

RISKS IN THE SPHERE OF SOCIAL-LABOR RELATIONS ON THE MUNICIPAL LEVEL

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Abstract

Analysis of the theory and practice of development of socio-economic relations in Russia demonstrates insufficient attention attributed both to the issues of formation and practicing of social-labor relations on the municipal level and to the management of potential risks in social-labor relations on the level of municipal entities. A performed analysis allows to include into labor relations not only the issues of labor market and legal aspects of labor process, but also its social component. This justifies the reasoning of the use of the term "*social-labor relations*". Analysis of the meaning of the term "*socio-economic space*" allows designating as such a municipal entity where these social-labor relations form and develop. The article offers author's vision of a system of social-labor relations along with the factors, which determine their formation and development on the municipal level. It is suggested to consider the risk in social-labor relations as a danger of development of negative situations caused by objectively existing interdependencies and interactions, which emerge between participants of labor process and which aim to regulate the quality of working life taking into account the availability of various alternative options, and choosing one of them can lead to the failure to achieve the goal specified by these participants. Such an approach to risks in the sphere under examination with consideration of suggested system of social-labor relations offers the author's vision of classification of risks on the municipal level. On top of that, the article offers analysis of major factors, which encourage formation of a risk field in the sphere of social-labor relations.

Keywords: Labor relations, social-labor relations, socio-economic space, municipal entities, risks, risks in social-labor relations, management of risks in social-labor relations.

1. INTRODUCTION

The first decades of the XXI century, while being contradictive, shook the foundations of the world order established previously and highlighted the attractiveness of the model of a socially oriented market economy, which integrates both the free market component in the form of effective distribution of production factors based on the different forms of ownership, and the welfare component in the form of elevated level and quality of life of the population (Shenayev, 2004, p.32). Implementation of such a model encourages government institutions of developed and developing countries on the one hand to solve a complex of economic problems related to strengthening and development of the market economy system, and on the other hand to keep in sight solutions of social problems, including those existing in the sphere of social-labor relations.

Development of social-labor relations implies addressing such issues as regulation of labor market, (un)employment, formation and practicing of social partnership, social security programs, welfare benefits, stabilization and growth of the level and the quality of life of the population, etc. Formation and establishment of social-labor relations is carried out on the levels of both national and municipal economies. While the legal regulation of social-labor relations is done predominantly on the national level, the practical implementation of the entire complex of social-labor relations is carried out at the places where people live and work, which is to say on the municipal level.

Formation and development of social-labor relations on the municipal level are influenced by a significant number of diverse factors, such as implemented social policy, unfolding globalization of the world economy, development of labor division and cooperation, which unavoidably lead to emergence of certain threats to their normal functioning. This preconditions the presence of risks in the social-labor relations on the municipal level. At the same time, the issues of risks in social-labor relations along with the ways to manage them, especially on the municipal level, have received little coverage in the literature. This is illustrated by the fact that there is no single understanding of the essence of social-labor relations and their system.

This article attempts to answer the following questions: How can the system of social-labor relations be described? What factors have an impact on formation and development of social-labor relations on the municipal level, most notably in Russia? What are the risks in the sphere of social-labor relations? What are the possible approaches towards risk management in the sphere of social-labor relations?

2. METHODS

Literature on the issues of organization of labor and labor relations uses two terms, "labor relations" and "social-labor relations". Analysis of the phenomenon of labor in the light of social and historical development of a society demonstrates that there are two opposing approaches towards understanding of the essence of labor. Anatoly Shkurkin suggests that the first approach has brought together a group of scholars who perceive labor as "a burdensome duty of an individual", while the second one unites scholars who see it as "a source of creativity and personal development" (Shurkin, 1998, p.122-123). It is fair to assume that consideration of labor as "a burdensome duty of an individual" led to formation of image of labor relations in the narrow understanding, simply as relations functioning on the labor market. Probably since those times when labor started to be understood as "a source of creativity and development of an individual" there came to exist preconditions of formation of the term "social-labor relations". The following definition of the term "labor relations" can be given as an example of the first approach: these are "such kind of social relations, which mediate non-independent, primarily hired labor"

(Textbook on the course of the Russian labor law, 1996, p.106). The second approach utilizes the term "social-labor relations", which are understood as a reflection of objectively existing relations in the labor process and which aims to regulate the quality of working life (Economy of Labor and Social-Labor Relations, 1996, p.48). They are also understood as "relations between participants of social practice (transformative activity) regarding its social orientation, social results and regarding formation and change of conditions and ways of working life" (Rakitskaya, 2003, p.70). Nevertheless, while interpreting the term "labor relations" the authors of the aforementioned textbook (Textbook on the course of the Russian labor law, 1996) incline to think that this term also includes social parameters in a tacit way.

