

FbgbkI_jkl\h gZmdb b \ukr_]h h[jZah\Zgby Jhkkbckdhc
N_^_jZevgh_]hkm^Zjkl_ggh_ [x^`_lgh_ h[jZah\ZI_evgh
 \ukr_]h h[jZah\Zgby
©Kfhe_gkdbc]hkm^Zjkl_gguc mgb_jkbl_l^a

DZn_^jZ f_g_^`f_gIz

»Ф гждз бя...
ljhj_dlhj ih mq_[gh
f_lh^bq_kdhc jZ[hI_
Mklbf_gdh X :
©^a k_gly [2021]

бвшб ! дпдбнб! йтчй мйрь!
С2/П/14!Птргь! дпж рпд!нжржз нжр б

GZijZ\e_gb_ ih^4h03k\ldb^Z]h]bq_kdh_ h[jZah\Zgb_
ljhnbe*_h]jZnby
NhjfZ h[mqa_7qgZy
Dmj k ±
K_f_kl? ±
<k_]h aZq_lguo3_↑Bghl08 ±

NhjfZ hlq_lghklb2 ka_Zq_kllj±

ljh]jZffm jZajZ[hIze
d i g ^hpG_ghaGZgh\Z

H^h[j_gZ gZ aZk_^Zgbb dZn_^ju f_g_^`f_gIz
02.09.202] ljhldhe <

AZ_^mxsZy dZn_^jhc f_g_^`f_gIz
Dhr_gdh K < BBBBB

2/1 ж п! йтчй мйрь!г!т дфл фдЖП !

>bkrbiebg\Zg@ \u ijh_dlg[h]h f_g_ ^`H_glZoh^bl \ ;ehd @>bkrpb
 fh^meb^a hlgkblky d pbde[m]aZ_bkpbjgbbgqZklb mq_[gh]hhieZg
 gZijZ\exgib^]hlh400.01 l_ ^Z]h]bq_kdh_ h[jZah\Z]g[h]jZjhrybev
 BamqZ_lky klm^drgjZk\k_f_klj_ b hibjZ_lky gZmagZggby_ iijb
 bamq_gbb ^bkrbiebg\ qbKZffk\bjjZjZee_e@mevlmjZ j_qb b hk
 dhffmgbdZpbb \ imjgphmky@NB ehkhnby^ @l_ ^Z]h]bdZ^ bZ@lZk\o`h
 ^bkrbiebg\h]jZnbqZ ijhn_kkbhgZevgu_ agZgby fh`gh hibjZlvk
 h[jZah\Zl_evguo ijh_dlh\
 ljh]jZffZ dmjkZ hjb_glbjh\ZgZ gZ bamq_gb_ l_hj_lbq_kdb
 ijh_dlg[h]h f_g_ ^`fPgeZ dmjkhZfbjh\Zgb_ m klm^_glh\ p_eklg[h]h ij
 ijhp_kk_ mijZ\e_gby ijh_dIZfb ijh_dlghc ^_yl_evghklb \ ijhn_kk
 lhmq_ggu_ klm^_glZfb agZgby kihkh[kl\mxi mk\h_gbx lZd
 \hkiblZl_evZ]hclu b hkgh\h`Zlkdhc ^_yhjbygbkfb^h^@dZ h[mq
]_h]jZr^b@Kh\j_f_ggu_ h[jZah\Zl_evgu_ l_ogheh]bb b\ h[jmq_gZb`]
 mki_rghfm ijhoh`^_gbx ijZdlbd \uiheg_gbx b aZsbl_ \uimkd
 jZ[hlu

3/1 мбрйфжнь ждЖм б ь!пвфшрй ! п! йтчй мйрж

Dhfi_l_gpby	Bg^bdZlhju ^hklb`_gby
<p>M@ ± Kihkh[_g hij_ ^_e aZ^Zq \ jZfdZo ihklZ\e \u[bjZlv hilbfZevgu_ k j_r_gby bkoh^y ba ^ ijZ\h\uo ghjf bf_] j_kmjkh\ b h]jZgbq_gbc</p>	<p>Ирб hkgh\h`Zlkdhc ^_yhjbygbkfb^h^@dZ h[mq ijh_dlghc ^_yl_evghklb \ mkeh\k ijZ\h\uo ghjfk[h[_gghklb ijhp_kkZ ijh_dlhf hkgh\h`Zlkdhc ^_yhjbygbkfb^h^@dZ h[mq mijZ\e_gq_kdb j_r_gbc \ jZfd ^_yl_evghklb \ mkeh\byo bf_h\sb h]jZgbq_gbc Фнж ! nhjfmebjh\Zlv p_eb b aZ^ jZajZ[Zlu\Zlv i^k_i^evah\Zlv bgklj f_lh^u mijZ\e_gby kh^_j`Zgb_ klhbfhklvx dZq_kl\hf q_eh\ fZl_jbZevgufb j_kmijkiZZbeylv jb ijh_dIZjh_dlbjh\Zlvh]jZgbah\h\Zlv mijZ\e_gby ijh_dIZjZgbah\h\Zlv dhgljhebvh\Zlv \uiheg_gbjZajZ[ZllZ mijZ\e_gq_kdb_ j_r_gby \ khh\l_ l aZ^ZqZfb ijh_dIZ мб ж ! ki_pbZevghc l_jfbgheh]b_ ^_yl_evghklb b mijZ\ed]Zby i^r0 l_ogheh]b_c ihklZgh\db p_e_c i ihkljh_gby ^_j_\Z p_e_c ijh_dIZ g jZaebqgh]h bgkljmf_glZjby \ ijh_d f_lh^Zfb ijbgylby mijZ\er_ggp_kdb pZ ijh_dlghc ^_yl_evghklb \ mkeok j_kmjkh\ b h]jZgbq_gbc</p>
<p>M@ ± Kihkh[_g hkms khpbZevgh_ \aZbfh^ j_Zebah\h\Zlv k\hx dhfZg^_</p>	<p>Ирб aZdhghf_jghklb b ijbppbiu dhfZg f_lh^u ihkljh_gby dhfZg^u ki_pbnb \aZbfh^_ckl\by \ jjmii_gbhc djZf[Zg^ nZdlhju \ebyxs_b_gZ wnrd_hfZog_ggk jjmiih\hc jZ[hklugh\h`Zlkdhc ^_yhjbygbkfb^h^@dZ h[mq mijZ\e_gby ih\^_gb_f i_jkhgZeZ Фнж : ieZgbjh\Zlv k\hx jZ[hlmj\ZebfZhg\h k\hx jhev \ dhfZg^ms_kl\eylv kh</p>

	\aZbfhckl\b_ мб ж : f_lh^Zfb ZgZebaZ dhfZg^guo jh dhfZg^u gZ\udZfb jZ[hlu \gZd bfZ khpZevgh]h \aZbfh^_ckl\by gZ\udZ jheb \ dhfZg^udZfb bkihevah\Zgby hk ih_^_gb_f i_jkhgZeZ
M ± Kihkhg mijZ\eylv \j_f_g_f \ukljZb\Zl j_Zebah\u\Zlv l jZ kZfhjZa\blby gZ hkgh\ h[jZah\Zgby \ l_q_gb_	Ирб l_ogheh]bx kZfhhj]ZgbaZpb ^_yl_evghk]b^kl\Z b kihkh[u kZfh hkgh_ ijbgpbiH\ h[jZah\Zggb_ \k hkgh\u lZcg^`f_glZ \ ijh_dl_ Фнж ieZgbjh\Zlv kh[kl_ggmx ^_yl_evghklv ijh]ghabjh\Zlv b hp kZfhklhyl_evgh hkms_kl\eylv i ijh[e_fu ij_h^he_\Zlv \hagbdZxs hij_^_eylvkh[ex^Zlv kjhdb \uiheg_ ijh_dl_dhhj^bgbjh\Zlv k\hxvgh^l\yl ^_yl_evghklvx dhee_] b h[krd b \k^V ihbkd gh\uo agZgbc g_h[oh^bfu ijh_dIZ мб ж gZ\udZfb kZfhjZa\blby kZf kZfhZgZebkZhdh]ge y gZ\udZfb mijZ \j_f_g_f ijh_dlZ\udZfb b]Zp kZfhklhyl_evghc jZ[hlu

3! п ждз брийж йтчий мйрь

Ужб!2! пр йжй!тп ждз брийж дпжи рпдп'нжржз нжр б

<hagbdgh_gb_ ijh_dlg[h]h ih^oh^ZZl_f]hgbb` ©ijh_dl^a ©ijh]jz
©ihjlnev^a ©ijh_dlguc f_g_^`f_gl mijZ\e_gb_ ijh_dIZfb^a W\
mijZ\e_gby ijh_dIZfb dZd kZfhklhyl_evghc h[eZklb gZmdb b
^_yl_evghklb Kmpsgobk liy_bfms_kl\Z ijh_dlg[h]by mifZ\h^heh]bq_k
hkgh\mijZ\eylg[h]h_dlg[h]c ^_yl_e\lg[h]klyg hklb ijh_dlg[h]h f_g_^`f_gl
h[jZah\Zgby

Ужб!3! Птрпгрь жибдбл жйт йлий дпжи б!й! дпчжтб!ф дбгмжрй ! дпжи бнй

DeZkkbnbdZrby iGh_ljZ hbpbhgggu_ bhgggth\Zpijh_lk kh[_ggghklb
khpZevgh_dlh]bhjbl_lgu_ \gmlj_ggb_ b \g_rgb_ ijZp_b]ujhK]hZd
Hkgh\gu_ we_f_glu ijh_dIZ p_lh^bSMARTIZ ^_j_h p_en^Zklgdbb
ijh_dIZ hdjm`_gb_Jijhkm]kZ b h]jZgbq_gb^bajh_ggZc pbde ijh_
Lj_[h\Zgby ij_^tydeijhfudIZf b hZp_kdZZ dih_dIZ
MijZ\e_gb_ ijh_dlhf dZd kh\hdmighklv ijhp_kkh\ bgbp
h]jZgbaZp]b]heg_gby dhgljhey b aZ_h]k_ggh]y uijhbgkZjmf_glu mijZ
ijh_dIZfb lZkihjl ijh_ф]lZnbl^Zgh_dIZ bih]lgh_l]m

Ужб!4! дбгмжрй жптрпгрь! дпжи рпдп'нжржз нжр б

KlZg^ZjlbaZrby mijZ\e_gby ijh_dIZfb ©H]kl_dlguc f_g_^`f_
Lj_[h\Zgby d mijZ\e_gbx ijh_dlhf^a ±=HK©l]h_dlguc f_g_^`f_
Lj_[h\Zgby d mijZ\e_gbx ihjlr^e=HK]h]dlh\ ©l]h_dlguc f_g_^`f_
Lj_[h\Zgby d mijZ\e_gbx ijh]jZffhc^a =HKL©J]bKHh^kl\h ih ijh_d
f_g_^`f_glm^a
Hkh[_ggghklb ijh_dlg[h]h f_g_^`f_glZ \]hkm^Zl]kkl\Zgggh^_r]b]Z
ljZ\bl_evkl\Z JN hl ©H[h]jZgbaZpbb ijh_dlg[h]c ^_yl
ljZ\bl_evkl_ Jhkkbckdhc N_^_jZpbb^a b ©l]heh`_gb_ h[h]jZgbaZ
_ ljZ\bl_evkl_ Jhkkbckdhc FN_lh^jZp]k]b^_ j_dhf_g^Zpbb ih \

^hklb`_gby dhgljhevguo kh[ulbc ijbqbgub bo g_ ^hklb`_gby
 ijh_dIZ b kihkh[u bo kgylyby fbgbfb aZpvdZ lue xlkilue gj_gb_ [x^`_lZ

Ужб!8! пчйбм рп- тйцмидйшжлийжбт жи ь! дпж ридпнжржз нжр б

KhpbZeikfhoheh]bq_kdb_ hkh[_gghklb nhjfbjh\Zgby ijh_dlgf
 ijh_dIZ Hij_`_e_hyZgbj_d i_jkhgZem \u[hj jmdh\h^bl_eygh]h_dI
 jZ[hq_c]jmiiu Nhjfbjh\Zgb_ b jZa\blb_ ijh_dlgfc]jmiiu Hkh[
 dhfZg^u ijh\ hZ_j_ h[jZah\Zgby
 MijZ\`e_gb_ dhfi_l_gpbyfb mqZklgbdh\ ijh_dlgfc ^_yl_ev
 g_h[oh^bfuo agZgbc b gZ\udh\ \ kn_j_ yjhm djlmdh hmyjZ\]e_ghkl
 mqZklgbdh\ ijh_dlh\ kha^Zgb_ ijh_dlgfc dmevlmju
 Hkgh\unwdb\gh]h h[s_gby \ ijh_dlgfc]jmii_ H[jZlgZy k
 ijh_dIZfbj]ZgbaZpbZgbc\ MijZ\`e_gb_ dhgnebdIZfb \ ijh_dlgfc]j
 ljh_p_kk mijZ\`e_gby bfb\bnZqZklgbdh\ ijh_dlh\ hij_`_e_gb
 ihdZaZl_wnc_dlb\ghklb DIW hp_gdZ DIW

5!Ужб йшжлийк! мбр

i i	L_fu	<k_] qZkh	Пурб !у пдн б		
			:m^blhjgZnlZ		KZfhkylh evgZy jZ[hIZ
			e_dp	ijZdl aZgylb	
1	lhgylb_ b kh^_j`Zdgh]ijh_ f_g_`f_glZ	10	-	-	10
2	Hkgh\gu_ oZjZdl_jbklbdb ijhp_kkZ mijZ\`e_gby ijh_	14	2	-	12
3	ljZ\h\u_ hkgh\u ijh_dlgf] f_g_`f_glZ	14	-	2	12
4	MijZ\`e_gb_ ijhp_kkhf ih^ ijh_dIZ ZgZhejh]ghklbq_kc wIZi	16	-	2	14
5	leZgbjh\Zg\ ijh_dlgf f_g_`f_gl_	20	2	2	16
6	MijZ\`e_gb_ j_ZebaZpb_c	14	-	-	14
7	KhpbZeikfhoheh]bq_kdb_ ijh_dlgf]h f_g_`f_glZ	16	-	2	14
	AZq_l	4			4
ЙУПДШ		108	4	8	96

6! й ь!пвдбишб жм рпк! ж жм рпт й

Ибр й !мжчйпррпд! й б

жчй 1. Птрпгръ жибббл жйт йлий дпж б!й! дпжжтб!ф дбгмжрй ! дпж бни

- DeZkkbnbdZrby ijh_dlh\
- Hkgh\gu_ we_f_glu ijh_dIZ p_evSMARTdIZ_jf_\lth^pb_dz qZklgbd b
ijh_dIZ hdjm`_gb_ ijh_dIZ
- J_kmjku b h]jZgbq_gby ijh_dIZ
- @bag_gguc pbde ijh_dIZ
- Lj_[h\Zgby ij_`ty\ey_fu_ d ijh_ZqLZfl\Z h]h_gdZ d
- MijZ\`e_gb_ ijh_dlhf dZd kmi]Zden igq_kkvd bo .ijhp_kkh\
h]h_gdZ d
- Hkgh\gu_ bgkljmf_glu mijZ\`e_gby ijh_dIZfb

AZ^Zgb_lh^]hlh\dZ kf i ^Zgghc ijh]jZffu

**дбл йшвллжбр йж2!Ф дбгмрйж дпчжтпн! п дп пглй! дпж б
брбмй йлп- дпдрпт йшвллйк!ю б**

1. Hj]ZgbaZpby jZ[hl gZ klZ^bb jZajZ[hldb ijh_dIZ
2. Bklhqgdbdb bgnhjZpbb ^ey ijbgy]bZ\egbrxi]ghcdlZfmi
3. lj_bfms_kl\Z b g_^hklZldb jZaebqguo bklhqgbdh\
4. BgnhjZpbhggZy fh^_ev ijh_dIZ
5. Ijh_dlguc ZgZeba F_lh^u dhebq_kl_gghc b dZq_kl_gghc
6. lhdZaZl_eb hp_gdb wnn_dlb\ghklb ijh_dlh\
7. Hp_gdZd]hkih ijh_d]hmbq_kl_gdZy kl_ggZy hp_gdZ jbkdh\
8. Jbkdb iks^Zky mijZ\e_gbx gZ nZa_j_ZebaZpbb ijh_dIZ
9. L_ogheh]bq_kdb_ nbgZgkh\u_ dZ^jh\u_ jbkdb
10. F_lh^ubgbfbaZpbbdh\ ijhp_kk_ ieZgbjh\Zgby b ij_h^he_gb
j_ZeZpab ijh_dIZ
11. <u[hj kljZl_]bb mijZ\led_Zfby \ aZ\bkbfhklb hl h[klhy]_evkl\
dhgdj_lguf lhf_d
12. MijZ\e_gb_ hl_kl_gghklvx k]yaZgghc k jbkd
13. Nhjfbjh\Zgb_ dhgp_ipbb ijh_dIZ

