

# **HUMANITIES AND SOCIAL SCIENCES: MODERN TRENDS IN A CHANGING WORLD**

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### ХРАНИТЕЛЬ СТАРИНЫ ГЛУБОКОЙ

Уральское казачество сегодня переживает период своего национального и духовного возрождения. Ни события Гражданской войны в России, ни геноцид казачества и политики расказачивания не смогли его сломить и уничтожить. Будто легендарная птица Феникс, оно сегодня вновь возрождается и расправляет свои крылья. У истоков этого процесса стоит множество талантливых и, не побоюсь этого слова, самоотверженных людей. Среди них особое место занимает Ялфимов Александр Петрович – выдающийся уральский писатель, публицист, краевед и общественный деятель (рис. 1). Его имя широко известно среди уральских казаков.

Александр Петрович родился 23 июня 1948 года в посёлке Серебряково Уральской области, Казахской ССР в семье уральских казаков. Отец – Пётр Семёнович Ялфимов был кузнецом. В 1941 году, с началом Великой Отечественной войны ушёл на фронт. В 1944 году был ранен в ноги, а затем комиссован. Мать – Чернова Александра Ивановна была домохозяйкой (рис. 2). Помимо Александра Петровича – самого младшего, в семье ещё было 6 детей.



Рис. 1. Александр Петрович Ялфимов



Рис. 2. Александр Петрович с родителями

После окончания школы в 1967 году был призван в армию. В 1970 году демобилизовался. В 1971 году поступил на исторический факультет Уральского педагогического института им. А. С. Пушкина (в настоящее время это Западно-Казахстанский государственный университет им. М. Утемисова), который окончил в 1976 году.

По воспоминаниям самого Александра Петровича историю уральских казаков начал изучать рано, с 10 лет. Сначала по рассказам близких, затем изучая литературу и научные издания, посвященные уральским казакам. С помощью родителей составил своё семейное древо, а затем в течение 13 лет собирал материалы по истории своего рода – Ялфимовых – одного из старейших на Яике.

Писать о казаках он начал поздно, лет в 35–37. В основном это были литературные произведения рассказы, романы, очерки и т.д. Первые произведения были опубликованы в 1993 году. Первый сборник «На запольной реке» вышел в 2001 году. Затем в свет вышли исторический роман «Казачий норов» и «Живите, братцы, пока Москва не знает» (2003), после чего фамилия автора получила широкую известность.

В 2005 году Александра Петровича принимают в Союз писателей России. В 2006 году публикуется этнографический очерк «Подворье уральского казака», а уже на следующий год фольклорный сборник – «Предания. Рассказы. Байки из жизни яицких – уральских казаков».

Историк, писатель, фольклорист, и это далеко не всё, что можно сказать об Александре Петровиче Ялфимове. Кроме этого он является одним из самых настоящих хранителей и знатоков речевой культуры уральских казаков.

В 2019 году ведёт цикл видео-передач «Говор Яицких/Уральских казаков», созданных общественным культурно-просветительским фондом «Старый Уральск», где рассказывается об истории уральских казаков и особенностях их наречия.

Передачи стали самым настоящим катализатором, который подтолкнул многих уральских казаков к изучению своего диалекта, к особенностям написания и произношения.

Сегодня Александр Петрович продолжает активную работу. Он занимается общественной деятельностью. Вот уже много лет он является сотрудником музея «Старый Уральск», проводит экскурсии для посетителей (рис. 3). А чего только стоят различные тематические встречи, проводимые в стенах музея «Старый Уральск»! Особая харизма Александра Петровича, его манера повествования, заставляют слушателей погрузиться в мир истории, действия, ощутить силу его эмоционального воздействия. И те кто, хоть раз уже слышал его лекции или выступления, непременно ждут и приходят на следующие, приглашая своих друзей и близких.



Рис. 3. За работой в музее «Старый Уральск»

Также он пишет статьи и об известных людях Казахстана, таких как Абай Кунанбаев, Курмангазы Сагырбайулы, Бисен Жумагалиев и др.

За свою плодотворную деятельность Александр Петрович награжден многими наградами и премиями:

- Дипломант Премии им. М. А. Шолохова к 100-летию со дня рождения, в номинации «Они сражаются за родину» (2005).
- Лауреат областной литературной премии им. С. Т. Аксакова (2011).
- Премия альманаха «Гостинный двор» им. Валериана Правдухина (2013).
- Лауреат региональной российской литературной премии имени П. И. Рычкова (2013).
- Обладатель «Золотого диплома» Международного славянского форума «Золотой Витязь» (2018).
- Медаль «Президента Республики Казахстан».
- Крест Михаила Архангела во славу русского воинства от Русской православной церкви.

### Список литературы:

1. Собственное интервью с Ялфимовым А. П. сентябрь-октябрь. 2021 год.
2. Фото из личного архива Ялфимова А. П.

*Tim Mai,*

## VIETNAM WAR: THE WAR BEING TELEVISED

Since the beginning of the 20<sup>th</sup> century, the United States has been increasingly involved in conflicts around the world, from World War I, and World War II, to the Cold War. When a war is launched, it is often the citizens who suffer the most, because the country pours a great deal of money into the war and many young soldiers lose their lives. Henceforward, whenever people talk about wars and conflicts between countries, the concern of morality also comes up. Unlike other wars, the Vietnam War was the first television war and it became a very controversial battle. Therefore, the popularization of television allowed more Americans to see the military abuses and cruelty of war, which remarkably undermines their support for the Vietnam War.

As the first war that was heavily covered by the media and watched by the general public on television, the morally debatable behaviors of troops and the brutal side of war led to a lot of public dissatisfaction, which had greatly diminished people's support for the war. In the spring of 1965, large numbers of American combat troops were committed to the Vietnam War before Vietnam became the subject of large-scale news coverage in the United States. Until then, the number of American journalists in Indochina had been small – fewer than two dozen as recently as 1964. By the height of the war in 1968, there were about 600 accredited journalists in Vietnam from all countries reporting for American wire services, broadcast television networks, major newspaper chains and news magazines<sup>1</sup>. As the war worsened, the United States began to further attack North Vietnam and relied heavily on bombing. The scale of the air war gradually increased. The president adamantly opposed the Joint Chiefs' recommendation of a "knockout blow," but with every stage of the bombing failing to bear fruit, he expanded the targets and the number of strikes<sup>2</sup>. "Sorties against North Vietnam increased from 25.000 in 1965 to 79.000 in 1966 and 108.00 in 1967; bomb tonnage increased from 53.000 to 136.000 to 226.000"<sup>3</sup>. At the same time, advances in video and audio recording have made news reporting easier and more accessible. From 1950 to 1966, as television became an everyday necessity, the share of Americans who owned a Television soared from 9 percent to 93 percent<sup>4</sup>. During the World War II,

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<sup>1</sup> Ronald H. Spector. "The Vietnam War and the media". Britannica, last modified April 27, 2016. Accessed: May 25, 2022. URL: <https://www.britannica.com/topic/The-Vietnam-War-and-the-media-2051426>

<sup>2</sup> George C. Herring, *America's Longest War: The United States and Vietnam, 1950–1975*. (Boston: McGraw-Hill, 2002), – 173 p.

<sup>3</sup> Ibid.

<sup>4</sup> Jessie Kratz. "Vietnam: The First Television War". National Archives, last modified January 25, 2018. Accessed: May 25, 2022. URL: <https://prologue.blogs.archives.gov/2018/01/25/vietnam-the-first-television-war>



the crew stayed in non-combat areas to show the happier, more optimistic side of the war and the main focus of the media was high morale and support for the war effort. By contrast, watching the evening news from their living rooms, Americans often saw images of planes flying, bombs dropping, troops patrolling and sometimes fighting<sup>1</sup>. In addition, the strong anti-war sentiment in the media influenced American policy makers. Americans can watch military abuses on television, such as the 1968 My Lai massacre, which sparked riots in cities and college campuses across the country. That anger, fueled by television coverage, eventually led to the U.S. decision to withdraw from Iraq in 1973 and end its involvement in the war<sup>2</sup>. Americans, for the first time, regularly exposed to cruel and ugly realities of the war, and this sharp contrast aroused their anti-war thoughts.

In addition to seeing the brutal side of military, many people felt sympathy from the suffering of American soldiers on TV, which led to a public anti-war opinion. Television coverage of the Vietnam War helped divide a nation that prided itself on its ability to unite. For months, those who spoke out for our Vietnam policy were labeled either “hawks” or “doves.” Those who supported a policy of escalation that gradually expanded the war were called “hawks”. Those who questioned the wisdom of the war were called “doves”<sup>3</sup>. “It has always seemed to me that the so-called “doves” who have spoken out against the drift of our policy in recent years were taking a more tough minded, realistic view of our national interest than the “hawks” who have dreamed about exporting American freedom to the jungles in B-52’s”<sup>4</sup>. More than ever, Americans can relate to the soldiers because they can see it in their homes. This caused an outcry in public opinion against the war<sup>5</sup>. People who opposed the war saw the war on television and thought it was unnecessary and that thousands of “American boys” were not dying for a noble cause. In fact, they, many of them are parents of soldiers, believe the United States is involved in a war they should never have been involved in<sup>6</sup>. The audiences not only felt sadness and sympathy by seeing their own youth die in the war, but also from the soldiers’ frustration. The first thing to be mentioned is the frustration to both planners and soldiers of fighting in a war where nothing seems to work, “where the rules either don’t exist or obviously don’t apply, and where they are confronted by impotence and failure day after

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<sup>1</sup> Michael Mandelbaum. “Vietnam: The Television War”. In *Daedalus*, – No. 4 ed. (n.p.: MIT, 1982), 111:157. URL: <https://www.jstor.org/stable/20024822>

<sup>2</sup> Kratz. “Vietnam: The First,” National Archives.

<sup>3</sup> Mc Govern George, Field Frank L. and Anderson David. “Correspondence,” in *Master File Complete* (n.p.: New Public, 1967), 157: 28. URL: <https://web.s.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=6&sid=76924978-1d25-4a4b-b6b5-51c89f075c99%40redis>

<sup>4</sup> Ibid.