In order to conjoin the issue of social-labor relations with the municipal level of organization of life of the population, it is reasonable to look at the term "socio-economic space". Analysis of the literature on the issues of social and economic space and their interrelation in the framework of a single and unified socio-economic space (Adikayev, 2009; Zaslavskaya, 2004; Mechanisms of Management of Development of the Region, 2001; Priorities of Management of Regional Development, 2001) allows the understanding of socio-economic space as a system of freely forming economic ties in the continuously changing environment of defined territorial entities, which aim to improve the social conditions of lives of people. Consequently, it seems reasonable to approach the issue of formation of a single national socio-economic space from the perspective of economic federalism, in whose framework organization of a space is established based on a division of activities and responsibilities on implementation of national socio-economic policy between central and local governments (Maran, 2005). However, while some scholars relate strengthening of a single national socio-economic space to the partnership between the state and the market sector of the economy on the level of the region (Maran, 2005), others suggest adding a level of municipal entities to it as well (Yushkova, 2012). In this vein, for instance, socio-economic space is associated with the multitude of geographic locations and geographic areas that are related to a specific object, such as not only a large business enterprise, means communications and so on, but also a local community (Khramov, 2009). Speaking of the rural territories, it is suggested to understand rural households as a structure-building form of rural socio-economic space (Afanasyev, 2013).

When it comes to interpretation of the term 'risk', analysis of a relevant literature suggests defining it as a term, which reflects a situation characterized by a danger that if one of the different alternative options is selected, a choice of it can lead to non-attainment of a specified goal (K. A. Nikolaev and V.K. Nikolaev, 2015).

3. FINDINGS

The conducted analysis of the terms "labor relations" and "social-labor relations" allows to make the following conclusion: if the labor relations are not limited to only the issues of labor market and legal aspects of a labor process, which is typical for socially orientated states, both terms under study seem to be very close in their meaning (Sakhapova, 2014; Institute of Labor of the Russian Ministry of Labor (2001, p.5). Thus, no matter, which term is used, "labor relations" or "social-labor relations", the labor process itself in the life of both an individual and a society remains and multi-faceted phenomenon, as it is influenced by many legal, socio-economic, territorial and other types of factors.

In Russia, just like in many other federate states, it is reasonable to look at the municipal entity not only from the stance of political science (K.A. Nikolaev and V.K. Nikolaev, 2013), but also to perceive it as a basic component of a both regional and national socio-economic spaces. In this context, municipal entity is such a socio-economic space where a certain defined territorial community of people makes decisions primarily on the issues of local significance to ensure support of life of a community relying on its own resources, local funding and a system of bodies of local self-governance. Such an understanding of a municipal entity allows arriving at a conclusion that its formation and development are directly related to the effective functioning of social-labor relations on its territory. It is plausible to agree with an opinion that on the one hand it is the territory of municipal entities where social formation and labor utilization of human resources occur. On the other hand, social conflicts, which among other things relate to unsatisfactory condition of social-labor relations, also originate predominantly on the municipal level (Sakhapova, 2014). This is especially true when we think that people work in businesses, institutions and organizations, which are located on the territory of concrete municipal entities. It is their territory where federal, regional and municipal laws are executed.

Just like any field of human activity, implementation of a labor process becomes exposed to potential risks along with the social-labor relations that emerge at the same time. If one applies suggested understanding of the term "risk" to the sphere of social-labor relations, it would be reasonable to introduce the term "risk in the social-labor relations". This term would mean a danger of development of negative situations caused by objectively existing interdependencies and interactions, which emerge between participants of labor process and which aim to regulate the quality of working life considering availability of different alternative options, the choice of one of which can lead to non-attainment of a specified goal. However, analysis of the problem of risks in the sphere of social-labor relations requires before everything else to express these relations as a defined system. Some Russian scholars believe that social-labor relations as a system include such structural components as subjects and levels, issues and their structure, principles and types of social-labor relations (Economy of labor and social-labor relations, 1996, p.48).