AZ^Zgb_ >Zcl_ . DZdb_ f_lh^u ZgZebaZ b ijh]ghabjh\Zg
bkihevah\Zguhpl_kik_]_g_jZpbb b^_c \ujZ[hldb j_r_gbc b ih
ijh_dlbjh\hqghc k]y]_evg
AZ^Zgb_lh^]hlh\dZ kf i ^Zgghc ijh]jZffu

дбл йшвллжбр йж3! мбрйдрбрйж! дпж рпн!нржз нр ж

1. P_eb gZagZqbgb_ieZgh\
2. K_l_\h_ ieZgbjh\Zgb_
3. DZe_g^Zjgh_ ieZgbjh\Zgb_
4. leZgbjh\Zgb\oZf dhgljhevguf kh[ulbyf
5. ;x^`_l ijh_dIZ
6. NbgZgkwd]hghfbq_kdbc ZgZebaiph]h]Zgh\Zgb_
7. NbgZgkbjh\Zgb_ ijh_dIZ a]Z^kq]h\kjZa]g]lo km[t_dlh\
8. lhjy^hjZajZ[hldb b khklZ\kfijhgd]cg^hdmf_g]Zpbb
9. >_lZebaZpby ml_j`^_ggh]h leZgZ dhgljhevguo kh[ulbc i
leZgZ]ZnbdZ
10. JZa[b_gb_ ijh_dIZ gZ hl^_evgu_ [ehdb jZ[hl b \u^_e_gb_
f_jhijby]bdhg]jhevguo kh[Zab]caZp
- hlq_lgu_ i_j]gh^u_ey f_kyp d\Zj]Ze]h^
- w]Ziu ijh_dIZ
- _kv ijh_dI
11. K\h^guc ieZg ijbh]bl_lgh]h ijh_dIZ ijh]jZffuh[]Z]h]k]v^Z]k]g]h
iheblbd_
Z ieZg ijbh]bli]hg]h]hZ ih dhgljhevguf lhqdZf
[ieZg kh]eZkh\Z]h]bcv]ou]m]g]j]p]ylbc ijbh]bl_lgh]h ijh_dIZ
\ ieZg nbgZgkh\h]h h[_ki_q_g]bh]i]d]j]bl_lgh]h

] ieZg mijZ\e_gby ijbhjbl_lguf ijh_dlhf

AZ^Zgb_ >Zcl_ . ;x^`_l ijh_dIZ kf_IZ jZkoh^h\ fh`_l
k_[y ke_^mxsb_ klZlvbiZgohh^k^m]b k\yab «
AZ^Zgb_ . JZ[hIZ \ ijh_dlguo]jmiiZo IZhZ_^_
ieZgbjh\Zgby ijbZalZ[hIZclhnhjfb_l iZkjhjdlZr_c jZ[hq_c]jmiiu
khhl_lkl\bb k lbih\hc kljmdlmjhc ijh_dIZ ij_^klZ\e_gghc gb`_

I:KI HJL Ijh_dIZ

GZbf_gh\Zgb_ ijh_dIZ	MdZaZlv gZbf_gh\Zgb_ ijh_dIZ
>bj_dlhj ijh_dIZ	MdZaZlv N B H ^bj_dlhjZ ijh_
Jmdh\h^bl_ev ijh_dIZ	MdZaZlv N B H jmdh\h^bl_ey
MqZklgbbdb ijh_dIZ	MdZaZlv gZbf_gh\Zgb_ ih^jZa^ mqZklg\ \h\e_q_gguo \ ijh_dI!

HIBK:GB? Ijh_dIZ

Hkgh\Zgby ^ey bgbpbZp	MdZaZlv hkgh\Zgby ^ey bgbpb gZijbf_j khhl_lkl\bb_ ijbhjbl_lZf bkihegbl_evghc \eZklb!
P_ev p_eb ijh_dIZ	MdZaZlv p_ev p_eb ijh_dIZ!
AZ^Zqb ijh_dIZ	MdZaZlv aZ^Zqb ijh_dIZ!
J_amevlZI j_amevlZlu	MdZaZlv ieZgbjm_fuc j_amevlZ ijh_dIZ dhlhjuc [m^_l ^hk]gml j_ZebaZpbb ijh_dIZ!
Djbl_jbb mki_oZ ijh_dIZ	MdZaZlv baf_jbfuc djbl_jbc dj mki_rgh]h aZ_jr_gby ijh_dIZ
I_jbh^ j_ZebaZpbb ijh_dIZ	MdZaZlv ^Zlm gZqZeZ b hdhgq ijh_dIZ \u^_eb\ wlZiu ijb g_h[d
Jbkdb j_ZebaZpbb ijh_dIZ	MdZaZlv nZdlhju h]jZgbqb\Zx ijh_dIZ j_kmjkgu_ h]jZgbq_gby k\yaZggu_ k aZklgh^Zlijev Z b^_glbnppbjh\Zlv jbkdb ijh_dIZ!
<aZbfhk\yav k ^jm]bfb i	MdZaZlv \aZbfhaZ\bkbfu_ ijh_dIZ

AZ^Zgb_lh^]hlh\dZ kf i ^Zgghc ijh]jZffu

дбл йшкльжбр йж4! пчйбм рп- тйщмцдйшжлйжбт ж ь! дпж рлдп нжржз нжр б!

1. KhpbZeikghheh]bq_kdb_ hkh[_gghklb nhjfbjh\Zgby ijh_dlghe
2. DhfZg^Z ijh_dIZ
3. Hij_^_e_gb_h\Zgbc d i_jkhgZem \u[hj jmdh\h^bl_ey ijh_dI
jZ[hq_c]jmiiu
4. Nhjfbjh\Zgb_ b jZa\blb_ iijhu_dlghe]jm

5. Hkh[_gghklb dhfie_dlh\Zgby dhfZg^u ijh_dIZ \ kn_j_ h[jZah\
6. MijZ\^e_gb_ dhfi_l_gpbyfb mqZklgbdh\ ijh_dlghe ^_yl_ev
g_h[oh^bfuo agZgbc b gZ\udh\ \ kn_j_ ijh_dlghe]h mijZ\^e_gb
b mqZklgbdh\ ijh_dlh]h_kdhg^hZg^mevlmju
7. Hkgh\unw\dlb\gh]h h[s_gby \ ijh_dlghe]jmii_ H[jZlgZy k
ijh_dIZfb HjjZgbasZgbyckhMijZ\^e_gb_ dhgnebdIZfb \ ijh_dlghe
8. Ijhp_kk mijZ\^e_gby fhb\Zpb_c mqZklgbdh\ ijh_dlh\ h
ihdZaZlc_ewnn_dlb\ghklb DIW hp_gdZ DIW

AZ^Zgb_ >Zcl_ . Ijh^he`bl_ i_j_q_gv Ij_[h\Zgbc d jmc
ijh_dIZ h[jZah\Zgb_ «
AZ^Zgb_AZihegbl_ .

б йй!дби й й !лнбр ь! джи б

KIZ^by jZa\blby	OZjZdl_jgu_ q_jlu
Nhjfbjh\Zg^omg)	
;mje_g^omg)	
Ghjfbjh\Zg^omg)	
Nmgdpbhgb_jh^Zgibg)	
AZdjufibshing)	

AZ^Zgb_lh^]hlh\dZ kf i ^Zgghe ijh]jZffu
AZ^Zgb_ . JZ[hIZ \ ijh_dlguo A]Zrs bilZO_i^h\

бнп п жи рб !дбви б

Ужб 2! пр йжй!тп жз брйж джи ридлнжржз нжр б!

:

AZ^Zgb_ MdZ`bb_ ijhbeexklbjmcl_ ijbhfkljZfgghkhh^_j`Zgby
ijh_dlghe]h f_g_`f_gIZ \ i_^Z]h]bq_kdhc ^_yl_evghklb

Птивррт й! джи ридлнжржз нжр б!г! жбддйшлпк! ж жи ррт й

	()

AZ^Zgb_GZ kZcl_ =eZ\gh]h mijZ\^e_gby ih ^_eZf fheh^
iZljbhIbq_kdhfm \hkibIZgbx h^ehZcl_ltp:dsmopatriot.ru ijhZgZebabjmc
bgnhjZpbx h \hehgl_jkdhf dhjimk_ ©Fheh^`gh_ ^h[jh\hev
JZkkfhIjbl_ j_]bhgZevgu_ fmgppbiZevgu_ ijh_dlu ijh]jZffu \ jZfd
< h[s_`b^_ hp_gbl_ bo wnn_dlb\ghklv Ij_^eh`bl_ i_jki_dlb\
jZa\blbx ijh_dlghe ^_yl_evghklb \ jZfdZo \hehgl_jkdh]hd^`gl_gb
k^_eZcl_ gZ kn_j_ \Zr_c ijhn_kkbhgZevgalmce v^Zyu_`hng]kbb_ \

**пт п рйжй! жт жи йгъ! джи рпк!) дпдбннрпк! ж жи ррт й!
гпмр жтлпд! гйз жрй !рб! нпмжр йрж**

AZ^Zgb_ . Ijh_^bl_ ZgZeba IhkllZz\hble_egtky\Z JN
hl 1 j_^ hl H[ml\@j`^_gbb]hkm^Zjkl_gghc
Jhkkbckdhc N_^_jZpbp JZa\bPb_ KhhjZajh\ZgbayZpbp lZ01\$Zffu
2025]h^u <u^_ebi_ gZijZ\bbfglbyl_évgh d kn_j_ <Zr_c ijhn_kl
^_yl_evghklb ih dhlhjuf ijh_dlgH_ mijZ\e_gb_ y\ey_lky Z
\hafh`gu_ ijh_dlu

AZ^Zgb_ . Ijh_^bl_ ZgZeba izkihjlZ j_]bhgZevgl
©JZa\bib_ h[jZakf\Zegkydhc h[eZklb^a ml_j`^_gghc ihklZgh\e_gb_
Kfhe_gkdhc h[eZklb hl \ khhk_lkl\bb k_]h kljmdlmjhc gZ
h[hkgh\Zgb_ p_eb p_e_\u_ ihdZaZI_eb b djbl_jbb mki_rghklb
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k_^_gby h[hj]ZgZl_ghkmc^ZpZklb b hjZ`ZgbraeZpblyeyo b khbkiheg
f_jhijbylbc ijh_dIZ bgu< k\Z`h`g bkl_i_gb \ g_c gZoh^yl hljZ`_gl
jZa\biby h[jZgb ykn_\Zr_c ijhn_kkbhgZevghc?^_yl_evghklb
J_amevlZI hnhjfbI_ \ \b^_ ZgZebIbq_kdhc aZibkdbbgZgújf_`t
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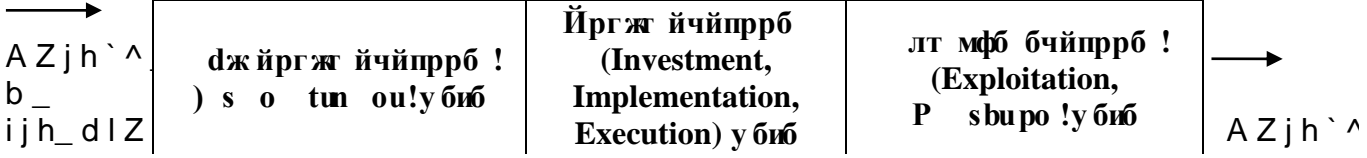
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<ujZ[hldZ bh\jZah\ZI_evgh]h khpbZevgA Zhdjije agZ`qe_gZ`fbii
hkgh\guo ijh_dlguo jhe_c

Ужб 2. Птрпгръ жибдбл жйт йлй дпж б'й! дпчжтб!ф дбгмжрй !

:

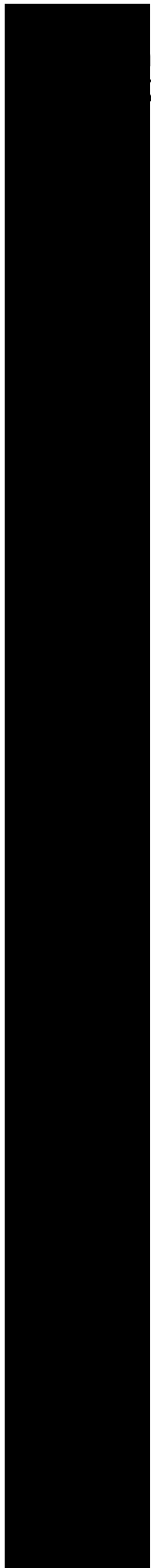
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ijbgppbibZevghc fh^_eb mijZ\e_gby ijh_dIZfb hljZ`aZ]h]bq_kkdih
^_yl_evghklb

3 йиржррь к'чйлм! дпж б



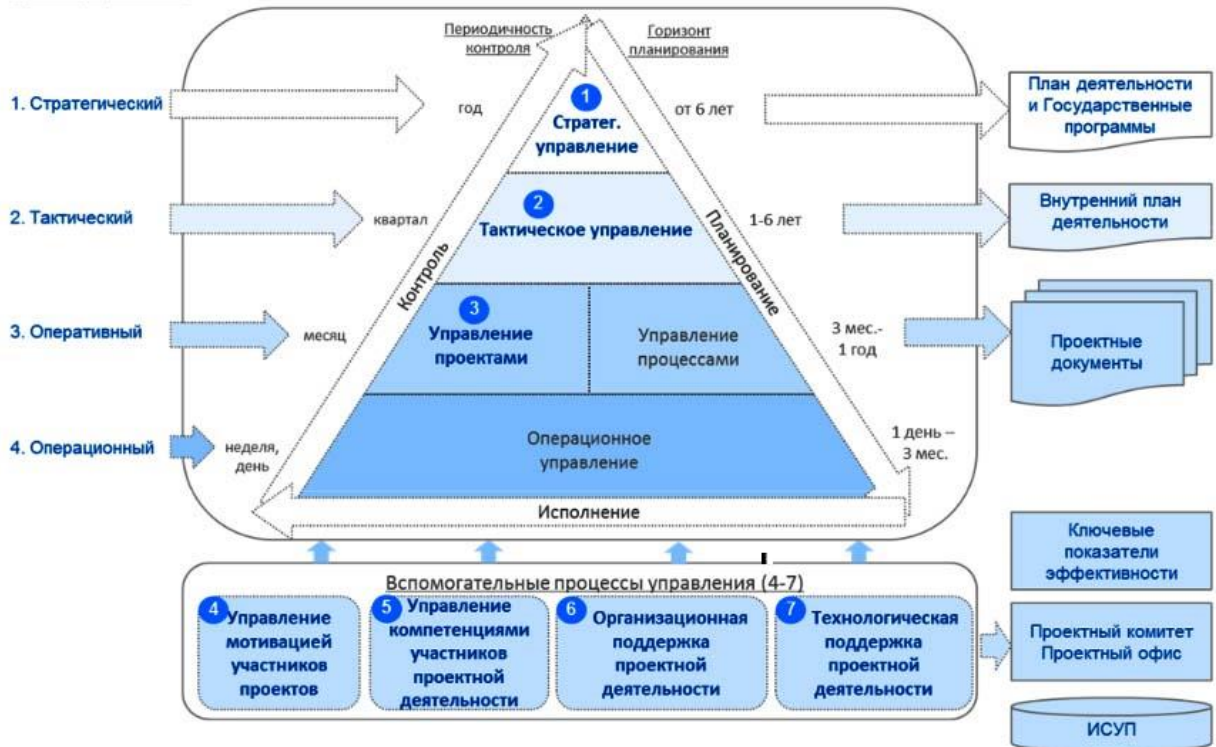
(Project
Initiation)

:gZeba bg_klbpbhg
\hafghkl_c ,GHQWLILF
lj_^\Zjbl_evgh_LWH J
study)
LWH)HDVLELELW
>hdez^ h[bg_klbpb
\hafh`ahklvo \$SSULVDC
leZgbjh\Zgb_3ODD
Hj]ZgbaZpby nbgZgkb
(Fimrino)
l_j_h\hju b aZdexq
dhgljZdlh\ 1HJRCWlrDhWgRQ
ljh_dlbjh\Zgb_ 'HV
Kljhbl_evkl\h &RQV\
FZjd_lbg] 0DUNHW
H[mq_gb_ 7UDLQ
ljb_fdZaZim(Commissioning &
Startup)
ljhba\h^k\h 3URG<
AZf_gz h[hjm^h\Zgby ;
JZkrbj_gfh_jgbaZpb)
bgh\Z(Expansion, Modernisation,
Innovation)
AZdjulb_ijh_dlZ &RF