<sup>5</sup> Kratz. “Vietnam: The First,” National Archives.

<sup>6</sup> Ibid.



day”<sup>1</sup>. Even after more bombing and more troops were sent to the war, the Vietnamese were surprisingly resistant. B-52s blew up the narrow road from Muga Pass to the Ho Chi Minh Trail, but to the surprise of the Americans, the trucks were back on the road within days. “Caucasians cannot really imagine what ant labor can do,” one American remarked with a mixture of frustration and admiration<sup>2</sup>. Some American officials convince themselves that progress has been made, but there is no denying the fact that the war continues. Lyndon Johnson thus faced a painful dilemma. Unable to end the war by military means and unwilling to make the concessions necessary to secure a negotiated settlement ...<sup>3</sup> Ultimately, the empathy and anger gained from television fueled anti-war sentiment and indirectly contributed to America’s defeat in Vietnam.

The huge cost of the war and the distorted news coverage of the war made the American people lose hope for the American army and oppose the war. The role of the media in the Vietnam War has always been the focus of controversy. Some argue that the media played a big role in America’s failure. They argued that the media’s tendency to report negatively helped undermine support for the US war and that its uncensored coverage provided valuable information to Vietnam’s enemies<sup>4</sup>. Even the state tried to promote the war but “the result was considerable ambiguity in purpose and method, growing civil-military tension, and a steady escalation that brought increasing costs and uncertain gain”<sup>5</sup>. Although a lot of money has been poured into the war by the government and the people were suffering, they were truly agitated when they saw no progress of the war on the television every day. Throughout the course of the war, it is clear that the importance of the embassy attack was exaggerated and that the Tet offensive was a military disaster for the North Vietnamese. The new effect of television coverage of the Lunar New Year events, however, was to persuade the American public to have its first real concerns about the war and to create a public movement to actively voice its dissent<sup>6</sup>. The inaccuracy and subjectivity of news coverage of Tet, as well as the subsequent failure of the Internet to correct erroneous reports in the early stages of the offensive, has caused widespread public criticism<sup>7</sup>.

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<sup>1</sup> Ellsberg Daniel. “Vietnam War Crimes: The Mylai Mentality”, in MasterFile Complete (n.p., 1971), 16S:19. URL: <https://web.s.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=5&sid=ed371aac-09d8-4976-a355-c1d6676de1bd%40redis>

<sup>2</sup> Herring, America’s Longest, – 173 p.

<sup>3</sup> Ibid. – 172 p.

<sup>4</sup> Spector. “The Vietnam,” britannica.

<sup>5</sup> Herring. America’s Longest, – 173 p.

<sup>6</sup> Michael C. Mitchell. “Television and the Vietnam War”. In *Naval War College Review*, – No. 3 ed. (n.p.: U. S. Naval War College Press, 1984), 37:44. URL: <https://www.jstor.org/stable/44636560>

<sup>7</sup> Ibid.

In retrospect, there is no doubt that the Vietnam War was one of the most violent conflicts in the history of the Cold War. Not only did the attack have a huge negative impact on the American people and disgust with the war, but it also created painful memories for many soldiers that cannot be erased. The improvement of technology and the popularization of television were originally a blessing, but when they faced the cruelty of war, they only brought sadness and made people see the scars of the whole world more clearly. The social media and television, which used to broadcast funny shows and cartoons every day, was replaced by bombing and dead bodies. The Vietnam War, also known as the first televised war, brought back sad memories in generations, and for the first time made people really think about the meaning and morality of war.

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## Section 2. Cultural studies

*Leo Chen,  
Dr. Johnson,*

### **NATIONAL BASKETBALL ASSOCIATION AND ITS INVOLVEMENT WITH THE CIVIL RIGHTS MOVEMENT**

The creation of Jim Crow Segregation laws since the *Plessy v. Ferguson* case in 1896 had been the American social and cultural norm for about half a century. Public facilities such as restrooms, restaurants, and parks were segregated between black and white citizens. The first major pushback against this discrimination was the Civil Rights Movement. The common perception of the initiation of this movement was the *Brown v. Board of Education* case, which outlawed segregation in school since 1954. It was then followed by a series of social and political efforts to promote African American civil rights, including the Montgomery Bus Boycott, Civil Rights Act, and Voting Rights Act under Lyndon B. Johnson (LBJ)'s presidency, which attempted to challenge pre-existing segregation. Nevertheless, the idea of promoting civil rights for African American had emerged prior to those events.

The desegregation in athletic fields was a precursor to the Civil Rights Movement, which happened from the late 1940s to early 1950s. The most famous story of this was Jackie Robinson who broke the color barrier in the Major League Baseball. However, the impact of integration of African American players in the National Basketball Association (NBA) was less recognized. As a matter of fact, the NBA indeed played an important role in the Civil Rights Movement. The league was a pioneer in desegregating African and White Americans, earlier than that of schools and other public facilities. Eventually, the early success of integration inspired more Black players to join the league, as it transformed a white league with only three Black players into an equally mixed one from 1950 to 1965. The NBA also provided a platform for prominent players, as representative of the nation's Black population, to assert their social influence, specifically on the Civil Rights Movement, and it was an important opportunity for some African American to raise their social economic status.

Integration in the NBA was more successful than other sports leagues because white players are less racist. The 1950 NBA draft was the first wave of integration

in the league, as three black players, Earl Lloyd, Chucker Cooper, and Nat Clifton, joined the league in the same year<sup>1</sup>. Each of them made history in different ways: Lloyd was the first black player to play in a game, Cooper was the first to get drafted, and Clifton was the first to sign a contract<sup>2</sup>. During an interview on Earl Lloyd, Lloyd compared his experience as a black player to Robinson in the Major League Baseball, “I don’t think my situation was anything like Jackie Robinson’s – a guy who played in a very hostile environment, where even some of his own teammates didn’t want him around. In basketball, folks were used to seeing integrated teams at the college level. There was a different mentality.”<sup>3</sup> Bob Pettit, Hall of Famer and a former teammate of Clifton, complimented Clifton as “a good defender, good rebounder, and nice guy in general”<sup>4</sup>. In fact, members of the NBA teams embraced the diversity and sought to create a better community for those black players, contributing to the successful NBA integration. Once Earl Lloyd and his team Washington Capitols were in a hotel at Fort Wayne, Indiana, the hotel prohibited him to eat in the restaurant<sup>5</sup>. His coach Bones McKinney joined him to eat with him in the hotel room<sup>6</sup>. Lloyd said,

- “I really appreciate it. What he was telling me was, as far as he was concerned, I was an integral part of his basketball team. You can’t ask for any more than that. Here was a guy from Wake Forest, North Carolina. And he had done something where if he had not done it, nobody would have criticized him. So here was a guy who stepped up when it wasn’t popular. Bones will always remain one of my favorite people”<sup>7</sup>.

Such moments symbolized the successful assimilation of black people into these previously all white teams. It was not only important to Lloyd himself, but also crucial to the success of future widespread integration in the NBA. Moreover, this incident, happening in 1950, showed initial ideas of civil rights and desegregation in parts of the society.

<sup>1</sup> NBA. “Top Moments: Earl Lloyd, Chuck Cooper, Nat Clifton Blaze New Path in NBA”. NBA.com, last modified September 14, 2021. Accessed: May 24, 2022. URL: <https://www.nba.com/news/history-top-moments-earl-lloyd-chuck-cooper-nat-clifton-new-path-nba>

<sup>2</sup> Ibid.

<sup>3</sup> Earl Lloyd. “50TH ANNIVERSARY: BREAKING the BARRIER the First African-American Player in the NBA Discusses His Historic Role as a Pioneer of the Game”, interview by Brad Herzog, *Basketball Digest* 27, – No. 7. (May 2000): 67. URL: <https://web.pebscohost.com/ehost/detail/detail?vid=3&sid=acb9d3c4-52de-4668-b9e4-05d3d146427c%40redis&bdata=JmNpdGU9ZWZw3QtbGl2ZQ%3d%3d#AN=3090833&db=f6h>

<sup>4</sup> “Black History Month: 1950 NBA Draft African-American Pioneers”. Documentary video, 3:06. Youtube, posted by NBA Cares, February 4, 2021. Accessed: May 22, 2022. URL: <https://www.youtube.com/watch?v=cWeJtVjYtYE>

<sup>5</sup> Lloyd. “50 TH ANNIVERSARY”. Interview, 67.

<sup>6</sup> Ibid.

<sup>7</sup> Ibid.

While there was openness toward African Americans among NBA players, these Black pioneers still faced other kinds of discriminations. The NBA fans were less tolerable to Black players at that time. Lloyd's former teammate Johnny "Red" Kerr recalled that while he and Lloyd were hugging to celebrate a victory, fans spit toward Lloyd<sup>1</sup>. Moreover, in games at Baltimore or Indiana, the only name fans called Lloyd was "nigger"<sup>2</sup>. He was even asked to show his tails or go back to Africa<sup>3</sup>. The difference in attitude between teammates and fans showed that the integration of the NBA happened during the early stage of the Civil Rights Movement, without the support of the majority of the society.

Consequently, those players shared a tight bond between one another to avoid racial injustice. Lloyd claimed that they were responsible for each other, "In New York, Sweets (Clifton) and I would go out after a game. In Boston, Chuck would tell me where to go and where not to go. That was a tough town for black folks. The three of us understood the implications of what we were doing. But usually, when we got together, it was time for something a little lighter. We'd go out to a nightclub, listen to music, that kind of thing"<sup>4</sup>. By developing a cohesive and comfortable black community within the league, it further facilitated the integration and the surge of more black players joining league in future years. Earl Lloyd even expanded his "responsibility" to influence other African Americans down the path of basketball. He became the mentor of Jim Lewis, a former African American basketball coach for George Mason University women's team and the first head coach for the Washington Mystics of WNBA<sup>5</sup>. Lloyd helped Lewis to start his basketball career, earning a basketball scholarship at West Virginia University<sup>6</sup>. Players like Lloyd popularized basketball among black communities, promoting desegregation of the sport beyond the NBA in college level and female leagues.