Other scholars believe that they include subjects, issues and types of social-labor relations (Genkin, 2002, p. 315). There are even those who say that they include types of social-labor relations, relation to the labor, and social type of individual labor careers (Rakitskaya, 2003, p. 75-85).

4. DISCUSSIONS

4.1. System of social-labor relations and factors that have an impact on formation and development social-labor relations on the municipal level.

The author's vision of a system of social-labor relations is composed of the following elements: subjects, levels, issues and types of this kind of relations.

The foundation of this system in Russia includes such subjects of social-labor relations, as hired employees, professional unions, employers, the Russian Federation, constituent provincial entities of the Russian Federation, and municipal entities.

Special characteristics of these subjects determine three levels of social-labor relations:

- individual level, which determines the following types of relations: hired employee - hired employee, hired employee - employer, employer - employer;
- group level, which determines the following types of relations: group of hired employees - group of employers, group of hired employees - employer;
- administrative level, which determines the following types of relations: relations between hired employees, employers and government agencies, which represent the Russian Federation, constituent entities of the Russian Federation, and municipal entities.

Conversely, in the framework of each level the following three blocks of issues could be identified: social-labor relations in employment, social-labor relations in labor organization and efficiency, and social-labor relations in remuneration for labor. These blocks of issues of social-labor relations are replenished with their specific elements on each level, such as training and retraining of employees, regulation of relations on the labor market, labor activity, personnel policy, control and analysis of labor activity, assessment of labor efficiency, organization of labor of employee, labor performance standards (including those stipulated by the government), government policy in protection of labor, remuneration for labor, labor motivation, establishment of the levels of minimum wages, and the cost of living, etc. All elements of the social-labor relations have different manifestations in real life, as they are being directly influenced by different types of social-labor relations.

Finally, subjects, levels and issues of social-labor relations, as well as their elements, are "immersed" into a concrete socio-economic space. This is the reason why the system of social-labor relations transforms depending on the spacial level its implementation is perceived at - if it is the level of business enterprise, institution, organization, industry, region or municipal entity.

Among major factors that influence formation and development of social-labor relations on the municipal level a special focus is put on social policy, globalization of the economy and development of labor division and cooperation (Economy of labor and social-labor relations, 1996, p.57). When it comes to social policy, at the stage of its concrete implementation it remains a major factor that has a direct impact on the process of formation and development of social-labor relations on the territory of the municipal entity. This is because resolution of issues of local significance, which are formalizes in the law, touches upon certain aspects of social wellbeing of the population. Besides, the experience of management of the social policy in Russia demonstrates that a significant number of questions that relate to its implementation on the territories of municipal districts and urban okrugs are within the scope of powers that are transferred from the level of the national government to the level of bodies of local self-governance.

Similarly, globalization of the economy at the very least touches upon such aspects of social-labor relations, as issues of employment of the population and development of the labor market, which without an adequate initiative from the local government can induce growth of unemployment rates. Globalization also becomes an important factor of development of competition between different municipal entities.

A tangible impact is also visible on the local level when it is demonstrated by such factor as labor division and cooperation, as this factor influences the process of formation and development of social-labor relations. International experiences demonstrate a variety of forms of inter-municipal cooperation, which allows going beyond the scope of financial and material capacities of a single territorial unit of local self-governance. Russia so far was not able to accumulate such vast and varied experiences. However, establishment of a multitude of smaller municipal entities primarily in the rural communities, smaller towns and villages will unavoidably encourage them to develop inter-municipal cooperation, which will produce its impact on the development of social-labor relations on the territories of municipal entities.

4.2. Classification of risks in social-labor relations.

Below is the author's vision of classification of risks in social-labor relations predetermined both by a system of these relations suggested above and by an interpretation of risks in social-labor relations.