Уровни управления

Инструменты управления



AZ^Zgb_ . Ij_^eh`bl_ hkgh\gu_ bgkljmf_glu m
 ijh_dIzfb ^ey ij_^klZ\e_gguo gb`khpfb Z b v gjh\gudh\ jy^Z km[t_d
 Jhkkbckdhc N_^_jZpbb

« »

>ey q_]h
 -j_rblv ijh[e_fu @DHC_ dhlhjhf `b\m beb jy^hf
 -ih^]hlh\blv fheh^uo mijZ\e_gp_\ `beh]h ijhkljZgkl\Z
 -hkms_kl\blv fh^_jgbaZpbb`beh]h ohayckl\Z
 < jZ[hI_ ih fh^_jgbaZpbb `beh]h ijhkljZgkl\Z fu \u^_ey_f
 gZijZ\e_gbc

1. Hkms_kl\e_gb_klh[gh]h dhgljhey gZ^ hj]ZgbaZpbyfb h
 fgh]hd\Zjlbjgu_ ^hfZ

2. Rbjhdh_ \g_^j_gb_ j_kmjkhk[_j_]Zxsbo l_ogheh]bc \ kn_
 qZklghc wg_j]hwnn_dlb\ghklb dZd kihkh[Z wdhghfblv kj_^kl\
 wdghghfbq_kdhc \Zb^gh]h[_kmjkhk[_j_`_gby \ fZkrlZ[Zo \k_c kl]
 3. IjhiZ]Zg^Z hkgh\ [ulh\hc wdheh]bq_kdhc dmevlmju @blv
 hdjm`Zlv k_[y wdheh]bq_kdb -qvklnfb _gsZfjth kdhrv b g_ fh^Z z
 g_h[oh^bfhklv

4. <hkkIzgh\e_gb\mlZgklb[jhkhk_`kdbo hlg hr_gbc AgZdhfkl
 `bl_e_c h^gh]h ^hfZ f_`wlm khj\hucc rZ] d kZfhklhyl_evghfm mijZ
 `bev_f jZa\blbx dmevlmju h[s_gby b [ulh\hc [_ahizkghklb

« »

Ijh_dI gZijZ\e_ga^Zgbkh b jZa\blb_ ^_yl_evghklb hj]Zgh\
 kZfhmijZ\e_gby \ukr_]h b kj_^g_]h ijhn_kkbhgZevgh]h h[jZah\Z
 k p_evx ij_^klZ\e_gby bgl_j_kh\ klm^_gq_kl\Z i_j_^ Z^fbgbklj
 j_r_gby ijh[e_f klm^_gkl\evgh]h klm^_gq_kl\Z i_j_^ Z^fbgbklj
 kh\f_klghc ^gylklv gZijZ\e_gghc gZexjuo_gv]hjhkh\ klm^_gq_
 `b@^_yl_evghklb b j_ZebaZpbb klm^_gq_kdbo bgbpbZib\ ;eZ
 kZfhmijZ\e_gbb khmijZ\e_gbb kZifjthkqdhIh\dZ klm^_glh\ d
 ijhn_kkbhgZevghc ^_yl_evghklb

ljh_dl gZijZ\e_g gZ kha^Zgb_ b jZa\blb_ ^_yl_evghklb \ r
kj_^g_]h ijhn_kkbhgZevgh]h h[jZah\Zgby dhfZg^ Zdib\Zevgh]h
agZqbfmx b bggh\Zpbhggmx ^_yl_evghklv gZijZ\e_ggmX gZ
bgpbZlb\ hdZaZgb_ khpbZevguo mkem] b jZa\blb_ khpbZev
ebqghklb fheh^h]h q_eh_dZ

?`_]h^gh ijh_dl j_Zebam_lky \ nhjf_ H[eZkGZ]hjljdhmofmjkZ
DhfZg^u ijhoh^yl h[jZah\Zl_evghuc dmjk b khj_\gmXlky \ mf_gbb
khpbZevgh agZqbfmx b ijh_dlgmx ^_yl_evghklv]jZfhlg h]j
h[sZlvky \ dhee_dlb_ mqZkl\h\Zlv \ khmijZ\e_gbb mq_[guf aZ\

ljh_dl ©GZrZ H[sZy lh[_^Z^a j_Zebam_lky k]h^Z Hk
knhjfbbjh\Zlv \b^_hZjob\ \hkihfbgZgbc _l_jZgh\ <_ebdhc Hl_q_
\ihke_^kl\bb [m^_l i_j^Zg \ =hkm^Zjkl_gguc Zjob\jZahfksb_og dh
k_lb Bgl_jg_l \ k\h[h^ghf ^hklmi_

Qbke_gghklv _l_jZgh\ mf_gvrZ_lky k dZ^uf ^g_f Q_j_a
kfh]ml bamqZlv bklhjbX l_o]_jhbq_kdbo e_l lhevdh kh kljZgb
iha\hebl khojZgblv ^ey bklhjb\fb@Zgby^a i]h^klZ\bl_e_c moh^ys
gZ\k_]^Z ihdhe_gby bo wfhpbb qm\kl\Z [hev kljZo]hj_qv m
jZ^hklv hl ^he]h^Zggh]h[_k^h\Zg b k q_f g_ kjZ\gbfmX]hj^hklv a
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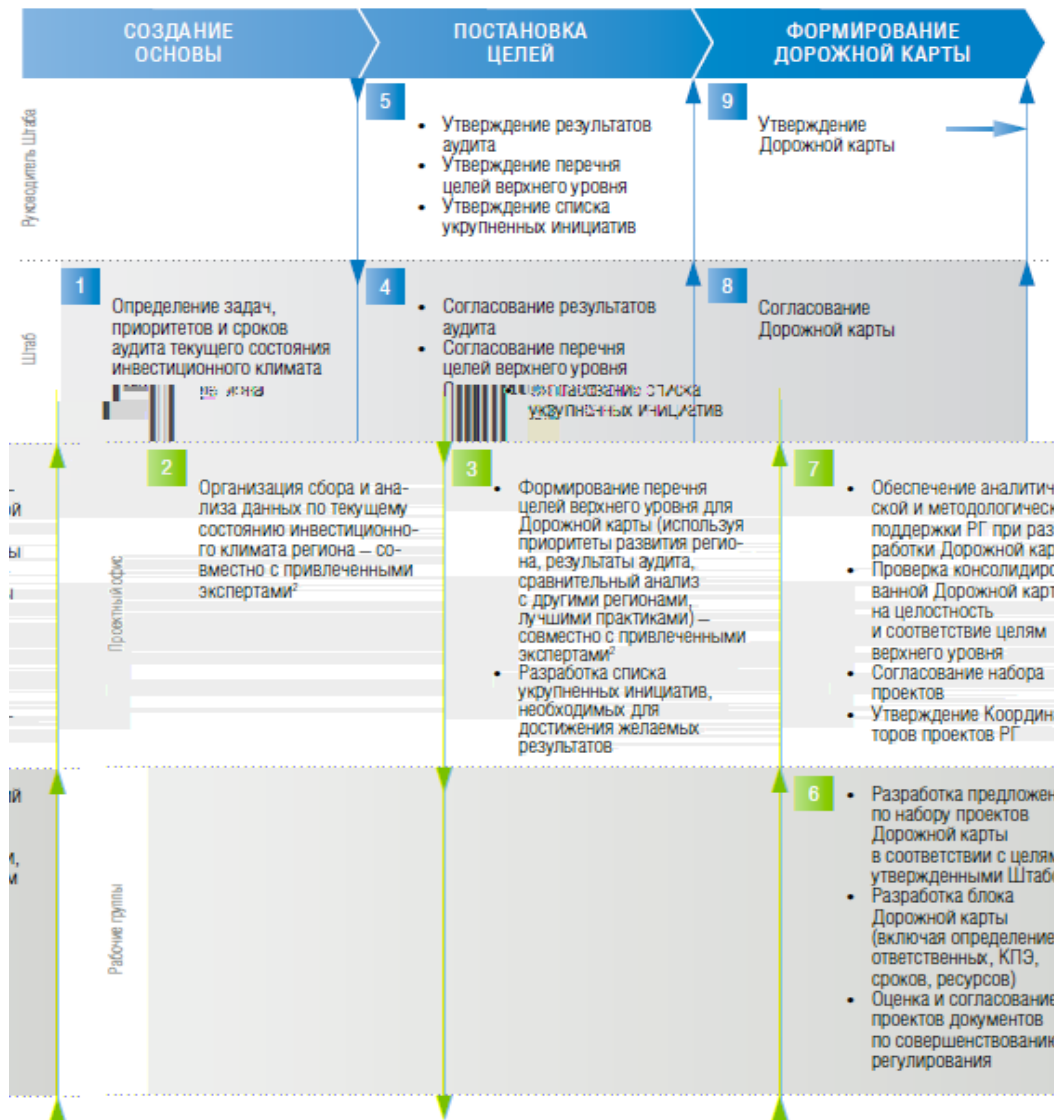
AZ^Zgb_ . JZ[hIZ \ ijh_dlguo]jmiiZo ih hnhjfe_gbx
ijh_dlZ

Ужб З! дбгпгъ жпрпгъ! дпж рпдпнжржз нжр б!

AZ^Zgb_ . GZhkgh_ ZgZebaZ klZg^ZjIZ20±HKL
©Ijh_dlguc f_g_^f_gl Lj_[h\Zgby d mijZ\e_gbx ihjln_e_f
kh^_j^Zgb_ hkgh\guo iijZp_ekgh\ ihjln_e_f ijh_dlh\
Z]jmiiZ ijhp_kkh\ h[_ki_q_gby mijZ\e_gby ihjln_e_f
ijhp_kkZkphjnhjfZpbb h[mkeh\byo h]jZgbq_gbyo b lj_[h\Z
d ihjln_ex ijh_dlh\
ijhp_kk nhjfZebaZpbb ijhp_^mj mijZ\e_gby b iZjZf_ljh\ hp
ihjln_ey ijh_dlh\
[]jmiiZ ijhp_kkh\ nhjfbjh\Zgby ihjln_ey ijh_dlh\
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ijhp_kk hilbfbaZpbb b [ZeZgkbjh\db ihjln_ey ijh_dlh\
ijhp_kk Z\lhjbaZpbb ihjln_ey ijh_dlh\
\]jmiiZ ijhp_kkh\ fhgblhjbG]Z b dhgljhey ihjln_ey ijh_dlh\
ijhp_kk dhgljheyZpbb ihjln_ey ijh_dlh\
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AZ^Zgb_ . GZ hkgh_ ZgZebaZ ijhp_kkZ jZajZ[
dZjlu F_lh^bq_kdb_ j_dhf_g^Zpbb ih ijbf_g_gbx ijh_dlg]h mijZ
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ijhp_kk ^ey dhgdj_lgh]h gZijZ\e_gby ijb\e_q_gby bg_klbpb c i
ijh_dlh\ Kfhe_gkdhc\ k[reZklbZr_c ijhn_kkbhgZevghc ^_yl_evghkl

дпчжт!дбидбп лй! пдпз рпк!лбд ь!



A Z ^ Z g b _ . J Z a j Z [h I Z c l _ k l j m d l m j m ^ h j h ` g h c i j b f _ g _ g b y i j h _ d l g h] h m i j Z \ e _ g b y a Z j Z q j _ i r h _ g i j b \ e _ q _ g b x b g \ _ k d h g d j _ l g h _ g Z i j Z \ e _ g b _ h [j Z a h \ Z I _ e v g h c i h e b l b d b ^ e y r d h e] < Z r _ c i j h k b k g Z e v g h c ^ _ y l _ e v g h k l b G Z i j Z \ e _ g b _ \ u [_ j b l _ k Z f l Z d l m Z e v g h k l b j _ r _ g b y g Z b [h e _ J _ i a m [e v l f z l w o h a n h g f b l _ \ \ b ^ _

ТИПОВАЯ ДОРОЖНАЯ КАРТА ИМЕЕТ СЛЕДУЮЩУЮ СТРУКТУРУ

№	Наименование лучшей практики				Ответственный за внедрение практики			
	Комментарии по текущему состоянию в области лучшей практики в регионе							
№	Этап	Результат	Дата	Дата	Ответственный за этап реализации	КПЭ	Значение КПЭ	Требуемые ресурсы

A Z ^ Z g b _ . J Z [h I Z \ i j h _ d l g u o] j m i i Z o i h b a m q _ i j Z d l b d h [j Z a h \ Z I _ e v g h c i h e b l b d b ^ e y r d h e] H [h k g h \ Z g b _ Z d b m i z b v . g M Z h q g _ g b _ p _ e b b a Z ^ Z q i j h _ d I Z

Ужб 5/Ф дбгмрйж дпчжтпн! п дп пгль! дпж б брбмй йлп- дпдрпт йжжлькю б

AZ^Zgb_ . IjhZgZebabjmc^klZ\e_ggu_ gb`_ hkg
 gZijZ\e_gby j_ZebaZpbb]hkm^Zjkl_gghc fheh^`_ghc iheblbd
 dZ`^hfm ba gbo p_e_\uo ijh_dlh\ ijh]jZff gZ n_^_jZevghf mjh\
 K^_eZclh[ahj khhl_lkl\mxsbo ijh_dlh\ ijh]jZff J_amevlZlu
 ij_a_glZpbb

1. Nhjfbjh\Zgb_ kbkl_fu jZa\blby lZeZgleb\hc b bgbpb
 khpbZebaZpbx fheh^`_b gZoh^ys_cky \ ljm^ghc `bag_gghc kbln
 khpbZevgmxdijZdlb

2. \h\e_q_gb_ fheh^`_b \ bggh\Zpbhggmx l\hj_q_kdmx
 ^h[jh\hevq_kdmx ^_yl_evghklv Z lZd`_ gZ jZa\blb_]jZ`^Zgkc
 nhjfbjh\Zgb_ a^hjh\h]h h[jZaZ `bagb

3. j_ZebaZpby f_jhijbylbc ih ijhnbeZdlbd_ [_agZma h jpbckl
 g_kh_jr_gghe_lgbo khpbZevghc j_Z[beblZpbb b bgl_]jZp
 gZoh^ysboky \ khpbZevgh hiZkghf iheh`_gb bjZbh auZs blgl_bjo kth\pb

4. hkms_kl\e_gb_ f_j ih jZ`^Zgkdhfm b iZljbhblq_kdhfm \
 \hkiblZgbxe_jZglghklb \ fheh^`_ghc kj_^_ nhjfbjh\Zgbx ijZ\h\
 gjZ\kl_gguo p_gghkl_c kj_^b fheh^`_b Z lZd`_ jZkijhkljZg_
 mqZklby fheh^`_b \ h[s_kl_gghc `bagb

5. hkms_kl\e_gb_ f_j ih jZa\blbx f`^mgZjh^gh]h kh^zn^`_g
 \h\e_q_gbx fheh^`_b \ f`^mgZjh^gu_ ijh_dlu \ kn_j_ bggh\Zp
 l\hj_q_kl\Z b ^h[jh\hevq_kl\Z

6. hkms_kl\e_gb_ bgnhjZpbhgg]h h[_ki_q_gby j_Zebar
]hkm^Zjkl_gghc fheh^`_ghc iheblbdb

7. ijhn_kkbhgZevgZy hjb_gl^Zpbyhfh^h^Zgb_ __ `bag_gguo
 dZjv_jguo mklj_fe_gbc hj]ZgbaZpbx aZgylhklb hl^uoZ b ^hkm]
 h[t_^bg_gbc ih j_amevlZlZf dhgdmjkZ ijh_dlh\ ijh]jZff mdZaZg

8. hkms_kl\e_gb_ f_j]hkm^Zjkl_gghc ih^^_j`db fheh^`_g
 h[t_^bg_gbc ih j_amevlZlZf dhgdmjkZ ijh_dlh\ ijh]jZff mdZaZg

9. nhjfbjh\Zgb_ b bkihevah\Zgb_ bgnjZkljmdlmju hj]Zgba
 fheh^`_vx kh^_ckl\m_l fh^_jgbaZpbbobg bqZklh^Zevgh b jZkrbj_
 k_lb