The 1950 NBA draft had further implications. "It was great that we had the great personalities of the people of Earl Lloyd, Cooper, and Sweetwater to come to be the man who started this for us," said Willis Reed, Hall of Fame Class of 1982<sup>7</sup>. Because of the three black pioneers, more talented black players were inspired to joined NBA,

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<sup>1</sup> NBA. "Top Moments". NBA.com.

<sup>2</sup> Bell. "Earl Lloyd" 46.

<sup>3</sup> NBA. "Top Moments". NBA.com.

<sup>4</sup> Lloyd. "50 TH ANNIVERSARY". Interview, 67.

<sup>5</sup> Harold Bell. "Earl Lloyd – the perfect case for Black history". New York Amsterdam News 90,– No. 17. (April 22, 1999): 46. URL: <https://web.s.ebscohost.com/ehost/detail/detail?vid=2&sid=b4f08535-6122-4e3c-bdf8-a0ed1758d48c%40redis&data=JnNpdGU9ZWhvc3QtbGl2ZQ%3d%3d#AN=1815681&db=f6h>.

<sup>6</sup> Ibid.

<sup>7</sup> "Black History". Video.

which later influenced the Civil Rights Movement. The first group of Black superstars included the rivalry between Bill Russell and Wilt Chamberlain, emerged in the 1959. Both signed contract that are over hundred thousand dollars in 1965<sup>1</sup>. Their relatively high salary made them the first group of Black high-income class in American society. Bill Russell first elevated the national pride of the African American race. Prior to the NBA, he agreed to President Eisenhower to join the 1956 US Olympic team and won gold medal for the country<sup>2</sup>. During his career in the league, he created the Boston Celtics Dynasty, winning 11 championship titles in total and becoming the Sportsman of the Year in 1968<sup>3</sup>. He had proven that the Negro race are capable to high performance in the sport<sup>4</sup>. Russel became the “first real gate attraction” as Historian Aram Goudsouzian from The University of Memphis wrote in his journal article *Bill Russell and the Basketball Revolution*, bringing more commercial value and audience to the league<sup>5</sup>.

After earning a high income and social reputation, Bill Russell became a leader of the Civil Rights Movement. Bill Russel, as a Black celebrity, had unprecedented impact to further advance the civil rights in the league and beyond. Goudsouzian further claimed that is was “Russel who started the basketball revolution”<sup>6</sup>. In the early sixties, the league had an unofficial black quota system in which each teams agreed to limit signing Black players, because they were afraid to lose white audience<sup>7</sup>. Russel publicly denounced this practice through newspaper articles and interviews<sup>8</sup>. With his high position in the NBA, he successfully brought an end to this quota. By 1965–66 season, Black players composed half of the league and three-fourth of the All-Stars<sup>9</sup>. The change demonstrated the significant influence of Bill Russell, an African American, to the league. He was able to use his individual impact to transform NBA from a white league into a Black player dominated one.

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<sup>1</sup> Winnie Muriuki. “Bill Russell Net worth 2022: Age, Height, Weight, Wife, Kids, Bio-Wiki”. *Wealthy Persons*, February 2, 2022. Accessed May 24, 2022. URL: <https://www.wealthypersons.com/bill-russell-net-worth-2020-2021>

<sup>2</sup> Aram Goudsouzian. “Bill Russell and the Basketball Revolution”. *American Studies* 47,– No. 3/4 (2006): 62. URL: <http://www.jstor.org/stable/40643954>

<sup>3</sup> George Plimpton. “Sportsman of the Year BILL RUSSELL”. *Sports Illustrated* 29,– No. 26. (December 23, 1968): 40. URL: <https://web.p.ebscohost.com/ehost/detail/detail?vid=16&sid=b7abd02c-1107-444d-8c34-ffe732491ec0%40redis&bdata=JnNpdGU9ZWlhvc3QtG1ZlZQ%3d%3d#AN=54028886&db=f6h>

<sup>4</sup> Plimpton. “Sportsman of the Year”. 40.

<sup>5</sup> Goudsouzian. “Bill Russell”. 63.

<sup>6</sup> *Ibid.* 62.

<sup>7</sup> *Ibid.* 72.

<sup>8</sup> *Ibid.*

<sup>9</sup> Goudsouzian. “Bill Russell”.

Russel's "basketball revolution" had wider impact in American society beyond changing the racial demographic in the league. He had his own idea of individualism to advocate for civil rights: to "see each other as men, judge a guy by his character"<sup>1</sup>. He questioned the effectiveness Martin Luther King's nonviolence protest, believing that if people did not firmly express their dissatisfaction, the society would ignore them<sup>2</sup>. He was also active in many 1960s civil rights demonstration. Condemning the racial climate in Boston, Russel led a 10,000-person human rights rally from Roxbury to Boston Common<sup>3</sup>. He even participated in other major civil rights demonstration as well, such as the March on to Washington and the Freedom Summer campaign. Bill Russel was a civil rights activist whose influence was overwhelmed by his basketball talent.

As a result of the demographic transformation of the league, Russel was able to uplift the social status of the Black race by opening basketball related career to them. African American player and the league mutually benefited from the broadened integration. The league signed more broadcasting contracts and received larger market values from talented Black players. Those players themselves improved their social economic status through the league. This change was also successful in ending any de facto segregation from the management teams of the league. Different from other desegregation like *Brown v. Board* case, the Civil Rights Act, and the Voting Rights Act, all of which faced opposition made by white communities, opening the league to more Black players came easier. It was a natural shift that no one had questioned. In the early 1960s when the league was still primarily white, problems of Black class rigidity were prevalent. Most of the Black population remained in the lower class. Even though the US government made it unconstitutional to separate schools by race, African American students still received limited quality education because of the Massive Resistance toward the *Brown v. Board* case. Consequently, African Americans struggled to work their way up to middle class. Luckily, Russell sought a solution to this problem: challenge the black quota rule and open the door of NBA to more Black people. Average NBA players income was over 5,000 dollars, which was slightly higher than the national average in 1968<sup>4</sup>. Not to mention that higher proportion of the All Stars are Black, earning much higher income than the average. These statistics showed playing in the league was an effective way to raise economic status for African Americans. In fact, being an All-Star player meant even

<sup>1</sup> Boston Globe. 6 May, 1969.

<sup>2</sup> Goudsouzian. "Bill Russell". – 71 p.

<sup>3</sup> Ibid. – 70 p.

<sup>4</sup> Robert Bradley. Labor Pains Nothing New to the NBA, 1. Accessed: May 26, 2022. URL: <https://www.apbr.org/labor.html#:~:text=Its%20origin%20in%20basketball%20can,there%20were%20a%20few%20exceptions.>



higher social status and influence, becoming the “elite” African American class. It was life changing for poor Black men to play in the league. Because of this, they had the wealth to integrate and to live in better communities, providing better environment to raise their next generation. Bill Russell himself, integrated his family into a white suburban community<sup>1</sup>. Even though they faced some opposition, it was the first step of creating a truly desegregated American society. While only the top few talented African Americans basketball players could make it to the league and raise their individual socio-economic status, it was a major step on improving the social standing of African Americans as a whole, because the change demonstrated that blacks are equally if not more competent than whites in certain fields. Without Russell or other elite black basketball players, African Americans still would remain being the minorities in the league and the lower class of the society and the Civil Rights Movement would have been not as effective as it was; the history of complete desegregation of African American in the nation’s society would be postponed.

The National Basketball Association was crucial in the American Civil Rights Movement History. Not only it was a pioneer of desegregation, but the league also made the black race proud of themselves. The NBA created prominent African Americans like Bill Russell to advance the Civil Rights Movement. Furthermore, the league continued to be an important part of the Civil Rights Movement in the 21<sup>st</sup> century. Percentage of black players in the league skyrocketed to over 80 percent and there are no signs of decreasing in the future<sup>2</sup>. Even though NBA players grew to become the top percentage income class in America, earning much more than average Americans and becoming the center of media attention, they still served as the representatives of the African American community of the country. When African American George Floyd was innocently killed because of police suspicions in 2020, his death sparked the resurgence of the Black Lives Matter movement. Almost all NBA players also participated in the movement, protesting for the discriminated treatment from polices. They collectively dressed in BLM shirts and kneeled during the national anthem before each game during the 2020 NBA playoffs<sup>3</sup>. To some extent, it was another form of civil disobedience against racial injustice similar to those of MLK and Bill Russell in the 1960s. Whether it is the integration of races in the NBA, or the protest for BLM, NBA became a prominent activist of racial equality in the world, demonstrating a continuation in its effort fighting against unjust laws and social norms with black colored

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<sup>1</sup> Goudsouzian. “Bill Russell”. 72.

<sup>2</sup> John Compton. “What Percentage of NBA Players Are Black?” Sportsmanist, accessed May 26, 2022. URL: <https://sportsmanist.com/what-percentage-of-nba-players-are-black>

<sup>3</sup> Ally Mauch. “LeBron James, Fellow NBA Players Kneel for National Anthem in BLM Shirts as Season Returns”. People, July 31, 2020. [Page #], accessed May 26, 2022. URL: <https://people.com/sports/lebron-james-fellow-nba-players-kneel-for-national-anthem-in-black-lives-matter-shirts>

people. The nature of this league with one of the world's largest percentages of black employees has brought this organization to the center of the Civil Rights Movement since its creation, and this trend will remain in the future.

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## Section 3. Logistics

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### **IMPLEMENTATION OF THE TRANSPORT INITIATIVE OF THE PEOPLE'S REPUBLIC OF CHINA IN THE DIRECTION OF CHINA-EUROPE**

The article analyzes the “One Belt, One Road” initiative based on the results of the project, indicators of traffic volumes in the period 2019–2021, highlights the advantages of rail transport in the considered direction of cargo transportation. The relevance of the topic under consideration is due to the change in the established supply chains and traffic volumes in the China – Europe direction.