By the subjects of social-labor relations, the following risks can be identified:

1. Risks of hired employee, which are understood as a danger of termination or infringement of an employment contract with the employer due to disagreement on the matters of labor activity.
2. Risks of trade unions, which are understood as a danger of breach of the foundation of interest representation and poor protection of social-labor rights and interests of the employees.
3. Risks of employer, which are understood as a danger of termination or infringement of an employment contract with the hired employee due to disagreement on the matters of labor activity.
4. Risks of agencies of federal, regional and local governments. In case when these agencies participate in the social-labor relations as employers, they become exposed to the corresponding employer-type risks. When these agencies act as the regulators of the labor relations both as the guarantors of social rights and welfare of the population and as the mediators in the labor disputes, there emerges a danger of development of negative situations in this specific area. Here, it makes sense to speak about such kinds of risks as:
 - risk of non-execution of enacted laws and other pieces of legislation by other participants of the social-labor relations;
 - risk of emergence of unanticipated processes, which impede an effective implementation of social-labor relations due to enactment of concrete laws and other pieces of legislation;
 - risk of rapid growth of unemployment or change of its structure due to implementation of national and municipal level programs that aim to adapt achievements of technical progress;
 - risk of emergence of social tensions on the territory of municipal entities and the whole regions due to implementation of different political and socio-economic programs by the government agencies;
 - risk of loss of authoritative influence of the government agencies among the population due to implementation of unpopular measures, and the risk of loss of authoritative influence of the government agencies among the employers and/or employees due to implementation of their reconciliation mission in the framework of activities of trilateral commissions on regulation of social-labor relations.

By the levels of social-labor relations, the following risks can be identified:

- individual risks, which can emerge in a segment of social-labor relations, which involves individual subjects of these relations (for instance, in such types of relations, as hired employee - hired employee, hired employee - employer, employer - employer);
- group risks, which can emerge in a segment of social-labor relations, which involves collective subjects of these relations (for instance, in such types of relations, as employers' associations - trade unions, employer - group of hired employees);
- administrative risks, which can emerge in a segment of social-labor relations, which involves their regulation by government agencies.

By the issues of the social-labor relations, the following risks can be identified:

- risks of social-labor relations in employment, which are understood as a danger of development of negative situations related to participation of economically active population in the social labor in the framework of objectively existing relations and interactions of subjects of social-labor relations;
- risks of social-labor relations in labor organization and efficiency, which are understood as a danger of development of negative situations related to the regulation of the quality of working life in the context of objectively existing relations and interactions of subjects of social-labor relations in the process of their professional life (this group of risks in the scientific literature is referred to as "professional risks");
- risks of social-labor relations in remuneration for labor, which are understood as a danger of development of negative situations related to both remuneration for labor in the context of objectively existing relations and interactions of subjects of social-labor relations and encouragement of their professional work.

This should take into account that classification of risks in social-labor relations based on the issues, splits into three levels: individual, group and administrative.

4.3. Factors that encourage formation of the risk field in the sphere of social-labor relations.

Risk recognition in social-labor relations at the municipal entity urges scholars to focus on factors, which encourage formation of the risk field in the sphere of these relations. Risk field here can be understood as a space where factors that encourage emergence of risky situations form under the influence of social-labor relations. These factors can be broken into three groups:

1. Objective factors, or factors, which could not be influenced by the participants of the labor process at the current moment.

These factors, for instance, may include population with the characteristics of the level and the quality of life. The essence of this factor can be manifested in the following ways: in the poor demographic situation; in the insufficient number of professionals and workers with required qualifications to fill in the needed working positions; in a significant number of working positions with the harmful and dangerous working conditions; in a low level of the general population income, which can influence both the population's ability to pay for goods and services and the ability of the employees, their family members to reproduce life, etc.

Objective factors may also include functioning of the elements of market and social infrastructure. The essence of this factor is manifested in the possible increase of a number of persons prone to deviant behavior due to existence of only a small number of social and cultural institutions on the territory of the municipal entity; due to the difficulties of obtaining of loans for acquisition of durable goods and for establishment of new businesses on production of goods and services; due to the difficulties in development of already existing businesses; or due to inability to satisfy the needs in educational and other services.

Another objective factor could be competitors who can unintentionally slow down or impede the development of social-labor sphere of the municipal entity. These, for instance, can be other, predominantly adjacent, municipal entities. Due to historically objective reasons many municipal entities became subsidized in the existing market situation, as a result their territories have witnessed a drain of qualified personnel seeking employment opportunities at businesses, institutions and organizations located on the territories of other municipal entities, more successful from a socio-economic perspective.