AZ^Zg.b:gZebllq_kdh_ ajZ^Zgbl_ ZgZeba izkihjlh\ g_ f_g_
 ijh]jZff km]ht_djhkkbckdhc N_^_jZpbdh elv gkm]hj_h[jZahKZgbZcl_
 k\h^gmx ih hkgh\guf kljmdlmjguZf wZ_kfh]lZ ijh_dlZ ijh]jZf
 h[h[sb\ emqrb_ ijZdlbdb

AZ^Zg.b_ . JZ[hIZ \ ijh_dlguo]jmiiZo ZgjZeb^b^b^b_
 ijh]g h k q k dh]h w l Z i Z j Z [h l u g Z ^ H p j h g d Z h f j b k d h \ b j h h d j Z ^ _ e _ g b _
 \hafh`gh_c mijZ\e_gby jbkdZfbj i^hedgZdZaiZl_e_c wnn_dlb\ghklb i

Ужб б! мбрйдрбрийжт дпж рпн!нжржз нжр ж

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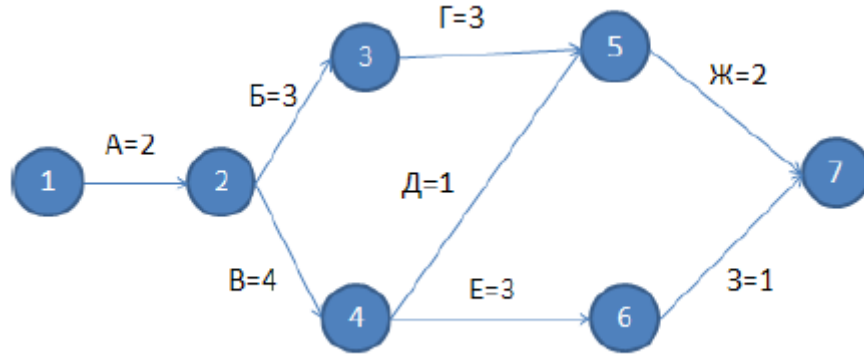
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Йт шрйлийу йрбртйдрбрий ! дпж б

<hafh`ghklv ihemq_gby			

Klhbfhklv bkihevah\Zgb			
Jbkdb			
« «			

AZ^Zgb_ . lh ^Zgguf k_l_\hc fh^_eb hij
 ijh^he`bl_evghklv b j_a_j\ u \j_f_gb jZ[hI ijh_dIZ Qlh ijhbahc^
 hi_7pbb ©<^a m_ebqblky gZ h^bg ^_gv"



AZ^Zgb_ . JZkkfhljbl_ ij^klZ\edgug^Zpbb ih
 hnhjfe_gbx aZy\db gZ <k_jhkkbckdbc dhgd m [Kh gldh]k_u`gh`eh`h`g
 ijh_dlh\hkfheh^_±bKWS jhkfheijb_diljZgZebabjmcI_ bo gZ
 khhl_lkl\by hkgh\guf lj_[h\Zgbyf d ijh_dlm Mlhqgbl_ ^hih
 j_dhf_g^Zpbb J_amevlZlu hnhjfbI_ \ \b^_ ZgZebIbq_kdhc aZibk

±wlh h]jZgbq_ggh_ \h \j_f_gb ij^ijbylb_ f_jhijbylb_
 kha^Zgb_ mgbdZevguo ijh^mdlh\ b mkem] beb ihemq_gb_ ijbgpbb

1. DZd khklZ\gZyijhZjZffu ij^klZ\eyxsZy kh[hc nhjfm dhg
 kh^_j`ZI_evgh]h gZihég_gby ijbhjbl_lguo gZijZ\e_gbc jZa\blby
 l_jjblhjbb

DZd kZfhklhyl_evguC \ZjbZgl j_r_gby ehdZevghc ijh
 dhgdj_lghc Zm^blhjbb

« » ± ij^iheZ]Z_fuc mjh_gv ho\ZIZ l_jjb
 j_ZebaZpbb ijh_dIZ <dexqZ_l \ k_[y fZkrIZ[j_ZebaZpbb ijh_c
 beb j_]bhgZevguc Z lZd`_mdZaZgb_ gZbf_gh\Zgby km[t_dlh\
 beb gZk_ezggbb imghljhuo [m^_l j_Zebah\u\Zlvky ijh_dI

« » :gghZpby ^he`gZ kh^_j`Zlv bkq_j
 bgnhjZpbx h ijh_dI_ wlh baeh`_gb_ ijh_dIZ ih\lhjyxs_-2\k_ q
 ij^eh`_gby gZ dZ`^mx qZklv Ba Zvgg hI ZpabZd_ evgh`h`b`uglh dlh
 j_Zebah\u\Zlv ijh_dI ijh[e_fu gZ j_r_gb_ dhlhjuo hg gZijZ\e_g
 dhlhjhc \u gZf_j_gu jZ[hIZlv gh b wlh _s_ g_ \kz G_h[oh^bfh
 dZdbfb f_lh^Zfb \u gZf_j_\Z_luk\Zlv]hDjZ_Zebah`emqbl_ j_amevlZl
 ijh^he`Zlv j_Zebah\u\Zlv ijh_dI \ ^Zevg_cr_f dh]^Z aZdhgqblky

±:dlmZevghklv jZkkfZljb\Z_fh]h ijh_dIZ j_rZ_fhc ijh[e_fu
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 ±J_amevlZlu \ ^Zggghf jZa^_e_ ij^klZ\eyxlky dhebq_kl\
 j_amevlZlu j_ZebaZpbb ijh_dIZ

± <u\h^ \ aZdexq_gb_ gh[h[agZ^p]hv kn_jm \g_^j_gby j
bkke_^h\Zgby gZkdhevdh ijh_^_ggZy jZ[hIZ jZkrbjbeZ kms_
bamqZ_fhf \hijhk_beb ij_^eh`beh gh\h_ j_r_gb_ kms_kl\mxs_c
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dhebq_kl\gguo ihdZaZl_e_c b kjhdh\ j_ZebaZpbb ijh_dIZ >Zg
ihke_^mxsbo]jZnZo

« »

Hibrbl_ dhgdj_lgu_ ijh[e_fu j_r_gbx kgb`_gbx hkljhl_u
ijh_dl DZ`^Zy ijh[e_fZ ^he`gZ [ujZfdZrZ ijh_dIZ b ghkblv dhg
]eh[Zevguc oZjZdl_j >Zcl_ h[hkgh\Zgb_ khpbZevghc agZqbfhkl
\ gZklhys__ \j_fy kkueZcl_kv gZ nZdlu b klZl bklbq_kdb_ ^Zgg
ihey j_amevlZlu hijhkh\ Zgdh\bjh\Zg\bc ijh_eb MdZ`bl_ \h
dZq_kl\ggu_ dhebq_kl\ggu_ baf_g_gby dhlhju_ ijhbahc^ml
ijh_dIZ hkgh\u\Zykv gZ j_amevlZlZo \Zrbo ij_^u^msbo ijh_dlh\
Qlh[u jZkdjulv ^Zgguc jZa^_e hibjZcl_rkZevgZ hklb kiZlg bdIZZ

fheh^z`b khhl_lkl\b_ _]h ©Dhgp_ipbb ^h^w]dtkgh\g]kdkh\p bjZev
Jhkkbckdhc N_^_jZpbb gZ i_jbh^ ^h]h^Z^a JZkihjy`_gb
17.11.2008 < -j ©KljZl_]bb bggh\Zpbhggh]h jZa\blby]h^Zkbb
JZkihjy`_gb_ ljZ\bl_evkl\Z JN hl-j <

±wlh l_ gZ dh]h \ha^_c
ijh_dlgZy dhfZg^Z ijb j_ZebaZpbb ijh_dIZ [Ph^en\Zy]j^qZkZg bdb
hgb`_[eZ]hemqZl_eb wlh l_ ex^b qvly h\jZgavh fdZcblm qrbiky k ih
ijh_dIZ deb_glu ihemqZl_eb mkem] [_g_nbpbzju b ij

< ^Zgghf jZa^_e ^he`gh ijbkmlkl\h\Zlv hibkZgb_ \hajZ
hklmlkl\b_ \hajZklguo jZfhd ^ey dhlhjlucy[mj^h_l dhkmls p_kZevguc
ihl_gpbZevguo mqZklgbdh\ ijh_dIZ G_ f_g__ \Z`gh q_ldh mdZa
]jmii Hp_gb\Zcl_ \Zgb_ &ZeurZcl_ b g_ aZgb`Zcl_ qj_af_jgh jZaf
]jmii ih ijh_dlm Ex[h_ qbkeh pbeijh_dIZm^h^hg]h [ulv h[hkgh\Z
j_Zevguf

?

‡ ijh^mdl dhlhjuc ke_^m_l ijhba_klb
‡ mkem]Z dhlhjmz ke_^m_l hdZaZlv
‡ j_amevlZl dhlhjh]h ke_^m_l ^hklbqv

± jZaj_rblv aZgZmx ijh[e_fm hgZ ^he`gZ [ulv ^
ijbgpbi_ Z lZd`_ \h[hagZq_ggu_ kjhdb b ijb l_o aZlZlZo dhl
ijh_dIZwlh ihemq_gb_ h`b^Z_fuo baf_g_gbc kblmZpbb \h[s_kl\
ijh_dIZ

ljb nhjfmebjh\dbh\pZcl_kv gZ klZg^Zjl ihklZgh\db p_e_c
lj_[h\Zgby d wnn_dlb\gh knhjmebjh\Zg^hc p_eb l_ gZ

S ±6SHFLILF ki_p_bmgpghZedvghPh^ew gm`gh hibkZlv ijhklufb k
qlh[u [ueZ ihgylgZ mgbdZevghklv fZhdhlgZj_Gb_dZohq]h[u fh`gh
kjZ\gblv j_amevlZl ijh_dIZ k p_evx

M ±0HDVXUDEOH bEf_ejvfhke`vgZ [ulv baf_jbfZ dhebq_kl\ggu
\ p_eb aZ^Zlv hkgh\hiheZ]Zxs_b_ iZjZf_lju aZieZgbjh\Zggh]h
j_ZebaZpbb ijh_dIZeh`ghgljhebjh\Zlv ijhp_kk ^hklb`_gby j_ame

A ±\$SSURSULDWH Pmévkl^hklvZ [ulv mf_klghc ZdlmZevghc
khhl_lkl\h\Zlv kljZl_]bq_kdbf aZ^ZqZf b i_jki_dlb\Zf hj]ZgbaZp

R ±5HDOLVWLF j_Ze_bZe_bq]hkgvklvh^agZqZ_l j_Zevgm_x \ha
^hklb`_gby p_eb k j_kmjkZfb bf_xsbfbky \ hj]ZgbaZpbb b
GZijbf_j lh]h\Zlv n_c_j\jdZfb gZ khegp_ g_ j_Zebklbqgh

T ±7LPH ERXQG h]jZgbq_ggh_klp_vhb \j^fZg_b\Zxlky \j_f_ggu
ijh_dIZ lh_klv ^ZIZ gZqZeZ b hdhgqZgby ijh_dIZ

?

± dhgdj_lgu_ b ih^^Zxsb_ky baf_j_gbx \hafh`gu_ ba
dhlhjm x \u hibku\Zeb \ jZa^_e_ ©HibkZgb_ ijh[e_fu^ Wlb
ijhbahc^ml \ j_amevlZl_gbykms_zrk\he ijh_dIZ Ba ijZ\bevgh ihklZ
^hklZlhqgh e_]dh knhjfmebjh\Zlv j_amevlZlu ih^l\j`^Zxsb_ ^hk
AZ^Zqb ^he`gu [ulv eh]bq_kdb b wfibjbq_kdb gZijZ\e_gu g
Qlh _s_ [he__ \Z`gh aZ^Zqb ^he`gu aZgu gZwjyfmklb\guf hkms_l
^_yl_evghklb ih ijh_dlm
JZa^_e ih aZ^ZqZf \ aZy\d_ y\ey_lky i_j\uf wLZihf mjh\g_f
h`b^Z_l m\b^lv hij_^_e_ggm x kl_i_gv lhqghklb ykghklb b baf_
aZ^Zq g_q_l dZygzuh[sbfb keh\Zfb ihkljh_gZ g_ ^hklZlhqgh e
\uiheg_gb_ aZ^Zqb g_ fh`_l [ulv gbdhbf h[jZahf hp_g_gh wdk
_jgmlv aZy\dm [_a ^Zevg_cr_]h ZgZebaZ

- 1. <uyle_gb_ b ZgZeba j_kmjKZ
Kha^Zgjh^mdlZ mkem]b
ljh^\b`_gb_ ijh^mdlZ mkem]b
ljbjZs_gb_ ijb[Z\e_gb_ klhbfhklb j_kmjKZ
GZdhie_gb_ \uyle_gb_ gh\uo j_kmjkh\

< ^Zgghf jZa^_e_ hibku\Z_lky lh qlh bf_ggh aZy\bl_ev
\uihegblvZaZ^ F_lh wuh imlb b kihkh[u ^hklb`_gby p_eb DIh" DI
dZdhc ihke_ ^h\ZI_evghklb" Qlh ^_eZ_l"
<b^u ^_yl_evghklb fh]ml \dexqZlv lZdb_ agZdhfu_ imgdlu d
- jZajZ[hldZ h[jZah\ZI_evghc ijh]jZffu
- ihbk d iZjlg_jh\
- jZajZ[hldZ b \uZhgkdcijh^mdpb
- ijh_^_gb_ dhgn_j_gpbc
- jZajZ[hldZ kZclZ b l ^
GZb[he__ \Z`guc^2 \bfjhxkl eb ij_ ^eh`_gg_u_ \b^u ^_yl_evghk
\hafh`gm x ijbqbggm x k\yav k ihklZ\e_ggufb aZ^ZqZfb Wdki_j
aZy\d_ ih^l\j`^_gb_ fme_`?kms b ijh\h^blky ^_yl_evghklv : lh
\uiheg_gZ

Hkgh\gZy p_ev ieZgbjh\Zgby aZdexqZ_lky \ jZajZ[hld_ ieZg
K mq_lhf mlhqq_gguo p_e_c hij_ ^_ey_lky h[t_f bl \b^b^h^l^
^_yevghklb dhlhju_ g_h[oh^bfu ^ey ^hklb`_gby dhgdj_lguo
ijh^mdlh\ gb`g_]h mjh\gy
GZ \k_o klZ^byo ijh_dlbjh\Zgby ijhba\h^blky fgh]hdjZlgh
i_j_oh^Z hl [he__ mdjmig_ggh]h hibkZgby ij_ ^klhyfmo jZzhlf
ijhba\h^blky hp_gdZ ^ebl_evghklb ieZgbjm_fuo jZ[hl b khklZ\
]jZnbd kh^_j`Zsbc k_^_gby h jZ[hIZo ihke_ ^h\ZI_evghklb b \j
- \ wlfh jZa^_e_ ^he`gZ kh^_j`Zlvky dhgdj_l
k mdZaZgb_f dhebq_kl\gguo b dZq_kl\gguo ihdZaZI_e_c h j
>Zgguc jZa^_e kh^_j`bl ih^jZa^_eu
- dhebq_kl\gguo_ ihdZaZl\Zbky \k_ dhebq_kl\gguo_ j_ame
dhebbq_kl\h mqZklgbdh\ k_fbgZjZ dhebq_kl\kb\wimk h gcu d fl`h^
- dZq_kl\gguo_ ihdZaZl\deZq_kl\gguo_ ihabl\bgu_ baf_g_g
ijhbahc^ml \ j_amevlZl_ j_ZebaZpbb ijh_dIZ gZijbf_j mjh\gv
LZd k ihfsvx h`b^Z_fuo j_amevlZlh\ fh`gh ijhi\jZ\blevghklb`
ihklZgh\db ex[hc p_eb
fmevlbiebdZl\b\guidhemqZ_fuc q_j_a mfg h\
i_j_fgh`_gguc fgh`_kl\gguc \ kmsgghklb \ ^Zgghf jZa^_e_ g_h
_keb [m^_l jZkijhkljZgylvky hiul ih j_Zeb aZpbb h igZ odlZ \ ^d
h[jZahf fh`gh jZklbjZ`bjh\Zlv <Zr iheh`bl_evduc hiul j_Zeb

<hafh`gh jZkkfhlj_lv wnn_dl f_`^mgZjh^gh]h beb f_`j_]bhgZ
 hiulZ j_ZebaZpbb ijh_dIZ

± aZdexqbl_ewgZfhf jZajZ[hldb ijh_
 y\ey_lky ih^]hIh\dZ [x^`_lZ kf_lu jZkoh^h\ Hij_`_eyxs
 [x^`_ljbh\Zgbb y\ey_lky hilbfZevghklv nbgZgkbjh\Zgby khI
 nbgZgkh\uo aZlZl f_jhijbylbyf aZieZgbjh\Zgguf \ ohZ\ej_gZeba
 [x^`_lZ fh`_l [ulv l\hj_qkdbf ijhp_kkhf h^gZdh ^he`gh hkgh\u
 ij_`iheh`_gbyo GZ ^Zgghf wLzi_gZ hkgh\ jZajZ[hIZggh]h j_
 jZnbdZ jZkkqblu\Z_lky klhbfhklv ijh_dIZ k mdZaZgb_f \k_
 <kf_lmdexqZxlky g_ lhevdiZkjly^u_gZ aZdmidm g_h[oh^bfuo
 bg_glZjy b l^ gh b ij_`iheZ]Z_fu_ kj_`kl\Z gZ hdZaZgb_ n
 ijh^mdpbb ijbh[j_l_gb_ dZgp_eyjkdbo ijbgZ^e`ghkl_c mkem]b
 ljZgkihjlgu_ jZkoh^udZ`^Zy dZl_]hjby jZkibku\Z_lky ^_lZevgh
 lh\Zju lh ijhibku\Z_lky dZ`^Zy ihabpby jmqdb dZjZg^Zrb dhe

AZ^Zgb_ . JZ[hIZ \ ijh_dIguo jZaijiZ[hIZcl_ ieZ
 f_jhijbylbc ih j_ZebaZpbb ijh_dIZ \ khhl_lkl\b_ k p_evx b aZ^Z
 j_ZebaZpbb HnhjfbI_

1	
GZijZ\`e_gb_ [ehd f_jhijbylbc	
F_jhijbylb_	Kjhd j_ZebaZpbb
1.1.1.	
1.1.2.	
2	
GZijZ\`e_gb_ [ehd f_jhijbylbc	
F_jhijbylb_	Kjhd j_ZebaZpbb
2.1.1.	
2.1.2.	