In 2013, China proposed a large-scale project designed to improve transcontinental ties and cooperation between the countries – the “One Belt, One Road” initiative. To identify possible risks and potential opportunities of the planned transport corridors, the World Bank Group (WBG- World Bank Group), which includes 189 member countries and is working on solutions to ensure poverty reduction and development of countries, conducted a study of the Chinese Initiative.

The analysis, which assessed the network of proposed transport projects in more than 70 countries along the BRI (“Belt and Road Initiative”) land and sea corridors connecting Asia, Europe and Africa, was aimed at developing recommendations to maximize the benefits and minimize the risks of project participants. If fully implemented, the initiative, according to the WBG, can lift 32 million people out of moderate poverty (a living wage of less than \$3.20 per day), increase world trade by 6.2% and up to 9.7% for the countries participating in the international corridor.

Forecasts for an increase in global income are estimated at 2.9%. For the planned economic development, policy recommendations were proposed for countries located along the corridors to maximize potential benefits while reducing various risks. Capital investments associated with the need to develop BRI infrastructure may outweigh the potential benefits for some countries, adverse environmental consequences may be

expressed as an increase in global carbon emissions. The successful development of the project requires coordination between all participants of the corridor, transparency at all levels, from project planning to budgeting and procurement, real income can be two to four times more if trade restrictions in many countries are reduced, downtime at borders is reduced<sup>1</sup>.

Cooperation agreements within the framework of the “One Belt” initiative – One Way” was signed by more than 140 countries, including: Asia (Azerbaijan, Kazakhstan, Qatar, Mongolia, UAE, Syria, Tajikistan, Thailand, Turkey, Uzbekistan, Sri Lanka, South Korea, etc.), Africa (Algeria, Egypt, Kenya, Libya, Madagascar, Morocco, Seychelles, Senegal, Somalia, Sudan, Tunisia, South Africa, etc.), Europe (Russia, Austria, Belarus, Bulgaria, Hungary, Greece, Italy, Moldova, Poland, Portugal, Romania, Ukraine, Croatia, Czech Republic, etc.), as well as Oceania (Vanuatu, New Zealand, Cook Islands, Samoa, Solomon Islands, Tonga, Fiji, etc.), North America (Barbados, Grenada, Dominica, Dominican Republic, Costa Rica, Cuba, Panama, El Salvador, Jamaica, etc.) and South America (Bolivia, Venezuela, Guyana, Suriname, Uruguay, Chile, Ecuador, Peru).

Rail transportation in the direction of China – Europe includes three main routes: Northern and Central passing through the territory of Russia, Southern – through Kazakhstan. The problems of traffic organization are related to the difference in track width, permissible load, insufficient capacity, incomplete electrification of sections<sup>2</sup>.

Rail transport is the “golden mean” between faster, but expensive air and sea transport, cheaper, but requiring more time for cargo delivery. The delivery time from China to Europe by means of transport is on average<sup>3</sup>:

- by air: 5–9 days;
- by sea: 37–50 days;
- by rail: 15–18 days.

An important advantage of rail transport is its environmental friendliness in comparison with air transport and, especially, in comparison with road transport.

The growth in the volume of rail traffic on the China-Europe route is due to a number of reasons<sup>4</sup>:

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<sup>1</sup> Success of China’s Belt & Road Initiative Depends on Deep Policy Reforms, Study Finds. URL: <https://www.worldbank.org/en/news/press-release/2019/06/18/success-of-chinas-belt-road-initiative-depends-on-deep-policy-reforms-study-finds>.

<sup>2</sup> Economic analysis of the One Belt, One Road Initiative /Eurasian Rail Alliance Index (ERAI). URL: <https://index1520.com/analytics/ekonomicheskij-analiz-odin-poyas-odin-put>

<sup>3</sup> Eurasian railway breakthrough / Eurasian Rail Alliance Index (ERAI) / URL: <https://index1520.com/en/analytics/evraziyskiy-zheleznodorozhnyy-proryv>

<sup>4</sup> Eurasian railway breakthrough / Eurasian Rail Alliance Index (ERAI) / URL: <https://index1520.com/en/analytics/evraziyskiy-zheleznodorozhnyy-proryv>

1. China's economy is becoming more competitive, exports of goods to European markets are growing;
2. China exports more expensive goods, the cost of delivery increases the price of the goods, which should be competitive in the country of consumption compared to local producers. Delivery by rail is more economical than by air, and in an alternative to sea, it can justify an increase in the price of products by the speed of delivery;
3. Production in China is moving inland, special attention is paid to the development of the central and western provinces that have no access to the sea, therefore, railway communication with Europe is developing;
4. the welfare of the Chinese population is growing and at the same time the demand for expensive high-quality European goods is growing;
5. The creation of the Eurasian Customs Union allowed goods to move freely, and logistics companies were provided with a reliable, fast and economical railway connection.

The increase in the volume of rail transport from China to Europe along the Northern and Central routes, including transit through the territory of our country, has had a positive impact on the development of the entire transport system of Russia. In 2015, an agreement was signed between Russia and China on cooperation on the conjugation of the construction of the Eurasian Economic Union and the Silk Road Economic Belt, in 2016, China, Mongolia and Russia signed a Program for the creation of the China – Mongolia – Russia Economic Corridor. By 2025, the volume of transit traffic is projected to increase by 10–15%. In 2020, the Government of the Russian Federation signed a decree on subsidizing container transportation by Russian Railways to increase the competitiveness of rail transport and reduce freight rates<sup>1</sup>.

China, Central Asian countries and Europe are connected by the China Railway Express (RU) system, similar to Block Train Transportation Service (BTTS), a charter rail service system. CRE directly connects the rail transport system with shippers, using mainly container transportation. China's national strategic program "One Belt–One Road" has led to a sharp increase in the volume of goods transported and the development of CRE, most of which belongs to the Chinese Railway, a state-owned company. The volume of CRE traffic in 2020 compared to 2019 increased by a record 54%, in 2021 by about 30% by 2020<sup>2</sup>.

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<sup>1</sup> Eurasian railway breakthrough / Eurasian Rail Alliance Index (ERAI) / URL: <https://index1520.com/en/analytics/evraziyskiy-zheleznodorozhnyy-proryv>

<sup>2</sup> Current status and challenges of the China Railway Express system, a key component of the One Belt, One Road initiative. / Eurasian Rail Alliance Index (ERAI) / URL: <https://index1520.com/analytics/tekushchiy-status-i-slozhnosti-sistemy-china-railway-express-klyuchevogo-komponenta-initsiativy-odin>

In 2021, the number of trains between Europe and China amounted to 15,000–22% more than in 2020, in 2020 the growth was 50%, in 2019–50%. After the adoption of the “One Belt, One Road” initiative, there has been a rapid increase in rail traffic, which did not stop with the beginning of the COVID-19 pandemic, there was a redistribution of cargo traffic, including its transfer from sea and road transport due to flight cancellations, border closures, problems in ports<sup>1</sup>. Rail transport turned out to be the most stable in operation, eco-friendly- “green” type of transportation, accelerated promotion of container trains at reasonable prices attracted new shippers.

In 2019, 725,000 TEU (Twentyfoot Equivalent Unit – a unit of cargo measurement equal to the volume of one 20-foot container) was shipped by rail between Europe and China, the growth rate was 34%, in 2020–1.135 million of TEU cargo, the growth rate was 56%, in 2021–1.46 million of TEU cargo, growth by 2020–29%<sup>2</sup>.

In 2021, the project of the China Railway Express (Qilu) Jinan Assembly Center international multimodal transport hub was signed, designed to combine sea, river, road and rail transportation, covering international trade, operations with imported goods, supply chain financing, warehouse and other service functions. The “One Belt, One Road” initiative contributed to the rapid development of freight train traffic on the China – Europe route, and a significant increase in foreign trade. For further growth, it is necessary to reduce the time spent at border points, increase the efficiency of customs clearance. The project makes it possible to reduce the time of cargo transportation in the East – West direction by 12%<sup>3</sup>.

The initiative of international cooperation “One Belt, One Road” has provided important support for many countries in restoring, maintaining and developing the economy during the global crisis caused by the COVID-19 epidemic, has become the most successful international project of recent years, has global significance and is a platform for multilateral cooperation.

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## Section 4. Pedagogy

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### **SOME CONSIDERATIONS ON THE FORMATION OF MAN IN NINETEENTH CENTURY, BETWEEN ROMANTIC SUGGESTIONS AND POSITIVISTIC INFLUENCES**

**Abstract.** During the 19<sup>th</sup> century, the idea of education underwent a series of profound changes, largely due to the cultural changes induced by new philosophical currents and scientific discoveries.

**Keywords:** Педагогика XIX века, идеализм, романтизм, позитивизм, эволюционизм.

Pedagogy of the 19<sup>th</sup> century, idealism, romanticism, positivism, evolutionism

#### **1. Hegelian idealism**

With Hegel, German idealism, inaugurated by Fichte and developed by Schelling, reaches the highest degree of systematization. History, religion, philosophy and more generally all human knowledge find their place within the Hegelian system, in a titanic effort to provide a definitive answer to the questions that have always accompanied humanity.

This attempt was unsuccessful, as Nietzsche and Kierkegaard rightly observed, but carried out with a commitment and with an internal consistency that determined its success among posterity. The breadth of Hegelian reflection exerted a vast and profound influence on the history of ideas and, in particular, inspired Marx and his economic-political ideal.

Hegelian philosophy, with a clear immanentistic approach, re-proposes a theme developed in the past by Spinoza and, even earlier, by the Gnostic tradition. Elements that have led to the question of whether Hegel, like Fichte, was also a Mason. The conjectures advanced in this regard have not led to certain proofs, but have nevertheless established that the father of absolute idealism maintained cordial relations with the Freemasons, as evidenced by his youthful correspondence. In fact, Hegelism is

presented as a form of pantheistic Gnosticism, in which the spiritual and vital principle is immanent in nature and unfolds in dialectical opposition to it to finally reach the fullness of self-awareness.