Finally, an important objective factor, which can influence the development of social-labor relations on the municipal level, is the government regulation and administration - this factor is manifested predominantly in inconsistency and instability of the Russian legislation that regulates the issues of organization and implementation of the local self-governance. Organization of inter-budget relations in Russia leads not only to inability of most of the municipal entities to form local budgets that would focus on development, but also also makes it virtually impossible to provide financial resources to address issues of local significance.

2. Subjective factors, or factors, which are regulated by the participants of the labor process independently.

These factors include:

- exercise of a legislative function by local parliament members, if it is not as effective or not as suitable to the existing state of affairs on the territory of a concrete municipal entity;
- exercise of an administrative function by municipal employees, if it is not as effective or not as suitable to the existing state of affairs on the territory of a concrete municipal entity.

Subjective factors can include possible functioning of trade unions, political and non-governmental organizations. Their governing bodies might choose such types of activities, which can create a real danger of political, social and economic destabilization on the territory of municipal entity, or at the very least can impede efforts of the agencies of local self-government on the development of their territories.

Besides, this group of factors can include ability of the population to cope socially and psychologically with the existence of potentially dangerous and hazardous production facilities on the territory of the concrete municipal entity. For instance, there is an opinion that the price of stress and mistrust to technological operations continually increases, while the loss of productivity of labor due to technology-related stress in certain cases may reach as high as 50 percent (Reymers, 1997, p.71).

3. Mixed factors, or factors, which have both subjective and objective characteristics.

This group of factors, among others things, includes condition of the labor market in the emerging market relations, which are characterized by a number of problems, such as:

- hyper-employment of separate groups of the population against existing hidden and structural unemployment;
- preservation of a significant share of unqualified and low-paid labor in some industries;
- preservation of unofficial forms of employment (so called "shadow labor market");
- insufficient prestige of working professions, especially among younger generations of people, etc.

4.4. Risk management in the sphere of social-labor relations.

Reality of formation of the risk field in the sphere of social-labor relations requires these relations to be managed in the conditions of risk to ensure socio-economic development of the municipal entity. At this point, it is suggested to understand risks in the sphere of social-labor relations as an ability to recognize and evaluate a danger of emergence of negative situations, caused by objectively existing interdependencies and interactions, which emerge between participants of a labor process and which aim to regulate the quality of the working life. This can also include measures on aversion or minimization of risks of negative implications considering availability of different alternative options, the choice of one of

which can lead to non-attainment of a specified goal. Besides, the main goal of such a management for municipal entity should become an attainment of expected results at the optimal ratio of the costs of organization of this managerial process and the degree of risk.

In order to manage the risks in the sphere of social-labor relations on the municipal level it is reasonable to introduce an indicator of an aggregate level of risk in the sphere of social-labor relations on the territory of municipal entity with the formula of its assessment, which can be expressed in the following way:

$$R_{agg} = R_{h.e.} + R_{t.u.} + R_e + R_{a.n.a.l.s.g.} + R_{s.l.r.e.} + R_{s.l.r.l.o.e.} + R_{s.l.r.r.l.}$$

where:

Ragg. – assessment of aggregated level of risk,

1. Rh.e. – risks of hired employee,

2. Rt.u. – risks of trade unions,

Re – risks of employer,

Ra.n.a.l.s.g. – risks of agencies of national authority and local self-governance,

Rs.l.r.e. – risks of social-labor relations in employment,

Rs.l.r.l.o.e. – risks of social-labor relations in labor organization and efficiency,

Rs.l.r.r.l. – risks of social-labor relations in remuneration for labor.

The calculated assessment of aggregated level of risk can be measured by the following scale:

- from 0 to 25% – the risk is perceived as non-significant, and the chances of its manifestation are minimal;
- from 25 to 50% – the risk will probably not manifest itself, however, there exist prerequisites for deterioration of the situation;
- 50% – the risk has an equal possibly of both manifestation and non-manifestation;
- from 50 to 75% – the risk will probably manifest itself, as there exist a number of circumstances that relate to it;
- from 75 to 100% – maximum manifestation of risk.

4.5. Stages of risk management in social-labor relations.

Generally, the process of risk management in social-labor relations includes four stages:

Stage one: planning of the process of risk management in social-labor relations. This stage involves the issues of planning of the process of risk management in this sphere for a concrete identified problem. This, for instance, can be establishment of an initiative group or distribution of responsibilities within an already existing personnel structure; systematization of a previous experience and existing practices of management of risks in social-labor relations; design of sample templates of the plan. The list might also include setting up deadlines at the different stages of the entire process of management; selection of methods, which could be used for a research; identification of risk thresholds in social-labor relations for municipal entity on the established criteria; development of the reporting forms and principles of records and paperwork management.