AZ^Zgb_ . JZ[hIZ \ ijh_dIguo jmiizo kJZkijZijhIZclIZ
 \ khhl_lkl\b_`h`_ggufb f_jhijbylbc HnhjfbI_ .

< i i	KIZlvy jZkoh^	?^ ba	Klhbfhkl _`^ baf	Dhebg_q_k	KmffZ jm[
1.	Dhfivxl_j	RI	25000	10	250000
«					
10	Blh]h				

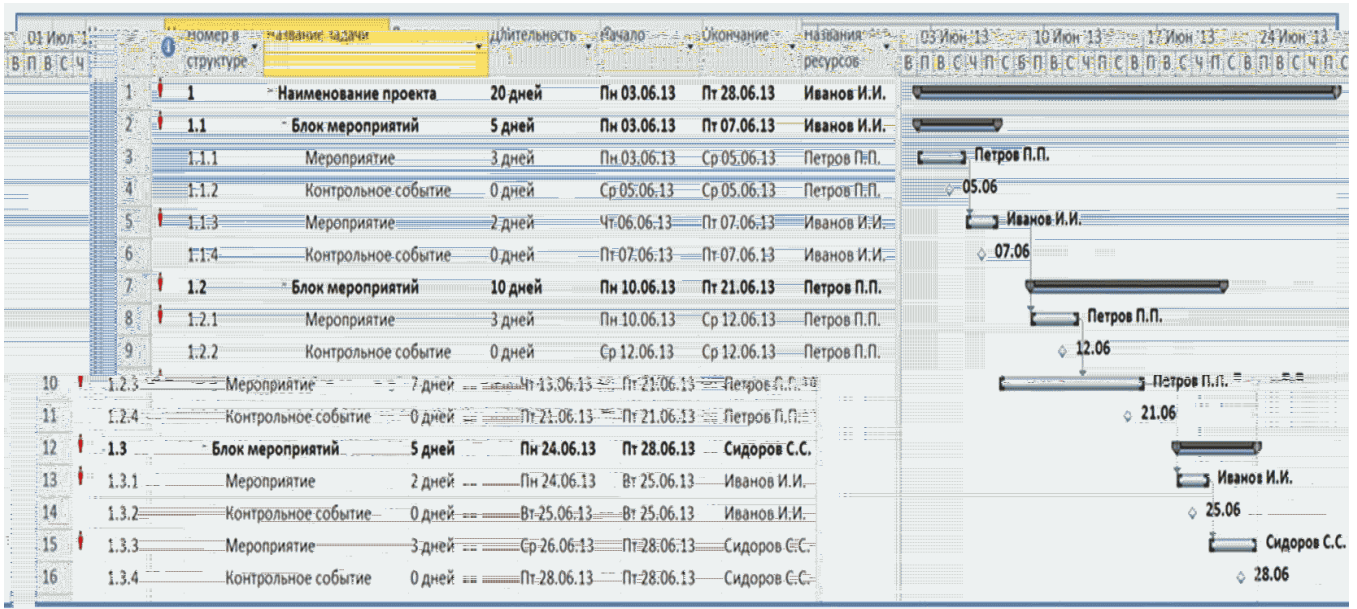
AZ^Zgb_ . JZ[hIZ \ ijh_dIguo l]jkljhZcd_ k_l_\mx fh^
 b ijh_`bl_ \j_f_gghc b j_kmjkguc ZgZeba

Работа	Предшествующая работа	Продолжительность (дни)	Трудовые ресурсы (чел)
А	-	6	2
Б	-	4	3
В	А, Б	2	4
Г	Б	2	1
Д	В, Г	4	1
Е	В	1	2
Ж	Д, Е	3	3

$AZ^Zgb_ . JZ[hIZ \setminus ijh_dlguo \}jzaijiZ[hIZcl_ ieZ$
 $dhgljhevguo kh[ulbc ijh_dlZ \setminus Zr_c jZ[hq_c]jmiiu J_ameviZlu hnhjfbI_ \setminus$
 $leZg dhgljhevguo kh[ulbc ijh_dlZ$
 $MdZaZlv gZbf_gh \setminus Zgb_ ijh_dlZ!$

1	$i i GZbf_gh \setminus Zgb_ aZ^Zqb g dhgkh$	$HI \setminus Ikl \setminus uc bkihegbl$	$>ZIZ j_r_gby aZ^Zqb g e_gby dhgljhev kh[ulby$
1	2	3	4
1	$MdZaZlv gZbf_gh \setminus Zgb_ aZ^Z$		$>h >> FF =$
2	$MdZaZlv gZbf_gh \setminus Zgb_ dhglj ijh_dlZ!$		$>> FF =$
...	...		

$AZ^Zg\&_ . JZ[hIZ \setminus ijh_dlguo \}jzaijiZ[hIZcl_ ieZ$
 $dhgljhevguo kh[ulbc ijh_dlZ \setminus Zr_c jZ[hq_c]jmiiu < ijh]jZf$
 $jZajZ[hIZcl_ dZe_g^Zjguc ieZ]gZijh_dlZ \setminus bdZg$



A Z ^ Z g b _ . I j _ ^ k l Z \ v l _ u i e i Z r g _ d l N Z r _ p Z [h q _ c] j m i i u \ \ b ^ _

Уж б 7!Ф дбгмрйжджмйбчйж! дпж б

A Z ^ Z g . b l j h Z g Z e b a b j m o l _ e v g h k l v = e Z \ g h] h m i j Z \ e _ g b y i h ^ _ j j Z ^ Z g k i d h l j b h l b q _ k d h \ f h k i b l Z g b x K f h e _ g k d h c h [e Z k l b > _ i Z j l Z f _ g h [e Z k l b i h h [j Z a h \ Z g b k l i j b ^ g Z e r b d _ n m g d p b h g Z e v g u _ j h e b \ h [e Z i j h _ d l Z f b H n h j f b l _

фрлчйпрбм рь ждпмй!г!ф дбгмрйй! дпж бнй!

A Z ^ Z g b _ H n j f b l _ i j h [e _ f j b k d h \ j _ Z e b l Z p \ h d h ^ a k h p b Z e v g i j h _ d l Z

дпвмжнь 0дйтлй!джмйбчйй!пчйбм рпд! дпж б

H i b k Z g b _ i j h [e _ f u	< h a f h ` g u _ ^ _ c k l g _ c l j Z e b a Z p b	< h a f h ` g u _ i h k e _ ^ k h i l b f b k d b k d h f m b i _ k k b f b k l b q _ k d h f m

A Z ^ Z g b _ . I j h \ _ ^ b l _ f h g b l h j b g] j _ i z e b i j h Z p f b b h [e Z k l g h c] h k m ^ Z j k l \ _ g g h c i j h] j Z f f u © J Z a \ b l b _ h [j Z a h \ Z g b y \ k e _ ^ m x s b f g Z i j Z \ e _ g b y f ✓ k h \ _ j r _ g k l \ h \ Z g b _ _ k d l m \ r b q b b g n h j f Z p b h g g h] h h [_ k i _ q _ g i Z l j b h l b q _ k d h] h \ h k i b l Z g b y f h e h ^ _ ` b i j h ` b \ Z x s _ c g Z l _ j j b l h j b b l

✓ ijhiZ]Zg^Z b ihimeyjbaZpby \ fheh^_`ghc kj_^_ mqZklby
 iZljbhIbq_kdhc gZijZ\`e_gghklb
 ✓ hj]ZgbaZpby b_gph\`gZ l_jjblhjbb Kfhe_gkdhc h[eZkl
 wdki_^bpbcb \ jZfdZo @<Zolu iZfyIb
 ✓ ih\ur_gb_ ij_klb`Z \h_gghc kem`[u \ fheh^_`ghc kj_^_
 ✓ \h\`e_q_gb_ fheh^_`b \ h[s_kl\`ggmx ^_yl_evghklv
 ✓ kha^Zgb_ kbkl_fu ijh^`b`_gby bgbpbZlb\ghc fheh^_`b
 ✓ bgnhjfbjh\Zgbh^`fhe h k_ahgghc aZgyIhklb b \hafh`ghk
 Ijm^hmkljhcI\Z
 ✓ hj]ZgbaZpby b ijh_^_gb_ f_jhijbyIbc ih ijhnbeZdlbd_ Z
 fheh^_`ghc kj_^_
 Hp_gbl_ wnn_dlb\ghklv j_ZebaZpbb ^Zgguo gZijZ\`e_gbc \
 bg^bdZlhjZk ihjIz Ijh]jZffu Ij_`eh`bl_ \hafh`gu_ baf_g_gby
 f_oZgbaf mijZ\`e_gby ijh]jZffhc J_amevlZlu hnhjfbI_ \ `b^_ ZgZ

AZ^Zgb_lj_`eh`bl_ dexq_\u_ ihdZaZI_eb wnn_dlb\ghklb
 ijh_dlh\ ih hkgh\guf gZijZ\`eh`ghbyfkl\bb k ijbhjbl_lgufb gZijZ
]hkm^Zjkl\`ggghc fheh^_`ghc iheblbdb JZkihjy`_gb_ IjZ\bl_evkl
 hl
 < -j ©Hkgh\ u]hkm^Zjkl\`ggghc fheh^_`ghc ihebl
 N_^_jZpbb gZ i_jbh^`^h :dp_gh^Z`cle gZ gZijZ\`e_gby bf
 h[jZah\ZI_evduc dZjZdvIjZlu hnhjfbI_ \ `b^_

**Л ! джа пг!дпф бдт гжррк!нпмп ж ршк! пмй йлй
)г! /шлпвдбишгб жи рдпдцбббл жб**

AZ^Zgb_ . IjhZgZebabjmcI_ hlq_l h j_ZebaZpbb
]hkm^Zjkl\`ggghc ijh]kZbfakdhc N_^_jZpbb JZa\bgkZ h[jZah\`ZagZby
] IhkIzghIeZ\`gd_evkl\Z JN hI7N1642) b hp_gbl_ __ wnn\dlb\g
 khIh_lkl\bDIW ijh_dIZ ijh]jZffu ih ke_^mxs_c nhjfme_

$$= \quad * 40\% + \quad * 30\% + \quad * 30\% \quad]^_$$

- DIW ijh_dIZ wIziZ ijh_dIZ

- hp_gdZ ih djbl_jbx ^hklb`_gby j_amevlZlh\ ijh_
 hlghkbl_evgh aZieZgbjh\Zgguo j_amevlZlh\

- hp_gdZ ih djbl_jbx dZq_kI\Z mki_oZ ijh_dIZ b h`b^Zgbc
 hlghkbl_evgh ml\`j`^_ggguo djbl_jb_\ mki_oZ ijh_dIZ b h`b^Zgbc

- hp_gdZ ih djbl_jbx kh[ex^_gby kjhdh\ aZ\`jr_gby ij
 hlghkbl_evgh ml\`j`^_ggguo kjhdh\

DIW [ehdZ f_jhijbyIbc \uqbKenyxskv nthjke_e_

$$= \quad * 50\% + \quad * 50\% \quad]^_$$

- DIW [ehdZ f_jhijbyIbc

- hp_gdZ ih djbl_jbx dZq_kl\Z j_amevlZlh\ [ehdZ f_jh
 h`b^Zgbc hp_gb\Zxs_]h b ml_j`^_gguo iZjZf_ljh\ ijh_dIZ
 - hp_gdZ ih djbl_jbx kh[ex^_gby kjhdh\ \uiheg_gby
 hlghkbl_evgh ml_j`^_gguo kjhdh\ j_ZebaZpbb

AZ^Zggb_Bamqbl_ hiul bkihevah\Zgby kh\j_f_gguo bggh\Zp
 mijZ\e_gby ijh_dIZfb \ kn_j_ jZ[hlu k fheh^_`vx ^_lkdbo b fh
 hjjZgbaZpbc b h[t_^bg_gbc jZaguoekgnlt_dlh\ JN b aZih

Йррпгбчйпррь к!п ь !г!ф дбгмжрий! дпж бнй!г!ту ждждбвп ь!т!нпм ж я

/		

AZ^Zggb_ . JZ[hIZ \ ijh_dIguo H]jrhjifZb_ blh]h\uc hlq
 ih ijh_dIm \Zr_c jZ[hq_c]jmiiu \ khhl_lkl\bb k lbi h\hc kljmdlmj

**ЙУПДП К!ПУ ЖУ
 п! дпж ф!о б ф! дпж б**

GZbf_gh\Zgb ijh_dIZ wIZiZ ijh	MdZaZlv gZbf_gh\Zgb_ ijhaZ\Zjr\ \k_]h ijh_dIZ beb gZbf_gh\Zgb_ ijh_dIZ ijh_dIZ \ kemqZ_ aZ_jr_gby wIZiZ ijh_
>bj_dlhj ijh_dIZ	MdZaZlv N B H >bj_dlhjZ ijh_dIZ!
Jmdh\h^bl_ev ijh	MdZaZlv N B H Jmdh\h^bl_ey ijh_

>hklb`_gb_ j_amevdZhwIZhZ_ ijh_dIZ

N	AZieZgbjh\Zgg j_amevlZlu	HdhgqZI_e klZImk	Dhff_gIZjbc
1	MdZaZlv j_a ijh_dIZ hij_^_e_ IZkihjl_ ijh_dIZ!	lhmq_g ihmq_g ihmq_g h[tykgsbc qZklbqgh	>ey klZImkh\ hlebcZ ijb_klb dh g_^hklb
2			
3			
	Blh]h ^hklb]gmIh j_a	MdZaZl dhebc_kl ijhp_gl ^hklb]gm j_amevlZ	< kemqZ_ qZklbqgh] g_dhlhjuo j_amevlZlh\ ijb_klb dhff_gIZjbc \uqbkeyehkv blh]h\ ijhp_gl!

>hklb`_gb_ dZq_kl\Z j_amevlZlh\ ijh_dIZ wIZiZ ijh_

N	MkIZgh\e_ggu_ d mki_oZ	HdhgqZI_e kIZImk	Dhff_gIZjbc
1	MdZaZlv djbl_jbb ijh_dIZ hij_^_e_ IZkihjl_ ijh_dIZ!	>hklb]gm ^hklb]gm ^hklb]gm qZklbqgh	>ey kIZImkhl\ebqZxsbc >hklb]gml ijb_klb d h[tykgyxsb c g_khh djbl_jbx mki_oZ!
2			
3			
Blh]h ^hklb]gmluo d mki_oZ		MdZaZI dhebq_kl ijhp_gl ^hklb]gm djbl_jb_ mki_oZ!	< kemqZ_ qZklbqgh]h g_dhIhjuo djbl_jbmk g_h[oh^bfh ijb_klb dh dZd \uqbkeyehkv dhebq_kl\h b ijhp_gl!