The triadic dialectic of thesis, antithesis and synthesis is taken from Fichte, but formulated with greater precision by Hegel, who introduces the concept of *Aufhebung*, that is, the inclusion/overcoming of the opposition between thesis and antithesis in the synthesis.

Although mature, Hegelian idealism, like the Fichtian one, uses unclear ideas to express its contents, veiling them with an ambiguous aura.

The Hegelian dialectic is represented by the absolute idea (thesis), which is alienated in nature (antithesis) and reaches fullness with the spirit (synthesis), which has become perfectly self-conscious precisely through absolute idealism, the fulfillment of the history of human thought.

The alienation of the idea in nature, its material antithesis, brings Hegelism back into the wake of an ancient tradition, which began with late Neoplatonism and reached its clearest formulation with Spinozian pantheism. In any case, in Hegel there is an innovative dynamic/dialectical element compared to the past.

The spirit, at first an abstract idea, incarnates itself in nature and opposes itself, and then becomes self-aware first with religious intuition and then with philosophy, according to a dynamic and dialectical unfolding of its potential. Theology is thus subordinated to philosophy, in a substantial inversion of the medieval order, centered on the idea of God. With Hegel, not only Cartesian anthropocentrism finds further confirmation, but is incorporated into a holistic spiritualistic conception. Man, and in particular the philosopher, becomes the apical and self-conscious part of the absolute spirit, which engulfs everything within it. Any form of transcendence is firmly denied, because it would crack the pantheism or rather the pan-spiritualism of the Hegelian system, referring man and his investigation to an ontological principle that is irreducible to the knowledge of him.

The gnostic dimension of absolute idealism resides in the claim of all-understanding, where everything finds an explanation and every problem is solved. The absence of a gap between the knowing subject and the known object rests on their identity, which generates a hermetically closed gnoseological circuit.

The path begun three centuries earlier by Descartes reaches, thanks to Hegel, a significant stage, full of consequences for future history, in particular politics. The young Marx, in fact, would have grasped some aspects of the Hegelian political dialectic to push them to the point of absolutization, making them the cornerstone of his own philosophy. From the master/slave dialectic, with which the German philosopher explained the ethical and political decadence of the ruling classes, Marx would have drawn his fundamental idea of class struggle. Thus the theoretical foundations were

laid for the revolutionary uprisings of socialist inspiration, which would shock Europe from the mid-nineteenth century until the Bolshevik revolution of 1917.

Another Hegelian element destined to permeate European political history was the absolutization of the state, transformed into an institutionalized manifestation of the spirit itself. The Hegelian conception of an ethical state would have inspired both the fascist regimes and the communist and radical democratic regimes, sharing the same root. The absolutization of the state is implied by the very structure of Hegelian philosophy, which incorporates everything dialectically, reinterpreting history in terms of the progressive manifestation of the spirit.

It follows that moral judgment is devoid of any value and that the idea of freedom turns out to be illusory, since everything that happens takes on the chrism of necessity, within the framework of overall coincidence between spirit, nature and history. Justificationism was, more than any other aspect of absolute idealism, a harbinger of negative implications, which would not have been long in manifesting themselves.

Once again it's worth emphasizing the convergence between Hegelianism, Spinozism and Jewish Gnosticism, denying ethics and freedom, which no longer find a place in the unfolding of history, reduced to mere necessity. These are concepts that don't even contemplate the idea of evil, considered a mere external appearance.

## **2. The romanticism**

A part of European culture reacted to the eighteenth-century Enlightenment rationalism with romanticism, intent on rediscovering popular traditions and, as in the case of Chateaubriand, also Christianity.

The first half of the nineteenth century saw Europe intent on re-evaluating the importance of feelings and emotions in human life, considered irreducible to the mere rational datum imposed by the previous century.

Among the numerous schools that animated romanticism, that of the Schlegel brothers emerged for theoretical importance, who offered a multiplicity of aesthetic ideas to the literary and artistic community of the time, placing themselves as a center of convergence at an international level.

Freemasonry, which arose in the rationalistic aura of the eighteenth century but deeply permeated with Gnostic irrationalism, not only didn't remain a passive spectator in the face of new cultural trends, but demonstrated its mimetic and opportunistic qualities by encouraging, within the romantic movement, the antiquity dimension, reinterpreted in a neo-pagan and anti-Christian key.

With the Napoleonic heyday, a real Egyptomania emerged throughout Europe, affecting both the major art and the decorative arts, determining the characteristics of the Empire style, eclectic in taking possession of ancient symbols to bend them to the new concept of power.

Classical civilization, which had provided Christian philosophy and theology with a solid structure of thought, became the object of a cult full of resentment towards Christianity, accused of having put an end to the polytheistic tolerance of ancient times with its monotheistic fanaticism.

Parallel to the cult of the past (especially classical, but also medieval), the cult of the exotic flourished, in which the idealization of the East was fueled by striking archaeological discoveries and by the deepening of linguistic studies.

The revaluation of the Christian heritage remained a marginal phenomenon within romanticism and, as we had occasion to recall at the beginning of the paragraph, reached its most complete expression in *The genius of Christianity* (1802) by François-René de Chateaubriand.

Consistent with the tumultuous spirit of the time, the French writer's apology rested on sentimental impetus and on aristocratic pride in the Catholic tradition, rather than on solid doctrinal knowledge, a characteristic that decreed its immediate success, but also its rapid oblivion.

### 3. The positivism

At the same time and parallel to romantic sentimentality, which found its highest expression in the aesthetic-literary field, the nineteenth century witnessed an impressive scientific and technological development, which raised numerous questions also in the philosophical field.

From the encounter between nineteenth-century science and philosophy, positivism was born, hostile to theological and metaphysical speculation, considered incapable of promoting the material and moral development of humanity. The founder of positivism was the French Auguste Comte, born into a well-to-do observant and legitimist Catholic family, who soon expressed the desire to give life to a new philosophy, able to reconcile scientific research with the needs dictated by human existence.

Comte's ambiguous thought of him, afflicted throughout his life by serious psychoses that led him to attempt suicide, has its hinge in the boundless trust in technical-scientific progress, which, according to him, would imply a profound reform of society. The philosopher's faith in science and its applications underwent a partial attenuation in the second part of his existence, according to many scholars influenced by states of mystical psychic exaltation, which led him to found a positivist atheist church. In fact, in maturity, Comte expressed the desire to spread a real religion of humanity (identified with the supreme being), which met with a favorable reception especially in the Brazilian context. The motto that appears on the flag of the South American state, "Ordem and progress", is in fact derived from the Comtian "Love as a principle and order as a basis; progress as a goal".

As a utilitarian and anti-metaphysical philosophy, positivism approached liberalism, from which, however, the elitist intent to refound society on the meritocratic

distribution of power between scientists and technocrats on the one hand and industrial capitalists on the other hand distinguished it in part. Beyond the differences, however, lies the centrality of the economic element, which places the author of the *Course of Positive Philosophy* (1830–1842) in the wake of a practical thought that can be declined both as capitalist liberalism and as revolutionary socialism.

While not fully sharing the theoretical assumptions and ethical intentions, Comte was strongly influenced by the thought of Saint-Simon, his teacher and inspirer, the first to speak explicitly of positivism. Alongside pragmatism, another trait d'union between the two French thinkers was the commitment, each on their own, in giving philosophy an atheist mystical-religious imprint, in which the cult of humanity took the place of the cult of God.

Saint-Simon was not the only philosopher who influenced Comte, who was also sensitive to Mazzini's social humanism and, especially, to Hegel's dialectical idealism, from which he resumed the division of history into three evolutionary stages: theological, metaphysical and positive.

Beyond the obvious idealistic influence, it should be emphasized that positivism began with facts, understood in rationalistic, objective and anti-metaphysical terms. The uncritical exaltation of scientific and technical progress, of an Enlightenment matrix, placed Comte in a position to exert a wide and lasting influence on science and philosophy, with particular relevance in the case of Russell's twentieth-century neo-positivism.

From the unexpected mixture of techno-scientific omnipotence and mystical impulses, some of Comte's students would have drawn inspiration to approach Blavatsky's theosophy, suspended between mediumistic spiritism and charlatanism.

Finally, it should be remembered that positivism also exerted a wide influence in the pedagogical field, as evidenced by the work of Italians Ardigò, Angiulli, Siciliani e Gabelli.

#### **4. Darwinian evolutionism**

A decisive push for the affirmation of scientific positivism came, during the nineteenth century, from Darwinian evolutionism.

Charles Darwin was born in 1809 in England, to a father who is a doctor of liberal and atheist ideas and a mother belonging to the rich industrial bourgeoisie, linked to the Unitarian movement.

In the wake of family tradition, both his father and grandfather were established doctors, Darwin began his medical studies at the University of Edinburgh, without being able to finish them due to his strong impressionability and lack of propensity. The subsequent attempt to devote himself to an ecclesiastical career with enrollment in Cambridge also failed, because Darwin's interest was already clearly directed to naturalistic studies. When the opportunity arose to embark on the brig *Beagle* for a

trip around the world, the young scholar jumped at it, sailing for about five years, full of scientific observations and samples that proved to be of fundamental importance. The countless stages of exploration, which touched uncontaminated areas of Latin America and Oceania, allowed Darwin to observe nature with tranquility and attention.

Returning to his homeland, he settled in a small town, from which he rarely left, and began to reflect on the numerous data collected to develop a theory that explained the diversity found within species, both over time (fossil records), both through space (intraspecific varieties). Thus, various works were born, both of a general nature and of an analytical nature, among which the most significant for innovativeness was *On the Origin of Species*, published in 1859. In it, the scientist argued that living species had arisen from a very long evolution, due to both environmental and internal factors, the latter later cataloged by research as genetic.

Darwinian theories were not limited to introducing novelties of a scientific nature, but involved serious theological problems for all Christian churches. Both in *On the Origin of Species* and in the subsequent *The Descent of Man, and Selection in Relation to Sex* (1871) the derivation of man from the monkey was hypothesized, according to a perspective that collided with the account of the first book of the Bible, Genesis.

