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DESIGN AND DEVELOPMENT OF BLOOD DONORS RECORDING SYSTEM

Abstract: This work belongs to the sphere of web-development and process automation. Article considers existing electronic recording systems and analyses their functionality and advantages over others and determines the criteria by which the designed system should be better than existing. After that article describes choice of developer tools and methods and final testing of the application for potential donors and administrators.

Key words: blood donation, electronic record.

Language: English

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Introduction

Today, automation and informatization affects all spheres of society and gradually information systems are present in almost every, even the smallest organization. The need to automatically take into account indicators, conveniently inform users, and also store information and have convenient and quick access to it has become more urgent than ever.

Following the successful results of the implementation and the global trend of informatization, in 2015, the initiative group of the St. Petersburg Polytechnic University transformed the action Donor Day in the information sphere. From a small event with a capacity of 100 people and passing once a year, it turned into the largest donor cell among the universities of St. Petersburg.

In many respects, this was possible due to the developed system of recording donors for delivery - an electronic queue close to the hospital record, but due to the local features of the action with great functionality for the convenience of volunteers. In addition to the queue, a system for recording blood donations and mass preparation of documents for obtaining material assistance by volunteers was

presented. According to the results, the action has grown and now only in two weeks passes about a thousand people through it.

Unfortunately, due to the huge rush the system turned out to be minimally viable. It is practically not adapted for use from a mobile device, uses outdated technologies, which greatly complicates the addition of new content and features, and also has many errors that appeared at the design level. And because of the nature of the preparation of documents and the specifics of the action itself, ready-made solutions are not possible to use, since their complete revision will be required, which will take a little less time than developing your own.

As a result, at the moment, it has ceased to meet the increased needs of Donor Day and has become the object of criticism from both volunteers and, from donors. From the above it follows that attempts to understand another's code and correct existing errors of the existing site, along with the problems described, are not possible. A fundamentally new development is needed, based on the old development rather in terms of design and some of the functionality, with global

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processing of errors and the use of modern technologies.

The purpose of the article

The purpose of this work is to identify all the shortcomings and mistakes of the existing application and to develop a new system while retaining some of the best practices available. It must meet the increased requirements for the action of both donors and volunteers, as well as meet modern standards of design and development, have a simple and intuitive interface for simple users, which will attract new donors with convenience, and will not push aside incomprehensible functionality.

Criteria definition

To determine the relevance and the need to develop a new system, we highlight the main criteria with which it must meet and the necessary functionality to successfully replace the existing solution:

- low operating cost;
- flexibility in use;
- the possibility of maximum customization of all elements, as our system departs in its functionality from solutions offered by the service industry and business. The ideal option is an open-source project with a rich documentation and responsive community;
- security, since it implies the storage of personal data of donors.

Basic functionality that the system should have:

- create recording time;
- registration of donors, personal account;
- handwritten recording of donors, several people can sign up for the same time;
- display of basic information about the donor and his donations;
- delineation of the possibilities of donors depending on certain parameters that they have (role);
- the ability to print applications for material assistance in a pattern;
- the ability to expand and supplement the system with various software modules, built-in or not;
- differentiation of users by roles, during registration a person cannot register for some days depending on the specified data.

Existing solutions research

Today, we have a variety of solutions for recording and monitoring customers. Unfortunately, almost all of them belong to the commercial sphere and do not offer a system for volunteering and working with documents. In addition, the subject area under consideration is too narrow for us to be able to use a fully prepared system. Therefore, we will consider existing solutions that can best meet our criteria or can be integrated into a larger system.

Author reviewed 3 different existing systems, namely Get in line, MEDMIS and Hesus [1].

Medmis is the management system of your own clinic differs from the others by a lower threshold of entry, low cost and good adjustability of components. It allows you to organize the recording of patients for an appointment, set up an online recording form on the website, as well as work from any device, be it a desktop computer or a smartphone [2].

Get in line is a very popular service in the service sector, allowing you to automate work with clients and analyze business performance. It works as a separate component and does not require an existing site. In our case, it allows you to place the application code on your website and receive notifications about the registration of users for a certain time [3].

Hesus is an online recording designer with the ability to be placed on websites and social networking pages. It is used by such large companies as Afisha. In addition to the functionality, the service also sends notifications via SMS and e-mail, but SMS is charged separately and is not included in the tariff. The system interface is adaptive to the device and, like the others, provides its own embedded widget for sites and social networks [4].

The main drawback of all the above systems is the inconsistency of the capabilities of our business processes. Because of the narrow specifics specialized for the university, modules are needed that will process the necessary information in a manner unavailable to CRM systems.

It is also worth noting the vast possibility of improving the system in the future and adding a completely new functionality depending on the needs. No existing system can offer sufficient flexibility in modifying its code and components, with all its basic customization capabilities.

Platform definition

A web application is initially used as a platform, but theoretically the implementation of the system can also be presented as a classic application for personal computers running any popular operating system, as well as a mobile application. Highlight the main criteria of our system, which will affect the choice of platform:

- availability both for the user and for volunteers from any device anywhere in the city, because at any moment there may be a problem with incorrectly entered data that needs to be corrected or printed out of the next document;
- cross-platform, since the user must have access from a device with any operating system and architecture;
- convenience of work from a personal computer, as it is problematic and inconvenient to process large amounts of data, as well as print documents from a mobile device;
- since the access to user data should be not only for him, but also for volunteers, the application

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must store them remotely on the server, and therefore work via the Internet.

The best option for us is a web application. At the moment it has a good reputation, and the technical problems of the system are not related to the platform used. The very same it satisfies all the above criteria, besides it has a number of its advantages [5]:

- does not require installation;
- cross-platform out of the box;
- access in any place where there is Internet;
- one app for everything, high development speed.