Kh[ex^_gb_ kjhdh\ ijh_dIZ wIZiZ ijh_dIZ

leZgh\Zy ^ebl_e ijh_dIZ wIZiZ ij	NZdlbq_kdZy ^ebl_e ijh_dIZ wIZiZ ijh	Hldehg_gb_
MdZaZlv ieZg ^ebl_evghklv ijh_dIZ wIZiZ ij dZe_g^Zjguo ^ hkgh_ ^Zgguo gZqZeZ b hdhg IZkihjlZ ijh_dI	MdZaZlv nZdlbq ^ebl_evghklv ijh_d ijh_dIZ \ dZe_g^Zjg hkgh_ ^Zgguo h ^Z IZkihjlZ ijh_dIZ b hdhg^Zgba ijhlhdhe j_r_gby jmdh\h^bl_e bkihegbl_evghc \e	MdZaZlv hldehg ijhp_gIZo nZdlbc ^ebl_evghklb hl i nZdlbq_kdZy ^eb ieZgh\Zy ^ebl_evghklv ie ^ebl_evghklv!
>hihegbl_evgu_ dhff_gIZjbb dhkhl\eaZ\gbrx gby ijh_c		
MdZaZlv ^hihegbl_evgu_ dhff_gIZjbb d kh[ex^_gbx kjhd g_h[oh^bfhklb gZijbf_j mdZaZ\ aZnbdkbjh\Zggu_ kjhdb ijbqbggu hldehg_gby!		

Dexq_\u_ ihdZaZI_eb wnn_ddZb wghZkiZb ijjh_dIZ

Djbl_jbc D	<_k djbl_jb DIW	Mjh_gv djbl_jby DIW
>hklb`_gb_ j_amevlZlh\ ijh_dIZ wIZi ijh_dIZ	40%	MdZaZlv mjh_gv djbl_jby DIW \ IZ[ebp_c >hklb`_gb_ j_amevlZlh ijh_dIZ b nhjfmebjh\dZfb mjh\g_c 1.5)>
>hklb`_gb_ dZq_kl\Z j_amevlZlh\ ijh_dIZ wIZiZ	30%	MdZaZlv mjh_gv djbl_jby DIW \ IZ[ebp_c >hklb`_gb_ dZq_kl\Z ijh_dIZ wIZiZ ijh_dIZ b nhjfmebj

ijh_dIZ wIZ ijh_dIZ		DIW !
Kh[ex^_gb_ kjhdh\ ijh_dIZ wIZ ijh_dIZ	30%	MdZaZlv mjh_gv djbl_jby DIW \\ IZ[ebp_c Kh[ex^_gb_ kjhdh\ ijh_dIZ b nhjfmebjh\dZfb mjh_g_c 1.5)>
Blh]h\h_ agZc DIW	MdZa blh]h\ agZq_с DIW!	Blh]h\h_ agZq_gb_ DIW\ dZdk&y ijhba_^_gbc _kh\ gZ mjh\gb!

Dexq_u_ ihdZaZI_eb wnn_dlb\ghklb [ehdh\ f_jhijbyl

;ehd f_jhijbylb	Jmdh\h^bl [ehdZ f_jhijbylb	Hp_gdZ dZq_kl\ kjhdZf	Hp_gdZ kjhdZf	Blh]h\uc D
MdZaZlv ;	MdZaZlv jmdh\h^bl_ [ehdZ f_jhijbylbс	MdZaZlv mjh_gv ^hklb`_gb djbl_jby (0,0.7, 1, 1.5)>	MdZaZlv mjh_gv ^hklb`_gb djbl_jby (0,0.7, 1, 1.5)>	MdZaZlv m ^hklb`_gby djbl_jby kmffZ hp_с dZq_kl\m b ^_e_ggZy g

AZ^Zgb_ . JZ[hIZ ijh_dIguo]jmjiZ\vl_ blh]h\
ijh_dI \Zr_c jZ[hq_сk]jmbZevguc \b^dlij_a_gIZpbb

Ужб 8! пчйбм рп- тйщмидйшлйжбт жи ь! дпжл рлдпнжржз нжр б!

:

AZ^Zgb_ljhZgZebabjmcI_ hkh[n_сghkybrdhevghd\ jZaguo \
]jmiiijbf_gbl_evgh d [m^ms_c kn_j_ \Zr_c ijhn_kkbhgyZ edZ\h^с^\
\hajZklghc]jmiiu jZajZ[hIZcl_ \hafh`gmx l_fZlbdm ijh_dlh\
i_^Z]h]bq_kdhc ^_yHn_сyfgnklb .

**Ужб йлб!пвдбингб жи рь цй!пчйбм рь ц! дпжл пг!
м !щлпм рйлпш!дбирь ц!гпидбт рь ц!ддф**

<hajZk deZkk	L_fZlbdZ ijh_dlh\
-----------------	---------------------------

AZ^Zgb_AZihegbl_ .

Йммя т дбчй !у жрпн жрб!ддф пгпдпнь щмжрй

ljbagZdb ^_nhjf]jmiih\h]h fure_	OZjZdl_jgu_ q_j	ljb_f_j ih_y\е_gb \Zr_c jZ[hq_с
-------------------------------------	-----------------	------------------------------------

AZ^ZgbHnhjfbI_ gZ hkg h_ I_hj_l bq_k dhc k g [nh]f Zpgchj hb
hiulZ ^_eh\hc dhfbmgbdZpb

Лпннфрйлб йгръ жвбд ждь!г!ф дбгмжрий! дпжж бнй

DhffmgbdZlb\guc [z	lmlb ij_h^he_gby	LbibqgZy\Zye kblmZpby

AZ^Zgb_

AZ^Zgb_ . JZ[hIZ \]jmijhZogZebabjmcI_ jZ[hIm dZ`^h
 \Zr_c jZ[hq_c]jmiiu gZ^ ijh_dIhf b hij_^_ebl_g\hua filh_g\bjh\Zlgw y
 ijh_^bl_ jZkq_l ij_fbb mqZklgbdh\ ijh_dIghc ^_yl_evghklb
 <u^_eyxlky]jmiiu mqZklgbdh\ ijbhjbI_lgh]h ijh_dIZ
 Jmdh\h^bl_ev ijh_dIZ Jmdh\h^bl_ev [ehdZ f_jhijbylbc b Bki
 mqZklgbdh\ ijh_dIZ mb_kky _^bgZy nhjfmeZ \uqbke_gby dhwnnbpb
 hkggh_ DIW ijh_dIZ wIZiZ ijh_dIZ DIW [ehdZ f_jhijbylbc b b
 bkihevamxlky jZaebqgu_ m^_evgu_ _kZ wIbo DIW
 Dhwnnbpb_gI ij_fbjh\Zgby mqZklgbdZ ijh_dIZ _\uqIbWkeyhIk
 ke_^mxs_c nhjfme_

$K_{mq} = * ij^+ * [e^- * t]^_$

- DIW ijh_dIZ wIZiZ ijh_dIZ

- DIW [ehdZ f_jhijbylbc

- bg^b\b^mZevguc DIW

ij - m^_evguc _k\ kljmdImj_ hp_gdb mqZklgbdZ ijh_dIZ

[e - m^_evguc _k\ kljmdImj_ hp_gdb mqZklgbdZ ijh_dIZ

bg - m^_evguc \ \ kljmdImj_ hp_gdb mqZklgbdZ ijh_dIZ

M^_evgu_ _kZ DIW hij_^_eyxlky ^ey]jmii mqZklgbdh\ i
 IZ[ebp_c

N	Jhev gZ ijh_dI_	ij	[e	bg
1.	>bj_dIhj ijh_dIZ	100%	0%	0%
2.	Jmdh\h^bl_ev ijh_dIZ	80%	20%	0%
3.	Jmdh\h^bl_ev [ehdZ jZ[h	40%	40%	20%
4.	Bkihegbl_ev	20%	40%	40%

7/1/Лдй ждй!пчрйгбрий !дждм б пг!птгпжрй ! йтчй мйрь

7/2/Пчрпшрь жтджт гб!й!лдй ждй!пчрйгбрий ! м ! жф ж!б ж бчйй

<b^u l_dms_]h dhgljhey ij_^mkfhIj_ggu_ jZ[hq_c ijh]jZffhc

1. mklguc hijhk

2. \uiheg_gb_ ZgZebIbq_kdbo aZ^Zgbc

3. ih^]hIh\dZ ij_a_gIzPbc

4. ih^]hIh\dZ ^hdeZ^h\

5. khklZ\e_gb_ IZ[ebp

6. ijh_dIgh_ aZ^Zgb_

2/Удждпгбрий !л!фг рпнфп гжфрб!гп дпть!тжйрбдтлпдп!) дбл йшжлпдп !ибр й

HI_lu kIm^_glu ^he`gu beexkljbjh\Zlv dhgdj_h ghjZlv kjb f_gj
 ghjZlv\gZ\h\mx [Zam ijhke_`b\Zlv k\yab f_`^m l_hj_lbq_kdb
 iheh`gbyfb mq_[ghc ^bkpbiebgu ijbfgylv l_hj_lbq_kdb _ agZgI
 Mklguc hI_l ij_^iheZ]Z_

-]jZfhlgkly mklghc j_qb
- m_j_gghkly mklghc j_q
- m[_^bl_evghkly mklghc j_qb
- ykghkly lhqghkly
- kljh]Zy ihke_h\ZI_evghkly beexkljZpby

лгн лгг рг нр нн

- ljb hp_gd_hl_lZ mqblu\Z_lky
- iheghlZ b ijZ\bevghkly hl_lZ
- kl_i_gv hkhagZgghkly b ihgbfZgby bamq_ggh]h
- mjh_gv hnhjfe_gby hl_lZ

AZql_gh h @ h k [?] Z\biky_ke klm^_gl	- h[klhy_evgh b ^hkIZlhqgh i fZI_jbZe - h[gZjm`b\Z_l ihegh_ ihgbfZ fZI_jbZeZ fh`_l h[hkgh\Zlv km`^_gb_k]b ijbf_ju - kljhbl hl_l ihke_h\ZI_evgh
AZql_gh h h h @ h k [?] Z\biky_ke klm_gl h[gZjm`b\Z_l agZgb ihgbfZgb_fZI_l g g h h	- ^himkdZ_l _ ^bgbbqgu_hrb[d bkijZey_l bo kZfhklhyl_evgh azf_qZgbc ij_ih^Z\ZI_ey - g_ \k_]^Z fh`_l m[_^bl_evgh k_h_ km`^_gb_ - ^himkdZ_l hl^_evgu_ih]]j_r
AZql_gh h h h @ h ml\hj h gk [?] Z\biky _keb klm^_gl h[gZjm`b\Z_l ihgbfZg h hg h guo l_hj_lbq_k ihh`_gbc l_fu gh	- baeZ]Z_l fZI_jbZe g_ ^hkIZl - g_ fh`_l h[hkgh\Zlv k_hb km ijb_kly g_h[oh^bfu_ijbf_ju ihke_h\ZI_evghkly \ baeZ
G_aZql_gh @g_m^h\le_l\h klZ\biky_ke h kl	- h[gZjm`be g_agZgb_ [hevr_ jZa^_eZ \hijhkZ - ijb hl_l_ gZ \hijhk bkdZ`Z_ - baeZ]Z_l fZI_jbZe [_kihjy^h g_mj_ggh

Пчжлб fh`_l [ulv ihklZ\le_gZ klm^_gl hgdgZc hl_l lZd b
jZkkj_^hlhq_gguc \h \j_f_gb l_ aZ kmffm hl_lh\ ^Zgguo \ ijh

3!Удвпбрий !лгь пмржрия!брбмй йшжлийциб брийк

Wlh \b^u kZfhklhyl_evghc jZ[hlu klm^_glZ ih ZgZeZ**h**l**h**kd
ijbgy**h**kZfhklhyl_evguo j_r_gbc bgbpbbjh\Zgbx l\hj**h**g**h** b^
l\hj**h**g**h**kdb_ijh^mdlu

. ljb_^eh`bl_hkgh\gu_bgkljmf_glu mijZ\le_gby
ij_^klZ\le_gguo gb`_ fh**h**h**h**g**h**g**h**h**h**o_dlh\ jy^Z km[t_dlh\ Jhkl
N_^_g**h**b

« »

>ey q_]h
- j_rblv ijh[e_fu @DO \ ^hf_ dhlhjhf `b\m beb jy^hf
- ih^]hlh\blv fheh^uo mijZ\le_gp_ \ `beh]h ijhkljZgkl\Z
- hkms_kl\blv fh^_jgbaZp**h**h**h**ff**h**medZevgh]h ohayckl\Z
< jZ[h_ ih fh^_jgbaZpbb `behZhfujh**h**kljZev**h**lf g_kdhev**h** d
gZijZ\le_gbc

1. Hkms_kl\le_gb_ h[s_kl_ggh]h dhgljhey gZ^ hj]ZgbaZpb fgh]hd\Zjlbjgu_ ^hfZ
2. Rbjhdh_ \g^j_gb_ j_kmjkhk[_j_]Zxsbo l_ogheh]bc \ kn_ qZklghc wg_j]hwnn_dlb\gh[Zb wdzghkblhkhkj_ ^kl\Z b \ul_dZxs_ wdghghfbq_kdhc \u]h^u]eh[Zevgh]h j_kmjkhk[_j_`_gby \ fZkrlZ[Z
3. ljhiz]Zg^Z hkgh\ [ulh\hc wdheh]bq_kdhc dmevlmju @blv hdjm`Zlv k_[y wdheh]bq_kdb -qvlklumf\ _gZfjtr b g_ fh^Z Z `baog_h[oh^bfhklv
4. <hkklZgh\le_gb_ bgklblmIZ ^h[jhkhk_ ^kdbo hlghr_gbc A `bl_e_c h^gh]h ^hfZ f_`wlm khj]hucc rZ] d kZfhklhyl_evghfm mijZ `bev_f jZa\blbx dmevlmju h[s_gbykph[kulh\hc [_ahiZ

лгн лгг гк в н г р г

- khhl_lkl\b_ kh^_j`Zgby l_f_
- q_ldhklv b eh]bqghklv baeh`_gby
- iheghIZ agZgbc l_hj_l bq_kdh]h dhgljhebzm_fh]h fZl_jbZeZ
- k\h[h^gh_ \eZ^_gb_ bgnhjZpb_c
- ijbfg_gb_ gZmqghc l_jfbgheh]bb
- gZbqb_ Zj]mf_glZpbb
- hjb]bgZevghklv gh\bagZ b^_b ^ey l\hj_q_kdbo jZ[hI
- agZgb_ Zevl_jgZlb\guo ih^oh^h\ d ijh[e_fghfm \hijhkm
- hi_jbjh\Zgb_ ijZdlbq_kdhc bgnhjZpb_c mf_gb_ ijb\h^blv
- mf_gb_ ^_eZlv eh]bq_kdb_ mfh^uZdexq_gby b \u\h
- khhl_lkl\b_ hnhjfe_gby lj_[h\Zgbyf
- jZ[hIZ k^ZgZ \ kjhd

Djbl_jbb hp_gdb

Dhebq_kl\dh\Ze	Hp_gdZ
;he__	AZql_gghle@qgh
hl ^h	AZql_gghj@h
hl ^h	AZql_ggh^h@e_l\hjb^_evgh
hl ^h	G_ aZql_ggm^@_b]bl_e^gh

4!Удэжнбрий ! п' п дн пгдэжн брий !г!у пднж джнр бчий

Kha^Zgb_ fZl_jjbZ_eh]Zpbvclh \b^ kZfhklhyl_evghc jZ[hlu kl kha^Zgbx gZ]ey^guo bgnhjZpbhgguo ihkh[bc \uiheg_ggghc k dhfivxl_jghc ijh]jZf@Poin8 RZ

WIhl \b^ jZ[hlu lj_[m_l dhj^bgZpbb gZ\udh\ klm^_glZ ih i_j_jZ[hld_ bgnhjZpbb hnhjfe_gby __ \ \b^_ ih^[hjdbsfZ@_jbZ hkgh\gu_ \hijhku bamqZ_fhc l_fu \ we_dljhgghf \b^_ZehLh _ ij_a_glZpbc jZkrbjy_l f_lh^u b kj_ ^kl\Z h[jZ[hldb bgnhjZpb_g nhjfbjm_l m klm^_glh\ gZ\udb jZ[hlu gZ dhfivxl_j_

Ij_a_glZpbb]hlh\ylky klm^_glhf \ \b^_ keZc^h\ k bkihevah\ PowerPoint.