To explain the mechanism of evolution, Darwin made use of an expression destined to become famous, “natural selection”, with which he intended to highlight how the action of the environment on life promoted the varieties most suitable for survival and eliminated those less suitable.

This idea, strongly influenced by the economic-demographic theories of the Reverend Malthus, soon overflowed from the naturalistic boundary to spill over into the political sphere. From scientific Darwinism we then moved on to social Darwinism, that is to the idea that human society was governed by laws in all respects similar to natural ones, with the selection of the most flexible subjects or groups to the detriment of others, according to a which did not take into account either the moral or the spiritual dimension and reduced human relationships to mere mechanisms. Social Darwinism exerted a vast influence on various political orientations, becoming fundamental in the elaboration of racism, already active in the second half of the nineteenth century and which came to full expression in the following century, with Nazism.

The attitude of the Catholic Church regarding the innovations introduced by Darwin was marked by the utmost prudence, because it was a theory with possible negative implications on Christian dogmas.

The most important document on the subject, addressed directly, is the encyclical of 1950 “*Humani generis*”, with which Pius XII took a position on the question, almost a century after his appearance. The pontiff warned not only against scientific Darwinism, but also against materialism, historicism and atheistic existentialism, hostile to Christianity. A Catholic’s task, Pacelli recalled, is to use the intellect to thoroughly and



unhurriedly sift through the novelties of a scientific and philosophical nature, especially in the event that they directly call into question the truths revealed by the Holy Scriptures. With regard to evolutionism, Pius XII recalled that it was a theory not to be prejudiced as regards the origin of the human body, as long as he didn't undermine the dogma relating to the divine creation of the soul. The pontiff also dwelt on the irreconcilability of polygenism with the Bible, as affirming the existence of multiple primeval human couples means contradicting the biblical account and disavowing both original sin and the history of salvation.

In his important encyclical, the pope criticized the fashion, also widespread in the theological field, of denying a priori the literal value of the Bible and venturing into critical exegesis based on scientific discoveries in contrast with the depositum fidei. The innovating modernist tendencies, already emerged at the end of the 19th century and harshly condemned by St. Pius X, were evidently far from defeated forty years later, so much so as to induce Pius XII to return to the subject to confirm the magisterium of Church and its Thomistic foundation.

After the decisive intervention of Pius XII, the reflection on the relationship between evolutionism and Catholic doctrine has undergone further phases, with the pronouncements of successive popes over time. Today's position, open to the possibility that Darwin's theory is correct and, in the still unproven case, that man derives from the monkey, reiterates that the presence of the soul in the body isn't compatible with an insufficient level of intelligence to understand the meaning of the divine announcement.

On the other hand, the very formulation of evolutionism has changed in depth over time, by virtue of the correction of the many initial errors, among which the most important consisted in the belief (of Lamarckian derivation) that the natural environment could make changes to hereditary level (today we would say genetic).

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## **ROUTE MAP IN HISTORY LESSONS AS A TOOL FOR THE DEVELOPMENT OF STUDENTS' FUNCTIONAL LITERACY**

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### **МАРШРУТНАЯ КАРТА НА УРОКАХ ИСТОРИИ КАК ИНСТРУМЕНТ РАЗВИТИЯ ФУНКЦИОНАЛЬНОЙ ГРАМОТНОСТИ УЧЕНИКОВ**

В настоящее время во всем мире признается, что образование весьма важно для экономического роста и благополучия граждан. Образование является наиболее эффективной и долгосрочной стратегией, обеспечивающей конкурентоспособность стран. Основным аспектом изменения содержания образования в мире является умение учащихся применять полученные знания в жизни. История как учебный предмет также является частью этого процесса. Основной путь формирования национального сознания – историческое образование. Оно систематически реализуется в школах, вузах. Поэтому особенно необходимо понимать важность преподавания истории. История – это, по сути, основной источник воспитания патриотизма у поколения.

История Казахстана является полноправной частью истории всего человечества, так как она связана со странами Центральной Азии, всемирной историей, историей Евразии, кочевой цивилизацией, историей тюркских народов. История Казахстана – наука, рассматривающая в целом исторические события, явления, факты, процессы, исторические законы и закономерности, происходившие на территории Казахстана с древнейших времен до наших дней. Современный взгляд на историю Казахстана означает рассмотрение ее в единстве со всемирной историей, историей Евразийского континента, цивилизацией кочевников, историей тюркских народов и историей стран Центральной Азии. Постепенно возрастает её значимость и многофункциональная роль. Главной из её функций является то, что она становится государственным учебным предметом, что обусловлено её возросшей ролью в реализации важнейших задач развития казахстанского общества.

В рамках обновленного образования были разработаны и внесены значительные изменения в учебные программы исторических дисциплин в школе, в том

числе в предмет «История Казахстана» в соответствии с государственным общеобразовательным стандартом. Особое значение придается концептуальному обучению как новому способу обучения истории по обновленной программе. Оно направлено на углубленное понимание учителями особенностей преподавания истории через концепты. Концептуальное обучение является новым способом формирования у учащихся навыков исторического мышления. Для успешного обучения при таком подходе педагогу необходимо иметь глубокие теоретические знания. Учителя должны хорошо знать об основных этапах преподавания истории от эпохи до современности, ее этногенезе, непрерывности и преемственности, сходстве и различии, причинах и последствиях, значимости и взаимосвязи каждого события. Учащиеся должны уметь не только читать историю, но и извлекать уроки из истории. Для этого очень важно иметь историческое мышление, умение делать выводы.

Концептуальное обучение позволяет повысить метапредметные компетенции, интегрировать содержание предметов, распространять идеи, методы, принципы из одного предмета в другой, развивать историческое мышление, повышать функциональную грамотность учащегося. Кроме того, оно создает благоприятные условия для углубленного изучения предмета, основанного на изучении, развитии у учащихся навыков исторического мышления. Поддержка личностного развития учащихся позволяет закрепить и упорядочить научные знания о мире, полученные в результате самообучения, стать им самостоятельными. Теория концептуального обучения не только обогащает подход учителей к обучению, но и способствует эффективному планированию уроков, развитию кругозора у учеников. Наряду с повышением функциональной грамотности школьника, оно развивает познавательные способности.

Исторические дисциплины имеют широчайшие возможности для формирования функциональной грамотности чтения учащихся. Необходимо регулярно заострять внимание учащихся на духовно-нравственных аспектах тех или иных исторических событий, учить школьников анализировать и синтезировать информацию, проводить аналогии с сегодняшним днём. Воспитание высоко нравственного человека, способного адекватно адаптироваться в современной социальной среде – сложнейшая задача, но она вполне достижима, если за её реализацию возьмутся профессиональные педагоги, способные воздействовать на личность с разных сторон. Однако, проблема в том, что на данный момент педагоги испытывают профессиональные затруднения при организации работы по развитию функционального чтения, так как, во-первых, нет четких указаний и рекомендаций по структуризации именно исторических текстов. Во-вторых, ни содержание учебников, ни их методический аппарат в том виде, в каком он есть, не позволяют осуществлять эффективную работу по формированию функционального

чтения. Несомненно, существующие банки заданий, сайты с готовыми заданиями, помогают учителю, который всегда может использовать и преобразовать существующие задания. Данные задания, составленные по аналогии с заданиями международного исследования PISA, непревзойдены для наших учеников. Задания такого типа и практически отсутствуют в действующих учебниках. Таким образом, возникает противоречие между необходимостью работать над развитием функциональной грамотности чтения и недостаточностью учебных и методических материалов. При этом, следует помнить о целях и задач предмета. Одним из таких инструментов, позволяющим объединить процесс развития навыков исторического мышления и функциональной грамотности, является систематическое использование листов обучения для ученика в виде выстроенного алгоритма, маршрута, траектории действий для ученика, которые позволяют использовать на уроках различные методы и подходы (например, активные и проблемные методы обучения, исследовательский метод, метод проектов и т.д.), способствующие формированию у учащихся умения «мыслить исторически» и опосредованно развивая функциональное чтение.

Преподавание истории требует более специфической методики и процедур проведения уроков, чем другие предметы. Это дисциплина, которая требует большего, чем просто показ и рассказ о прошлых событиях, фактах и датах. Для этого необходимо сформировать у учащихся навыки исторического мышления. Самое главное, что на уроке истории учащиеся должны быть готовы к постановке сложных вопросов и критическому мышлению. Кроме того, учащиеся должны подвергать сомнению достоверность доказательств, критиковать имеющиеся знания и оценивать аргументы других, знать исторически важные понятия, которые являются одним из первых шагов к тому, чтобы думать как историк. Как и многие другие дисциплины, история имеет свои концепции, навыки, терминологию и способы мышления. Другое важное значение имеет то, что содержание учебной программы по истории, процесс обучения и методика обучения должны быть единой системой, а не обособленными друг от друга.

Проведенное исследование урока в рамках 2021–2022 учебного года по предмету История Казахстана в 6 классе показало достаточно значимые результаты: повышение качества знаний учащихся 6 класса на 3%, увеличение числа учащихся систематически выполняющие домашние задания на 20%, повышенную мотивацию к предмету имеют 70% шестиклассников. Основным инструментом исследования являлось ежеурочное применение учителем маршрутных карт. По согласованию с коллегами это было наиболее эффективным подходом для формирования исторического мышления у учащихся 6 класса в рамках реализации концептуального обучения в условиях большого объема исторических событий, явлений и процессов в типовой учебной программе. Детальная проработка хода всего занятия еще на

стадии планирования позволяет выявить множество проблемных моментов, решить которые можно на бумаге. Так, например, легко определяются и редактируются наиболее сложные элементы материала, для усвоения которых ученикам с медленным темпом работы потребуется большее количество времени. Это обобщенно-графическое выражение сценария урока, основа его проектирования, средство представления индивидуальных методов работы учителя, выстроенное с позиции ученика, способствует вовлеченности всех учеников, как в процесс обучения, так и в процесс оценивания, так как предлагаемые в следующем разделе методических рекомендаций маршрутные карты содержат основные для ученика элементы в виде темы урока, цели урока, то есть учитель адаптирует цель обучения в формате SMART, таким образом цель урока конкретная, релевантная, измеримая, достижимая и ограниченная во времени конкретного урока. Далее наличие в предлагаемой технологической карте урока критериев оценивания позволяет ученику понять, что конкретно будет оцениваться в рамках этого конкретного урока, этому способствует также формулировка критериев оценивания на языке наблюдаемых действий, что делает их понятными для ученика. Оценивание является неотъемлемой частью обучения и непосредственно связано с целями учебной программы и ожидаемыми результатами. Следовательно, поиск ответов на вопросы чему и как обучать, каковы потребности учеников и как помочь им в достижении результатов обучения удалось реально увидеть в практике применения маршрутных карт ученика.