Stage two: identification of risks in social-labor relations that includes such components, as establishment of procedures of collection and precessing of information, which relates to the problem under consideration; classification and ranging of risks; listing of risks and conditions at which they can emerge; and performance of qualitative and quantitative analysis of risks. Qualitative analysis of risks in social-labor relations requires the following: identification of all kinds of possible risks typical for the problem under consideration, identification of sources and reasons of emergence of risks, identification of a degree of importance of risks, forecasting of the implications of risky situations, and scheduling of risk response measures. Quantitative analysis of risks in social-labor relations requires assessment of identified risks, which can help delineate a risk-containing situation more explicitly. This requires identification of: numeric value of risks, which can influence an implementation of a certain project of socio-economic development; necessary expenses, which might emerge due to the need of risk response; risks that require immediate response; permitted level of risks; options of possible development of different specific situations.

Stage three: planing of response on the identified parameters, a stage of development of complex of measures to defend development of the sphere of social-labor relations on the territory of municipal entity from undesired exposure to risks. This implies varied measures of risk protection as well as an assessment of economic efficiency of different risk response options, including the following ones: risk reduction, risk-taking and transferring of risks to the third parties.

Stage four: monitoring and control of the results of the development of the sphere of social-labor relations on the territory of municipal entity. This stage requires specification of:

- the future of identified risks;

- permissible and impermissible deviations from the originally set parameters for each kind of risk;
- assessment of efficiency of chosen risk response measures;
- unforeseen costs and losses associated with implementation of risk response measures.

This might require correction of the previously made decisions and, as a result, a revision of the risk response plan.

Performed analysis demonstrates that management of risks in the sphere of social-labor relations on the municipal level is both necessary and plausible element of planning and implementation of an integrated socio-economic development of the municipal entity.

4.6. Organizational design of a system of risk management in the sphere of social-labor relations.

Organizational design of a system of risk management in the agencies of local self-government could be based on the two streamlines of work, depending on the type of risk and the type of actions required to address it. The work on the first one should involve professionals with an expertise necessary to handle the risks typical for a specific situation (financial, professional, investment and other kinds of risks). The work on the second one should involve professionals working with the methods of risk recognition, risk assessment and risk response. This should consider a specificity of a type of a concrete municipal entity along with the capacities it might possess. Russian legislation identifies such types of municipal entities, as municipal districts, urban and rural settlements, urban okrugs, urban okrugs with intra-urban divisions, intra-urban districts, intra-urban territories of federal cities. For smaller municipal entities, this role could be played by a designated officer, the risk-manager. For municipal districts and urban okrugs, which represent larger municipal entities, a reasonable form of organization of risk management could be a combination of work of a local government in-house unit and an outside organization. It makes sense to raise a question of establishment of a larger structural unit in a local government, which would not only manage risks, employing several risk management staff members, but would also develop, coordinate and watch execution of a program of socio-economic development of municipal entity.

While the rural settlements could enter into contracts with the structural units of the municipal districts to provide services on both the development of complex programs of their socio-economic development and forecasting and assessment of risky situations, which could possibly emerge during implementation of these programs. Intra-urban districts that are parts of urban okrugs with intra-urban divisions can also act in a similar fashion.

5. CONCLUSIONS

Issues addressed in this article can help analyze the risks in social-labor relations, which can doubtlessly encourage both more efficient socio-economic development of certain municipal entities and reduce social tensions between the hired employees and employers, who among others include the government agencies.

Serious work needs to be done on integration of the Russian vision of social-labor relations and the risks associated with these relations, with the European traditions existing in the framework of the European social space (Karagulova, (ed.), 2003. p.15) in particular and international experiences in general.

Collection of information on the practical experience of risk management in social-labor relations remains a major challenge of research in the Russian practices of organization of municipal governance, considering the devision of powers in this sphere between federal, regional and municipal government agencies. Just as challenging is the work on the methodology of generalization of such an experience.

Unfortunately, publications in this area are virtually non-existent. In this context, Western experiences of organization of management of risks in general and risk in social-labor relations in particular could play a significant role.

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