- bamqbZv_fjbZeu l_fu \u^_eyy]eZ\gh_ b \lhjhkl_i_ggh_
- mkIZgh\blv eh]bq_kdmx k\yav f_`^m we_f_glZfb l_fu
- ij_ ^klZ\blv oZjZdl_jbklb dm we_f_glh\ \ djZldhc nhjf_
- \u[jZlv hihjgu_ kb]gZeu ^ey Zdp_glbjh\Zgbyh]hZgghc bgn klijmdlmj_ jZ[hlu
- hnhjfb]ljZ[hlm b ij_ ^hklZ\blv d mkIZgh\le_gghfm kjhdm

- i_j_]jm`Zlv keZc^ l_dklh\hc bgnhjfZpb_c
- bkihevah\Zlv [ehdb kiehrgh]h l_dklZ
- bkihevah\Zlv i_j_ghku keh\
- l_dkl keZc^Z g_ ^he`_g ih\lhjylv l_dkl dhlhjuc \uklmiZxsbc b ihkeh\Zf

- k`ZlHklv b djZldhklv baeh`_gby fZdkbfZevgZy hfgldhbjfZlv l_abku ^Zlu bf_gZ]eZ]fggu fhf_glu hihjgh]h dhgki_dIZ
- bkihevah\Zlv dhjhldbo keh\ b ij_^eh`_gbc fbgbfmf ij_ ijbeZ]ZI_evguo
- bkihevah\Zgb_ lZ[ebqgh]h fZljbggh]h nhjfZIZ h]h]uy\le_g iha\hey_l ij_^klZ\blv fZI_jbZe \ dhfiZdlghc nhjf_ b gZ]ey^gh jZaebqgufb ih]ylyby
- lsZI_evgh_ \ujZ\gb\Zgb_ l_dklZ [md\bp fZjd_jh\ kibkdh\
- dZ`^hfm iheh`_gbx b^__ ^he`_g [ulv hl_^_g hl^_evguc Z
- b^_Zevgh _keb gZ keZc^_ lhev dh aZ]heh\hd bah[jZ` ^bZ]jZffZ ko_fZ lZ[ebpZ b l i. b ih^ibkv d g_c

лгн лгг гк в н г р г

- khhl_lkl\b_ kh^_j`Zgby l_f_
- ijZ\bevgZy kljmdlmjbjh\Zgghklv bgnhjfZpbb
- gZebqb_ eh]bq_kdhc k\yab baeh`_gghc bgnhjfZpbb
- wkl_lbqghklv hnhjfe_gby _]h khhl_lkl\b_ lj_[h\Zgbyf
- jZ[hIZ ij_^klZ\le_gZ \ kjhd
- ©AZql_gh^a ©hlebqgh^a ©m^h\le_l\hjbl±evgh^h ijZVg b
- \uiheg_gggh]h aZ^Zgby
- ©G_ aZql_gg^h^a ©e_l\hjbl±evgh^a ijZ\bevggh \uiheg_gggh]h a

5!Удэвмбрий !л! п дп пмж пмб пг!й!лдй ждй!йц!чрлй

JZ[hIZ ih ih^]hlh\d_ mkegh]hy \gZlrb gZ_lky k nhjfmeh]Zh\db l_fu KZfh \uklmie_gb_ ^he`gh khklhylv ba lj_ө qZk[sc]h\kl \j_f_gb hkgh\ghc- qZk]b aZdexq_gby lhke_ \uklmie_gby gm`g]hlh\uf d hl_lZf gZ \hagbdrb_ mjhZum^blh]jebZf_gh mklggh]him[\uklmie_gggy [he__ fbgml

- kh[jZlv b bamqblv ebl_jZlmjm ih l_f_
- khklZ\blv ieZg beb]jZnbq_kdmx kljmdlmjm khh[s_gby
- \u^_eblv hkgh\gu_ ihgylyby
- _klb \ l_dkl ^hihegbl_evgu_ ^Zgggu_[t_өZjZdmqba]m]ysb_ h
- ih^]hlh\blv ^ey Zm^blhjbb \hijhku ^ey h[km`^_g bZ]mihgbae f_g__ \hijhkh\
- hnhjfbvlv l_dkl ibkvf_ggh
- ha\mqblv \ mklZgh\le_gguc kjhd

лгн лгг гк в н г р г

- iheghIZ jZkdjulby l_fu
- kljmdlmjbjh\Zgghklv
- k\h[h^ghZ^_eb_ fZI_jbZehf
- kh[ex^_gb_ lj_[h\Zgbc d hnhjfe_gbx b h[tzfm khh[s_gby
- ©AZql_gh^a ©hlebqgh^a ©m^h\le_l\hjbl±evgh^h ijZVg b
- \uiheg_gggh]h aZ^Zgby

©G_ aZql_gg_m^h@e_l\hjbl±fe_vgg_h^a ijZ\bevgh \uihegZ^Zgh]h a

жджир ! дйндрь ц! жн! м! п дн пглей! пмб пг:

1. KlZgh\е_gb_ mijZ\е_gby ijh_dIZfb \ jhkkbckdhc ijZdlbd_
2. MijZ\е_gb_ ijh_dIIZ^h\ZI_evghc ^_yаZejvng[hk]guc hiul
3. J_ZeZpby ijh_dIghc ^_yl_evghklb \ : khh^bZ^vghch\kun_j_ ijZdlbdb
4. Ijh]j_kkb\guc hiul mijZ\е_gby ijh_dIZfb \ fheh^`guo hj hkggh_ZgZebaZ dhgdj_lguo ijbf_jh\
5. L_ogheh]bb mijZ\е_gby gh^`gufb ijh_dIZfb aZjm[_`guc
6. Bgggh\Zpbhgghel]bb \ mijZ\е_gbrd]mejhZk bckdb_lbidZ d
7. Wnn_dlb\gu_ kljmdlmju mijZ\е_gby hkkbckdbf^ _l]kdbo fheh^`gh]Zah\ZI_ев]Z^baZpbyo
8. :gZeba blh]h\uo hlq_lh\ j_]bhgZevguo ijh_dlh\ ijh]jZff
9. :gZeba blh]h\uo hlq_lh\ n_^_jZevguo ijbhjbl_lguo ijh_dlh
10. KihgkhjkdZy^_j]Z h[jZah\ZI_ев]ghodlh\ djmigufb jhkkbck hj]ZgbaZpbyfb
11. Wg^Zmf_gl aZjm[_`guc b jhkkbckdbc hiul
12. NZg^jZcah]Zah\ZI_ев]ghodZevguo ijh_dlh\
13. DhfZg^Z ijh_dIZ hiul kha^Zgby \ukhdhwnn_dlb\guo dh bg_klbpbhgguo.ijh_dlh\
14. Ij_h^he_gb_ dhgnebdlh\ \ ijhp_kk_ jZ[hlu gZ^ ijh_dlhf
15. Dhgkljmdlb\gZy h[jZlgZy k\yav qe_gh\ dhfZg^u ijh_dIZ

6!Удэвпбрий !л!гь пмржрия!ю брий!г!гй ж бвмйч!й!лдй ждй!йц!пчрлй

Wlh \b^ kZfhklhyl_evghc jZ[hlu klm^_glZ ih kbkl_fZ^baZpb
 dhlhjZy k\h^biky h[h[sZ_lky \ jZfdb lZ[ebpu
 Nhjfbjh\Zgb_ kljmdlmju lZ[ebpu hljZ`Z_l kdehgghklv klm^
 fZI_jbZeZ b jZa\b\Z_l_]h mf_gby ih kljmdlmjbh\Zgbx gh]yhfZ
 bgnhjZpbb oZjZdl_jbam_l kihkj]gZg]bx dLZ[ek]pu kha^Zxiky dZc
 bamq_gbb [hevrh]h h[t_fZ bgnhjZpbb ` _eZy ijb^Zfm ^fey h
 aZihfbgZgby AZ^Zgb_ ghkbl h[yaZI_evghc oZjZdl_j Z_]h dZc
 agZgbc \ ijhp_kk_ dhgljhey Hnhjfeylky ibkvf_gg

- bamqblv bgnhjZpbx ih l_f_
- bgnhjZpbx ij_^klZ\blv \ k`Zlhf \b^_ b aZihegb[eb]pxhkggh
- ihevamykv]hlh\hc lZ[ebp_c wnn_dlb\gh ih^]hlh]gghcky d l_f_

лгн лгг гк в н г р г

- khhl_lkl\b_ khy_]`Zg
- ijZ\bevghc hl[hj bgnhjZpbb
- gZebqb_ h[h[sZxs_]h kbkl_fZl babjmxs_]h kljmdlm]j]jmx oZjZdl_jZ baeh`_gby bgnhjZpbb
-]jZfhlg_ b Z^_d\Zlgu_ ijbf_ju beexkljbjmxsb_ hkggh\g_g_h[oh^bfhklb
- khhl_lkl\b_ hnhjfe[h]gZy dyf
- jZ[hIZ k^ZgZ \ kjhd

©AZql_gg_m^h @hlebqgh^a ©G_m^h\efl\ghjbl_ieZghe^vgh \uihegZ^Zgh]h aZ^Zgby

©G_ aZql_gg_m^h @e_l\hjbl±fe_vgg_h^a ijZ\bevgh \uihegZ^Zgh]h a

6!Удэвпбрий !л!гь пмржрия! днжн рь ц!ю брий!лдй ждй!йц!пчрлй

Klm^_gq_kdbc ihjhd dlij kme`_g [ulij_^klz_g \ nhjf_ ibkvf_gg
baeh`_gby iZd_Iz ^hdmf_glh b hliijgZ\mizepbb lj_[h\Zgbyf
±ZdlmZevghklv ijh_dIZ ^ey jZa\bly j_]bhgZ Kfhe_gkdhc h[e
±ijZdlbkdZy bhgZkv ijh_dIZ
±h[hkgh\Zggu_ ihdZaZI_eb h[_ki_q_gby j_ZebaZpbb ijh_dIZ
l_ogbq_kdb_
± m[_^bl_evghklv ij_^klz\e_ggh]h fZI_jbZeZ uZj]m^_gbbjh
h[h[s_gbc ih^i_]`^Zxsbo \hafh`ghklv j_ZebaZpbb ijh_dIZ
WIZiu jZajZ[hldb ijh_dIZ
>ey lh]h qih[u j_ZebaZpby ijh_dIZ kihkhv\kdh ghZ eZ_kdthp
jZa\bly j_]bhgZ g_h[oh^bfh kh[ex^Zb e id jyh hjudc ^j_cdhf_g^h\Z
\uiheg_gby klm^_glZfb ijhp_kkZ ijh_dlbjh\Zgby jZaj_ZI[kh]dZ i
j]miiZo
wIZi <u[hj l_fu ijh_dIZ
Hkgh\gufb lj_[h\Zgbyfb d l_fZlbd_ ijh_dlh\ y\eyxky Zdl
ijZdlbq_kdZy agZqbfhklv khh_\lkl\b_ ki_pbZebaZpbb hmlp_l ijh
ljb \u[hj_ l_fu ijh_dIZ klm^_glu jmj d a kme^klz mZfIk ZgZebaZ
jZa\bly Kfhe_gkdhc h[eZklb
lj_ih^Z\ZI_ev kh]eZkh\u\Z_l l_fu klm^_gq_kdbo ijh_dlh\ ijt
ih \h^agZ xsbf \hijhkZf l_hj_lbq_kdh]h b ijZdlbq_kdh]h oZjZ
hi_jZl\bgh_ jmdh\h^kl\h
wIZi hKp h[jZ[hldZ fZI_jbZeZ
K[hj kbkl_fZlbaZpby ZgZeba b h[jZ[hldZ fZlIj]p ZvZZiney
Zdlb\ghc kZfhklhyl_evghc ^_yl_evghklb kdhz^_agZ Zb kDI Z d l k b Z q i
bkoh^ghc bgnhjZpbb b dZq_kl\Z jZajZ[hIZggh]dI Zg Z m b k g h]h Z i i
aZ^Zqb BkZ g b e a \ ijh_dI_ IZ[ebp]jZnbdh\ ko_f h[_ki_q
ijb\h^bfh]h \ jZ[hI_ fZI_jbZeZ GZ`gZg g h k e w ^Zi\ZIVZ bf_xs_cky
j_ZebaZpbb ZgZeh]bqguo ijh_dlh\ \ jZaguo j_]bhgZo Jhkkbckdhc
wIZi Hij_^_e_gb_ kh^_j`Zgby ijh_dIZ
>ey ibkvf_ggh]h ij_^klz\e_gbybfjh h d l i u [g Z g g h k l _f u j _d h f _g
ijb^_j`b\Zlvky ke_^mdmja kljm
ZdlmZevghklv h[hkgh\Zgb_ b p_e_khh[jZaghklv \u[hj
khpZevgh]h aZijhkZ
2) l_hj_lbfd\h^heh]bq_kdh_ h[hkgh\Zgb_ ijh_dIZ gZmqg
jZajZ[Zlu\Z_fth]dI Z h [ijh_^_syvOT-ZgZebaZpbb-ZgZebaZ hij_^_e_gb_l f Z g b j c p Z k e d v h g]m
nbgZgkh\h]h h[_kijhq dgZ y hp_gdZ_]h wnn_dlb\ghklb
ieZgbjh\Zgib ijfbylbc ih j_ZebaZpbb ijh_dIZ
kibkhd bkiheva m j Z i l m j u e
ijbeh`_gby ^bkd k ij_a_gIZpb_c ko_fu lZ[Za b pu]
\b^_hjhebdb b ^j
wIZi Jmdh\h^kl\h dhgljhev b ihfhsv klm^_dI Z f \ ih^]hlh\ld
Klm^_glu hIqblu\Zxlky]hah\dm hI^_evguo kljmdlmjguo qZk
ijZdlbq_kdbo aZgylbyo ih f_j_ \hklg b g g h b _ g b y j h k m s _h[jZsZxl
ij_ih^Z\ZI_ex aZ dhgkmevlZpbyfb b j_dhf_g^Zpb
lj_ih^Z\ZI_ev hdZau\Z_l ihfhsv klm^_glZf \ ih^[hj_ ibklhq
\u[jZgghc ijh[e_f_ khklZ\ev_gbb b \b]h f d _g h e Z g Z j j i d l d I Z h [_k i
ijZ\bevgh]h baeh`_l b q y k d m j h f Z I _j b Z e Z Z g b b y k i n Z e d m b l _k d b o ^ Z g g u o
wIZi Hj]ZgbaZpby aZ s p b y k l i m ^ a g g l k d h]h ijh_dIZ
AZsblZ b ij_a_kg h z ^ p b q _k d h]h ijh_dIZ hj]jZg d b a q _k a d Z o g Z b y o
kh]eZkgh]jZnbdm dhIhjuc \dexqZ_l k j Z h l b q b d Z m j h N d B Z H j Z a j
>hdeZ^ ^ey aZsblu ijh_dIZfb g m l ^he`_g kh^_jhZZg b h[hI
ZdlmZevghklb ijh_dIZ p_ev aZZgZ qbjh i j h g d b Z f i j h i j b y l b c h
wnn_dlb\ghklb j_ZebaZpbb ijh_dIZ h`b^Z_fu_ j_amevlZlu

lh hdhgqZgbx khh[s_gby klm^_gl hl_qZ_lZgZx\hujhleg_igok]
 ijh_dIZ dhIhju_ fh]ml [ulv aZ^Zgu dZd ij_ih^Z\ZI_e_f lZd k
 h[km^_^gb^klZ_e_ggiyh_dlh\
 ljh_dl kh \k_fb fZI_jbZeZfb ^he_gZ[Zillvek^Zg ij_ih^