Для самостоятельной разработки маршрутной карты учителю необходимо:

- изучить учебную программу, учебный план, провести анализ целей обучения, составить календарно-тематическое планирование. Какие предметные знания и умения, напредметные навыки предполагаются в качестве обучения? Что необходимо будет оценить?
- определить уровень мыслительных навыков каждой цели обучения;
- конкретизировать цели обучения в цели урока, опираясь на формулы SMART, ДИСКО и др., важно соответствие уровню мыслительных навыков и историческому концепту цели обучения;
- составить критерии оценивания на основе целей обучения согласно учебной программе, используйте глаголы-действия, раскрывающие основной исторический концепт «защитый» в цели обучения;
- распределить критерии оценивания по уровням мыслительных навыков для обеспечения дифференцированного подхода в составлении заданий;
- разработать задание в соответствии с критериями оценивания и уровнями мыслительных навыков, здесь учителю опять же необходимо понимать какой основной исторический концепт определен в цели обучения, как он сидит в критерии оценивания и тогда ясно будет, каким образом он может быть выражен в задании;

- составить к заданию дескрипторы, которые описывают основные этапы его выполнения;
- продумайте технику обратной связи, взаимо или самооценивания.

Как показывает практика, именно самостоятельное формулирование цели урока и критериев оценивания является важным элементом всего планирования в целом, определяет валидность и качество составленных в последствии заданий. При этом в работе над маршрутной картой возможно проследить большинство признаков развития функциональной грамотности, это и аналитическое чтение, потому что задания в маршрутных картах предполагают работу с ключевыми словами, событиями, фактами, процессами, работа со схемами, формулами для анализа текста, работа с графиками, таблицами. Одна маршрутная карта может быть направлена на развитие читательской грамотности (если ученик даёт оценку событиям, интерпретирует, раскрывает характерные существенные черты, признаки, ценности), глобальной грамотности (когда ученик строит логическое рассуждение, включающее установление причинно-следственных связей, решает учебно-познавательные, практические задачи, проблемы, ситуации, требующие полного и критического понимания), финансовой грамотности (применяет знания по финансовой грамотности для практической и повседневной деятельности, сопоставляет потребности и возможности, просчитывает риски, делает выводы по оптимальному распределению ресурсов, анализирует относительно собственных материальных и трудовых ресурсов), математической грамотности (распознает проблемы, которые возникают в окружающей действительности и могут быть решены посредством математического расчета, интерпретирует исторические факты представленные в количественных эквивалентах итд), естественнонаучной грамотности (делает краткие утверждения, выводы, используя факты, и принятие решений на основе естественнонаучных знаний в рамках исторических событий, явлений, процессов, констатирует объяснения на основе доказательств и аргументов, базированных на анализах и законах природы, физики, химии итд). Для эффективной работы учащихся на уроках истории учитель, как правило, использует раздаточный материал, дополнительные ресурсы, часто задания распечатываются на отдельных листах для обеспечения максимальной вовлеченности в процесс обучения. Маршрутные карты решают несколько дидактических задач одновременно. Во-первых, раскрывают сущность концептуального обучения в рамках преподавания Истории Казахстана, во-вторых, представляют алгоритм действий ученика, в-третьих, позволяют интегрировать развитие навыков функциональной грамотности. Тогда это не отдельное задание на развитие функциональной грамотности на уроке, а единый комплекс действий ученика.

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## Section 5. Economics and management

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### **POSSIBILITIES OF APPLYING MODERN PRINCIPLES OF QUALITY MANAGEMENT IN ORGANIZATIONS PROVIDING HEAT SUPPLY SERVICES**

For a modern heat supply organization, the main priority is the provision of reliable and high-quality heat supply services, with maximum benefit for consumers, ensuring uninterrupted supply of thermal energy and accuracy of calculations, creating stable and comfortable working conditions for employees, contributing to the implementation of their initiatives and creative potential, continuous improvement of production and management processes aimed at ensuring break-even activity for shareholders and the state.

Focusing on the long-term development of favorable living conditions for the population, organizations providing services for the transmission and distribution of heat energy need to constantly support the development of consumer service technologies, while ensuring an increase in the quality level of the corporate and professional culture of employee interaction, in order to positively influence the development of creative, positive atmosphere in the team, creating a favorable environment for the realization of creative potential. In modern organizations providing heat supply services to the population, a common rule for all should be cultivated: “Consumers can be both internal and external. These are not only buyers of the final product (service) produced by the organization, but also any of your work colleagues to whom you transfer the results of your work. A modern heat supply organization should strive to ensure maximum customer focus, form its own philosophy of interaction, both with consumers and work colleagues, and with external stakeholders. In this sense, it is advisable to study and try to adapt the basic principles of Kaizen (Jap. 改 (change) 善 (good (for the better)) – 改善 – Kaizen (continuous improvement)) where the main task of the organization is not to win competitors in the market, but to win consumers. The constant desire to increase customer loyalty by creating conditions

when the consumer becomes a partner in a common cause that excludes confrontation between the parties can safely be called the highest professionalism of a modern manager who will undoubtedly lead the company he leads to success., in modern conditions, it is not possible to provide an individual approach to each consumer, however, it is necessary to strive to meet the modern trends of the times as much as possible, by automating the calculations of accruals, introducing remote service methods, constantly improving the rules of interaction and customer service rips. Providing a focus on the consumer, increasing his satisfaction with the services provided, heat supply organizations create favorable and comfortable conditions for the life of the population<sup>1</sup>.

Over the 30 years of the existence of a market economy in the Republic of Kazakhstan, the principles of organization management have also changed dramatically, moreover, in the last 5–10 years, the dynamics of changes has been steadily growing. In modern management, a whole direction has appeared – “Change Management” (Agile management)<sup>2</sup>. Changes in the management of companies have occurred in all spheres of life, this has affected the management of relationships with suppliers, employees, consumers, and external stakeholders, including government and non-government bodies, commercial and non-profit organizations. To manage such a company, it is necessary to have versatile knowledge in law, management, economics, professional field, IT technologies, psychology, etc. As a rule, it is almost impossible to be a professional in all areas at the same time, therefore one of the primary tasks of a modern leader is to form a highly effective team of like-minded people. So what should a modern leader be like to ensure effective management of the organization? If we turn to the chronology, 20–25 years ago, when the business was just emerging, it can be noted that in the 90 s of the last century, managers-lawyers were in trend. First of all, this was due to the emerging demand for knowledge and skills in the field of business organization, hiring employees, making deals with suppliers and customers. Later, in the first half of the 2000 s, at a time when the development of production was gaining momentum, the popularity of managers with engineering education increased. In Kazakhstan, we could observe a shortage of civil engineers. In the second half of the “zero” there was a demand for managers – financiers. Companies have gained a foothold in their market niches, a permanent clientele has appeared, banks have begun to actively issue loans for business purposes. In the second decade of the 21<sup>st</sup> century and to the present, managers with leadership abilities are in demand, who can set an ambitious goal, unite people around themselves, creating a highly effective team of like-minded people and follow the plan. The task of the modern leader is to provide an atmosphere of trust and work without fear, initiating, recognizing

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<sup>1</sup> National standard ST RK ISO 9000–2017. “Quality management systems. Fundamentals and vocabulary”.

<sup>2</sup> Jurgen A. Agile management. Leadership and Team Management. Alpina Publisher. 2019.

and encouraging the contribution of people, maintaining honest relationships<sup>1</sup>. Such an atmosphere contributes to the maximum disclosure of the creative capabilities of the staff and the best solution of quality problems.

In order to minimize the resistance of personnel to changes associated with the constant development of the company, to ensure continuous improvement, modern organizations need to create a transparent and understandable system of motivation for everyone, in order to increase the interest of personnel in the implementation of plans and the most effective solution of operational tasks, which, in turn, will contribute to the development of disciplinary responsibility of employees. It is also necessary to ensure continuous professional development of employees by updating professional training programs, maintaining an appropriate level of competence. It's no secret that the concept of competition, for any company, is relevant not only from the point of view of the market, i.e. external factors, but also within the organization itself among employees. Every manager has come across such situations when, for example, one employee is more productive than others. Or other cases when one employee, performing a larger amount of official duties, receives on a par with his negligent colleague. Such issues need to be addressed on a systematic basis, i.e. decisions should not be one-time, but regular. When developing a motivation system in a communal enterprise of the quasi-public sector, first of all, it is necessary to understand from what it is planned to form a bonus fund, in other words, where to get the money. In organizations providing heat supply services that belong to the quasi-public sector, making a profit is not the goal of the activity, the main task is to ensure break-even. As you know, according to the legislation of the Republic of Kazakhstan, the salary of employees consists of a constant – 75% and a variable – 25%, parts<sup>2</sup>, in other words, the employer, on the basis of internal regulatory documents (acts of the employer), has the right to use the variable part of the remuneration as a motivational / stimulating component. Initially, an enterprise supplying heat energy needs to determine key performance indicators, which are target indicators and reflect the performance of the entire organization. At the next stage, it is important to establish the criteria for the performance of an employee or a structural unit as a whole, to determine the degree of influence / importance of each criterion in relation to the achievement of the set functional goals and objectives. Monitoring of achievement, both performance criteria and effectiveness, should be carried out on a regular basis, and the motivation system itself should be transparent and understandable to all employees participating in the performance evaluation system. A fair and transparent motivation system will contribute to the development of a healthy competitive spirit in the team, will have a

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<sup>1</sup> Jurgen A. Agile management. Leadership and Team Management. Alpina Publisher. 2019.

