. Sci., vol. 1, no. 1, pp. 1.1-1.2, Feb. 2017. <https://journals.ajjr.in/index.php/ias/article/view/163>
4. W. S. Author, “Title of paper,” Name of Journal in italic, vol. x, no. x, pp. xxx-xxx, Abbrev. Month, year. Access online on 20 March 2018 at <https://www.ajjr.in/journal-list/advanced-journal-graduate-research/>
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6. M. Ahmad, “Importance of Modeling and Simulation of Materials in Research”, J. Mod. Sim. Mater., vol. 1, no. 1, pp. 1-2, Jan. 2018. DOI: <https://doi.org/10.21467/jmsm.1.1.1-2>

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