лгн лгг гк в н г р г

>ey hp_gdb klm^_gq_kdh]h ijh_dIZ bkihevaurixelgybxihdZaZ
 hnhjfe_gbx ijh_dIZ ihZjhZp^mj_ aZsblu
 1. :dlmZgghklv jZajZ[Zlu\Z_fh]h ijh_dIZ ijZdlbq_kdZpfgZlyZ\e
 jZ[hlu
 2. GZmqgZy khklZ[eyksZyhghIZ jZajZ[hlgd klaZ dhgq_
 3. :j]mf_glbjh\Zgghklv ij_^eZ]Z_fuhj_r_gbc \u\
 4. Mjh_gv l\hjg_k]bZeyghklv jZkdjulby l_fu
 5. DZq_klhnjhfe_gby ijh_dIZ vgzfkhklhyl_e
 6. Mjh_gv j_Zebajpbgguo bgnhjZpbfngghbdZpbhgguo l_oghe
 7. DZq_kl\h ^hdeZ^Z dhfihabpby iheghIZ ij_^klZ_e_gby
 j_amevlZlh\ Zj]mf_glbjh\Zgghklv hkgh\guo ihavgbvc j]k_bdlZ
 m[_^_gghklv hjZlhjZ
 8. H[t_f b]em[bgZ agZgbc ih ij_^f_lm wjm^bfpbguchkZya_gb_
 9. l_^Z]h]bq_kdZy hjb_glZpby dmevlmjZ j_qb fZg_jZ ^_j]
 bkihevah\Zgb_gZ]ey^guo kj_^kl\ qm\kl\hgghfZgZehbfim\bjZg
 \gbfZgby Zm^blhjbb
 10. Hl_lu gZ \hijhku iheghIZ Zj]mf_glbjh\Zgghklv m[_^bl
 dhffmgbdZlb\gu_hklibkh[g
 11. >_eh\u_ b \he_u_ dZq_kl\Z ^hdeZ^qbdZ klj_fe_gb_
 j_amevlZlh\]hIh\ghklv d ^bkeZlklevghklv]ghk]glZdmf_gb_Z^_d
 j_Z]bjh\Zlv gZ azf_qZgby kihkh[ghklv hij_^_eylv imlb n
 ijh_dlbjh\Zlv mijZdb_gjqr_gby
 DZ^uc ihdZaZI_evlkypigpZeevghc rdZe_
 Blh]h\Zy hp_gdZhih^deZ_lky_dZd_kZjbnf_lbnkmlfu [Zeeh\
 \uklZ_e_gguo ij_ih^Z\ZI_e_f b]jmiihc\klm^bghk ij_k'reh_gguo
 ihdZaZI_eyfb

i	NBH klmg lh\	L_fZ ijh_dIZ	IhdZaZI_eb hijh_gkZb											
			ih\uiheg_gghhjhjfe_gb						ih jhp_^mj_ aZsblu					
			ZdlmZevghklv ijZd gZijZ\ghhklv	gZgZy khklZ\eyxsZy	Zj]mf_glbjh\Zggh j_r_gbc	hjb]bgZevghklv jZkd mjh_gvjg\k\Z	dZq_kl\h hnhjfe_gb	mjh_gv j_ZebaZp	dhfihabpby ^hde iheghIZ^klZ_e_gby	h[t_f agZgbc wim^bpbby	dmevlmjZ j_qb fZg_jZ ^_j_Zlvk	hl_lu ghZ]hku	^_eh\u_ b \he_u_ dZq_kl\Z ^bdZ^Z	ив б !фнб!вбмнг
1														
2														

©AZql_gh^a ©hlebggh^a ©m^h]her_l\h]b±hdvgh^h ijZVgb
 \uiheg_ggh]h aZ^Zgby

©G_ aZql_gh^a ©g_m^h\efl\ghjbl_ieZ\gh^aevgh \uihegZgZgh]h a

6.2 Пчжрпшь жтдж т гбй!лдй ждй!пчжрйгбрий ! м ! дпн ж ф пурпк!б ж бчйй

Ijhf_`mlhqgZy Zll_klZpby ij_`mkfZlj_b\ZZ_b_lizjh_f^`gnd hqgZy
Zl_klZpby hkms_kl\ey_lky \ i_jbh^ k_f_kljh\uo wdaZf_gZpbhg
bamq_gb_ ^bkpbiebgu
AZq_ij_`^iheZ]Z_l ijh_jdm mq_[guo ^hklb`_gbc h[mqZ_fuo
^bkpbiebgu k p_evx hp_gb\Zgby ihemq_ggZgbc l_ghZ\ud_bqyl_kkZf_bkch
jZ[hlu mf_gby gZ ijZdlbd_ ijb_f_gylv ihAeZmqi_l_ghu^blagZ\gbyhjf_
l_klbjh\Zgby

п дпть! м !тбнлпур дпм ! дй! п дп пглжл!бшжф)й пдпгпнф ж йдпгбрия

1. <hagbdgh_gb_ ijh_dlgh]h ih^oh^Z \ f_g_`^f_gl_
2. DZllhjbb ©ijh_dl^a ©ijh]jZffZ^a ©ihjln_ev^a ©ijh_dlg
mijZ\`e_gb_ ijh_dlZfb^a
3. W\hexpbhggh_ jZa\bllb_ mijZ\`e_gby ijh_dlZfb dZd kZfhkl
b ijZdlbdb mijZ\`e_gq_kdhc ^_yl_evghklb
4. Kmsgghklv p_eb b ij_bfms_kl\Z ijh_dlgh]h mijZ\`e
5. F_lh^heh]bqh_kgh]mijZ\`e_gby ijh_dlghc ^_yl_evghklvx
6. Hkh[_gghklb ijh_dlgh]h f_g_`^f_glZ \ kn_j_ h[jZah\Zgby
7. DeZkkbnbdZpby ijh_dlh\
8. Hkgh\gu_ we_f_glu ijh_dlZ p_evSMARTdlZmq_Zlkl\ghbdZb ijh_
hdjm`_gb_ ijh_dlZ
9. J_kmjku b q]ljZgby ijh_dlZ
10. @bag_gguc pbde ijh_dlZ
11. Lj_h\Zgby ij_`ty\ey_fu_ d ijh_Zd]Zfl\Z h]h]h_gdZ d
12. MijZ\`e_gb_ ijh_dlhf dZd kh\hdmighklv mijZ\`e_gq_kdbo ijh
13. Hkgh\gu_ bgkljmf_glu mijZ\`e_gby ijh_dlZfb
14. KlZg^ZjlbaZpby mijZ\`e_gby ijh_dlZfb
15. =HKL54869± ©ljh_dlguc f_g_`^f_glZgZly_d mijZ\`e_gbx ijh_
ijh_dlh\`a
16. =HKL J ± ©ljh_dlguc f_g_`^f_gl Lj_h\Zgby d mijZ\`e
17. =HKL J - ©ljh_dlguc f_g_`^f_gZgbyj_dh mijZ\`e_g
ijh]jZffhc^a
18. =HKL J BKH-2014 ©Jmdh\h^kl\h ih ijh_dlghfm f_g_`^f_glm^a
19. Hkh[_gghklb ijh_dlgh]h f_g_`^f_glZ \]hkm^Zjkl_gghf mij
20. Hj]ZgbaZpby jZ[hlgZ klZ^bb jZajZ[hldb ijh_dlZ
21. Bklhqgdbd bgnhjZpbb ^ey ijbgylyby g_brx_g]bc_dhZrfbjZ\`e
22. BgnhjZpbgggZy fh^_ev ijh_dlZ
23. Ijh_dlguc ZgZeba F_lh^u dhebq_kl_gghc b dZq_kl_ggh
24. IhdZaZl_eb hp_gdb wnn_dlb\ghklb ijh_dlh\
25. Hp_gdZ jbkdh\ ih ijh_dlm
26. MijZ\`e_gb_ jbkdZfb ijh_dlZ
27. Nhjfbjh\Zgb_ dhgp_ipbb ijh_dlZ BgbpbZpby ijh_dlZ
28. P_eb gZagZq_gb_ b \b^u ieZgh\
29. K_l_hieZgbjh\Zgb_
30. DZe_g^Zjgh_ ieZgbjh\Zgb_
31. leZgbjh\Zgb_oZf dhgljhev guf kh[ulbyf
32. ;x^`_l ijh_dlZ
33. NbgZgkwdhghfbq_kdbc ZgZebaiph_dhZgh\Zgb_
34. Ihjy^hd jZajZ[hldb b khkkZ_lg]mc_dhgmf_glZpbb
35. KhklZ\`e_gb_-]ljZgZgZ

36. K\h^guc ieZg ijbhjbl_lgh]h ijh_dIZ ijh]jZffu \] h[jZah\ZI_evghc.iheblbd_
37. Ijh_dlg_u_ kljmdlmju mijZ\e_gby b k b k h k h [_ h g g Z a h b Z g b y
38. L_ogheh]b b_lh^u mijZ\e_gby ijh_dIZfb
39. Bkihevah\Zgggh\Zpbhgguo l_ogheh]bc mijZ\e_gby ijh_ h[jZah\Zgby
40. Kmsgghklv b \b^u dhgljhey \ ijhp_kk_ j_ZebaZpbb ijh_dIZ
41. Fhgblhjbg] j_ZebaZpbb ijh_dlh\ MijZ\e_gb_ baf_g_gbyfb
42. Wnn_dlb\gh_ mijZ\e_gb_ j_kmjkZfb ijh_dIZ
43. Dexq_\u_ ihdZaZI_eb wnn_dlb\ghklb DIW ijh_dIZ
44. Kh^_j`Zgb_ hlq_lZ ih ijh_dlm
45. DkZg^Z ijh_dIZ Nhjfbjh\Zgb_ b jZa\blb_ ijh_dlghe]jmiiu
46. Hkh[_ggghklb dhfie_dlh\Zgby d h k Z g ^ u h j [h Z d h Z Z g b y
47. MijZ\e_gb_ dhfi_l_gpbyfb mQZklgbdh\ ijh_dlghe ^_yl_evgh
48. Hkgh\u wnn_dlb\gh]h h[s_gby \ ijh_dlghe]jmii_
49. MijZ\e_gb_ dhgnebdIZfb \ ijh_dlghe]jmii_
50. Ijhp_kk mijZ\e_gby fhlb\Zpb_c mQZklgbdh\ ijh_dlh\

дйн жррь ж жт пгъ жиб брй !й!лдй ждй!пчжрлий!й пдгпдд! ж б!

2/ Чж ! джж б! юп

Knjhfmebjh\ZggZy ijh[e_fZ k dhlhjhc ijb^_lky klhedgmlvk
 ijh_dIZ
 MI_j`g_b_ nhjfmebjmxs__ h[sb_ j_amevlZlu dhlhjuo ohl
 ijhp_kk_ \uiheg_gby ijh_dIZ
 Dhfie_dkgZy hp_gdZ bkoh^guo mkeh\bc b dhg_qgh]h j_am
 ijh_dIZ

2/ п! блжж джн жрб !пвмбт ! джж б

H[t_fu ijh_dlg_uo jZ[fl kb^_j`Zgb_ kh\hdmighklv lh\Zjh
 ijhba\h^kl\h \uiheg_gb_ dhlhjuo g_h[oh^bfh h[_ki_qblv dZd j_ a
 GZijZ\e_gby b ijbgpbiu j_ZebaZpbb ijh_dIZ
 Ijbqbg_u ih dhlhjuf [ue kha^Zg ijh_dI

3.3 йиржррь к!чйлм! джж б! юп

1) KIZ^by ijh_dlbjh\Zgby ijh_dIZ

<j_f_gghc ijhf_`mlhd f_`^m fhf_glhf h[hkgh\Zgby bg_klb
 hgb hdmibebkv
 <j_f_gghc ijhf_`mlhd f_`^m fhf_glhf ihy\e_gby aZjh`^_gb
 _]h ebd\b^Zpbb aZ_jr_gby
 <j_f_gghc ijhfd`fm]hm fhf_glhf ihemq_gby aZ^Zgby hl aZd
 k^Zqb ijh_dIZ aZdZaqb dm

4/ джж !п мйцбжт !п ! дпчжтрпк! ж жм рпт й! жн!шп

Ijhp_kku f_g__ ijh^he`bl_evgu_ ih \j_f_gb q_f ijh_dlu
 >ey j_ZebaZpbb h^gh]h lbiZ ijhp_kk^Z фkh]e]g]bb fey^b
 j_ZebaZpbb ijh_dIZ lj_[m_lky fgh`_kl\h bkihegbl_e_c
 Ijhp_kku h^ghlbigu b pbdebqgu ijh_dI mgbdZe_g ih k
 j_ZebaZpbb Z IZd`_ bf__l q_ldb_ kjhdZ gZqZeZ b hdhgqZgby

5/ Фибт рйлий! джж б! юп

Ihlj_[bl_eb ^jyo dih]h gZagZqZeky j_Zebam_fuc ijh_dI
 AZdZaqbdb bg_klhju f_g_`_j ijh_dIZ b_]h dhfZg^Z
 Nbabq_kdb_ b xjb^bq_kdb_ ebpZ g_ihkj_^kl_ggh aZ^_ck
 bgl_j_ku fh]ml [ulv aZljhgmlu \ oh^_ \uiheg_gby ijh_dIZ

:

1. 2)
2. 1)

- 3. 3)
- 4. 3)
- 5. 3)

Лдй ждй!пчжрлй! ж б

Hp_gdZ	OZjZdl_jbklbdb hl_lZ k
AZql_gh	b [he_ ijZ\bevguo hl_
G_aZql_gh	f_g_ ijZ\bevguo hl_lh

П ЪФПЛ! П I Й П БРЙЬ!ЙУПДП ПК!ПЧЖРЛЙ

Пчжрлб! п йтчй мйрж гьт бгм жт! п й пдбн! ибжб! дй! юнн! фимпгйж!
пмфшрй! пмв й жи рпк! пчжрлй! гм жт! п дбвп лб! т ф жр пн! рж нжржк 80%
дбл йшжлийц! ибр йк! пчжрлб! »иш жрп!.. п й пдгпнф! ж ф й! пмфшрйж т ф жр пн!
пмв й жи рпк!пчжрлй! пгтжн!гй бн!дбвп !п йтбррь ц!г!дби жжж7/2! бррпк! дпдбннь /

р в н р ц н н н рн

- 1) hljZ[hIz\r_fm ijZdlbq_kdbo aZgyIBC
- 2) ihemqb\r_fm hp_gdm ©aZql_gh^a aZ blh]h\uc l_kl
- 3) ihemqb\r_fm hp_gdm ©gZqlbgmZ aZguc mq;[guc ijh_dl
- 4) ihemqb\r_fm hp_gdm ©janZiqh\lgc^akaZbZevguc ijh_dl
- 5) ihemqb\r_fm hp_gdm ©aZ \uiheg_gb_ ijZdlbq_kdbo aZ^

р р в н р ц н н н рн

hljZ[hIz\r_fm f_g_ ijZdlbq_kdbo aZgyIBC
B BE g ihemqb\r_fm hp_gdm ©aZql_gh^a aZ blh]h\uc l_kl
B BE g ihemqb\r_fm hp_gdm ©gZqlbgmZ aZguc mq;[guc ijh_dl
B BE Bg ihemqb\r_fm hp_gdm ©janZiqh\lgc^akaZbZevguc ijh_dl
B BE g ihemqb\r_fm hp_gdm ©aZql_gh^a aZ \uiheg_gb_ ijZdl

8/ жжжр !птрпгрк!й! п пмрй жи рпк!фшжврпк!мй жб фдб

7.1 Птрпгрб !мй жб фдб

8/2!Птрпгрб мй жб фдб

1. Am[: MijZ\е_gb_ ijh_dIZfb mq_[gbd b ijZdlbdfm ^e
 [ZdZeZ\jbZIZ :² LFhkd\Z Ba^ZI_evkl\h XjZcl k² ;ZdZeZ\j
 :dZ^_fbq_kdbbc² ISBN 978-5-534-00725-1. ² L_dkl we_dljhguc W;K XjZ
² URL: <https://biblio-online.ru/bcode/432818>

2. Dhghie_Z Hg]Z:gbaZpby khpbhdmevlmjguo ijh_dlh\ ^ey
 mq_[gh_ ihkh[b_ ^ey ZdZ^_fbq_kdh]h [ZdZeZ\jbZIZ^ Gbkij Dthg
² Fhkd\Z Ba^ZI_evkl\h XjZcl k² Mgb_jkb_lu Jh ISBN 978-5-534-
 07050-7. ² L_dkl we_dljhguc W;K XjZcl URL: > <https://biblio-online.ru/bcode/442125>

3. MijZ\е_gb_ ijh_dIZfb mq_[gbd b ijZdlbdfm ^ey ZdZ^_fbq_
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2. lheydh\ GMijZ\le_gb_ bggh\Zpbhggu fb ijh_dIZfb mq_[gbc
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ДОКУМЕНТ ПОДПИСАН
ЭЛЕКТРОННОЙ ПОДПИСЬЮ

Сертификат: 03B6A3C600B74D49B742A1F041D5F7D81B0
Владелец: Артеменков Михаил Николаевич
Действителен: с 04.10.2021 до 07.10.2022