<sup>2</sup> Labor Code of the Republic of Kazakhstan dated: November – 23, – No. 414-V ZRK. 2015.

positive impact on maintaining order in business and, as a result, will positively affect the quality of services provided to the end user.

It should be noted that in almost all regions of Kazakhstan, one should take into account the high (service life – more than 25 years) wear and tear of heating networks, which leads to frequent ruptures of pipelines and emergency situations that directly affect the occurrence of excess losses, a decrease in energy efficiency and, accordingly, negatively are reflected in the economic efficiency of the enterprise associated with energy losses. Given the critical social importance of continuity and quality of heat transmission services, investments are made at the state level in programs aimed at modernizing heat networks. Obviously, at present, many domestic enterprises, for a number of objective and subjective reasons, cannot fully ensure the transition to absolute automation, the notorious “human factor” and the regular personnel errors associated with it, adjustments of calculations / charges to inefficient use of working time by staff, complaints / dissatisfaction of consumers and, accordingly, negatively affects the reputation of the enterprise. In order to continuously improve production and management technologies, it is advisable for modern heat supply organizations to apply a process approach based on the PDCA Continuous Improvement Cycle (Plan – Do – Check – Act)<sup>1</sup>, with a clear definition of regulations and rules of work, which will optimize time costs, have a positive impact on increasing productivity and reducing costs, as well as on the positive dynamics of the quality of heat supply services. services today, the maximum automation of internal business processes is extremely relevant, for example, based on the platform “1C: ERP Enterprise Management 2 for Kazakhstan” (including “Target IT Architecture”). Many modern organizations that have mastered the above management tools apparitions appreciated their merits. The use of automation significantly speeds up the processes operating in the company, prevents errors associated with the notorious “human factor”, has a positive effect on improving the quality of products / services provided and reducing receivables, ensuring profitability and economic efficiency of the enterprise. In the future, realizing that there is no limit to improvement, it is advisable to start adapting, for example, such Lean Production tools as Value Stream Mapping in order to identify and optimize (eliminate / minimize time) processes that do not add value to the finished product / service<sup>2</sup>. It is important to understand that in our “world of speeds”, time is the most important and non-renewable resource, and at the same time, it is also the main factor that has a direct impact on both customer satisfaction and the economic efficiency of any organization.

As noted above, heat supply organizations should strive to create a corporate culture of continuous improvement, covering all areas of the enterprise’s life, providing pro-

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<sup>1</sup> National standard ST RK ISO 9001–2016. “Quality management systems. Requirements”.

<sup>2</sup> Masaaki I. Gemba kaizen: A way to reduce costs and improve quality. Alpina Business Books. 2005.

duction activities with the necessary human, intellectual and material resources. Given the current dynamics of a comprehensive scientific, technical, economic, geopolitical, etc. development, an enterprise providing heat supply services should strive to create conditions in which each employee will be interested in consciously making efforts for continuous self-development. It is advisable to develop a system of internal PR – (public relations), explicit or hidden informational impact on employees in order to manage staff relationships, create a certain image of the company in the eyes of employees and further broadcast to the external environment, adjust behavior when interacting with colleagues, partners, external interested parties. One of the intangible assets of an enterprise is its organizational culture, which, among others, forms the value of the organization, expressed in achieving and maintaining an appropriate reputation, which is the most important value of current and strategic functioning. A modern heat supply organization, realizing its role and importance in ensuring the stability of the provision of public utilities to the population of the city, should position itself as a high-tech company that meets modern challenges and provides a consistently high level of trust for all stakeholders. Another intangible asset of the organization is the competence of the staff. Given the current trends in the development of scientific and technological progress, heat supply companies should strive to create a self-learning corporate culture that promotes the constant development of human resources, systematic improvement of competence, the formation of favorable conditions for professional growth and the realization of the creative potential of employees. It must be remembered that when providing heat supply services, one of the key indicators is the level of customer service. In order to provide a high level of service and anticipate the needs of subscribers, it is necessary to create and constantly improve a modern service management system aimed at increasing satisfaction and developing long-term partnerships with consumers. Another value of a heat supply company is its specialization, since the services provided are unique in their own way, they cannot be performed by anyone except the heat supply company itself, it is necessary to focus on technical equipment, which must comply with modern trends. An enterprise providing heat supply services should strive to meet the requirements of scientific and technological progress and the needs of consumers, constantly modernizing the technical and artificial intellectual potential, ensuring the introduction of automation and improving energy-efficient technologies and equipment that help reduce energy consumption and water consumption.

Evidence-based decision making is a top priority for any organization. It is important to understand that in a company, at all levels, it is necessary to cultivate openness and honesty in terms of the data and information provided, even if it does not meet expectations. As you know, back in the middle of the last century, the famous American social psychologist Douglas McGregor formulated the management theories X and Y (Theory X and Theory Y). Theory X implies that a person, by default, loves to work

and avoids work whenever possible, so it is necessary to take appropriate measures of influence, i.e. to punish inconsistencies, using “repressive management” in the work and reward for positive results. With such an approach, as a rule, it is not the process of production / provision of services that is considered, but the performer of the process, while it should be noted that only once punishing the employee for the discrepancy between the expected result, in the future the employee will close in himself, in his mind there will be a fear of registering negative events and data, which will lead to a distortion of the actual figures. The world-renowned management guru, the most famous American scientist, statistician and management consultant William Edwards Deming said: “Wherever fear appears, we get false numbers”<sup>1</sup>. Managers themselves can very rarely admit that their management is not effective enough, the processes are not built correctly, the management system fails, as a result, a negative atmosphere develops in the team, employees feel psychological discomfort, competent and promising employees, with high potential, quit due to inability to develop, lack of professional and career growth. It is advisable for modern organizations to analyze the possibilities of application and build their management systems based on the theory of management Y, which implies that it is as natural for a person to work as to relax or play. It is necessary to create such a management system in which the staff will be able to reveal all their abilities and realize their talents. With such a management system, employees jointly solve emerging difficulties and / or problems, focusing not on correcting the error, but on preventing its recurrence, in other words, to create a risk management system. In order to ensure the most effective risk management, by achieving the planned performance indicators of the joint venture, the enterprise must regularly monitor and analyze key performance indicators and the effectiveness of the structural units, purposefully promote and develop a culture of work on errors aimed at finding the causes of potential inconsistencies and developing measures upon their warning<sup>2</sup>.

A modern enterprise should strive to develop long-term partnerships with all external and internal stakeholders, to derive mutual benefit from such relationships based on mutual respect and parity of opinions, using the principle of “WIN – WIN” (“winner – winner”). The combined interaction of internal and external stakeholders has a direct impact on performance. To minimize the impact of uncertainty on the work of the organization, it is advisable to apply a risk management system, which is regulated by the International Standard ISO 9001 / National Standard ST RK ISO 9001. In order to manage risks, ensure clarity of actions, it is necessary to identify all stakeholders interacting with the heat supply enterprise and establish their needs.

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<sup>1</sup> Neave H. Organization as a system. Principles of building a sustainable business by Edwards Deming. Alpina Publisher. 2014.

<sup>2</sup> Shelldrake J. Management Theory: From Taylorism to Japanization. – St. Petersburg, – Peter. 2001.

When identifying stakeholders, strengths, weaknesses, opportunities and threats, teamwork methods should be used, in particular, a quantitative SWOT analysis, which will allow an assessment of the current situation of the enterprise and its structured description. Quantitative ABC-analysis will allow classifying strengths, weaknesses, opportunities and threats according to their degree of importance, setting priorities for developing further solutions and forming plans for their implementation. The stakeholders of the organization providing heat supply services, their requirements and expectations, as well as monitoring methods are listed below in Table 1.

Table 1.

| №   | Interested party                       | Requirements/Expectations  | Метод мониторинга  |
|-----|--|--|--|
| 1.  | Consumers                              | Uninterrupted supply, quality of heat supply, price, timeliness, fulfillment of obligations under the contract (agreement) | Contract (agreement), feedback, questioning, complaints / complaints |
| 2.  | Government                             | Compliance with the legislation of the Republic of Kazakhstan, provision of jobs, implementation of investment programs    | External checks, internal audits                                     |
| 3.  | Owners                                 | Profit / break even, reputation, execution of production plans   | Meetings, reports  |
| 4.  | Employees                              | Professional growth, salary, training at the expense of the enterprise   | Labor contract   |
| 5.  | Supervisory authorities                | Compliance with industry norms and standards   | Certification, inspection checks, internal checks                    |
| 6.  | Bodies for conformity assessment of MS | Compliance with the requirements of ST RK ISO 9001, ST RK ISO 50001  | Product quality control, internal audits                             |
| 7.  | Suppliers                              | Price, terms, volume, permits, licenses, certificates, fulfillment of obligations under the contract                       | Contract, assessment/re-assessment of suppliers                      |
| 8.  | Partners, professional associations    | Legislation, MoUs, contributions, participation in forums  | Legislative change   |
| 9.  | Banks                                  | Solvency, economic stability of the enterprise   | Treaty   |
| 10. | Non-Governmental Organizations (NGOs)  | Memorandums of Understanding, Safety, Environment, Benefit to Societies  | Meetings   |



In the future, all established requirements and expectations of stakeholders must be transformed into specific action plans with the definition of deadlines, responsible persons and the form of completion.

As can be seen, the principles of doing business described above, generally accepted by the world community, are closely related and complement each other, which indicates the need for a comprehensive application of transformations aimed at continuous improvement. For heat supply organizations, which are the most important infrastructure component of any settlement, in ensuring comfortable life of the population, continuous improvement should be a way of thinking and a key element of activity.

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