Software architectural style

At the moment there are two modern and actually used ways to adjust the interaction between the client and server part of the application, namely REST API and GraphQL. Both of them have gained a large fan base and are used in most modern

applications. They are based on sending an HTTP request and receiving a response [6].

Due to its long history and support of developers of the main data transfer protocols on the Internet (HTTP), at the moment REST is the main architecture used in client-server architectures. Extensive community and documentation, as well as ease of development allows you to develop the API is quite convenient and simple, and most importantly, quickly and efficiently, there is no need to master complex technologies besides REST itself.

GraphQL does not yet have such an extensive community, is difficult to master at first, although it is very convenient and functional, if you could already master it, but it is not sufficiently self-sufficient, therefore, in choosing the architecture of interaction of application components, we will focus on REST architecture We will make a RESTful API.

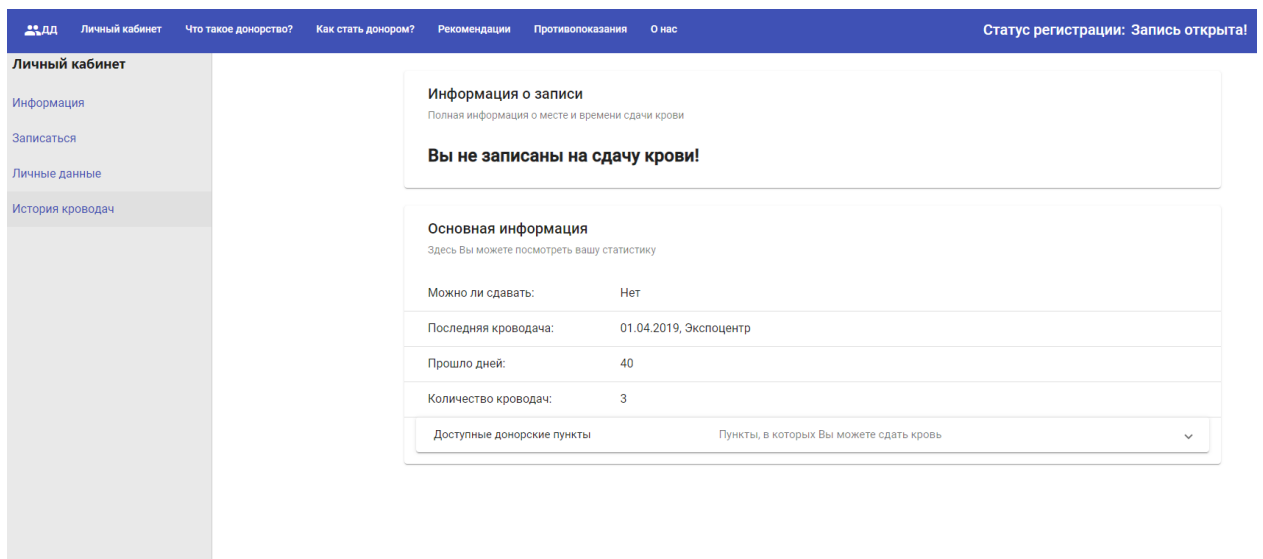


Figure 1 - Personal cabinet

Client side

For the client part of almost any web application, at present, standard CSS3 binding (and SASS / SCSS preprocessors for it), HTML5 and JavaScript are used. The main distinguishing feature and subject of choice is the framework for JavaScript, which will allow you to increase development speed several times and will provide basic functionality for creating a modular application that you will not have to write yourself. Currently, there are three giants on the market: React, Vue and Angular, which form the basis of most web applications and are frameworks with a large base and community support, as well as the most productive and easy to use, so the choice will be made from them [7].

For small projects, the ideal solution is Vue, which allows you to create prototypes as soon as

possible, or React with a small threshold of entry. In our case, when the project claims some global and average size, with proper skills, the best option would be Angular.

In addition, the main criterion for choosing a framework is always which one will be easier for developers to study before being able to fully develop an application. In our case, almost the annual experience of development on Angular leaves no alternatives to the others.

Server side

For the server part at the moment there are many different platforms on which you can implement the server part of web applications from both large corporations and independent developers. To determine the direction in which to consider them, and

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narrow down the range of languages and frameworks, we will determine the criteria that they must meet:

- lightness - the platform should not take much space and server resources, as for this application it is simply unnecessary, because the main server activity will not be in complex calculations, besides, the system will not be highly loaded;
- good documentation and a large community, as reference information is needed if development difficulties arise;

- development speed, since we need a full-fledged application in a short time, in which it is necessary to create all three levels, then the development speed is critical;

- low threshold of entry, since if the experience of developing the server side of the application is less, then taking languages with a high threshold of entry is disproportionate to the final result.

Имя	Фамилия	Отчество	Статус	Точки	Пожертвования	Знак	Роль
1	Александр	Иванов	Активный	0	0	0	admin
2	Андрей	Иванов	Активный	1	0	0	donor
3	Сергей	Иванов	Активный	0	1	0	donor
4	Павел	Иванов	Активный	0	0	1	donor
5	Евгений	Борисов	Неактивен	1	1	0	donor

Figure 2 – Administrative panel

As a result, we have that according to many criteria powerful languages like C# and Java do not suit us, because, despite the experience of development, they occupy a huge amount of space and resources that are completely unnecessary within the framework of this application.

The best option is Node.js, a software platform for JavaScript whose kernel is written in C++. It is developing very fast and is the main trend of recent years, the JS language occupies the first lines of the most popular rankings, and also supports out-of-date asynchrony from the latest versions. There are a lot of libraries written for the language, which can be safely used both on the client side (about this in the next paragraph) and on the server side. In addition, because of all of the above, Node.js has a very large community that is ready to give answers to any question [8]. It also manages a large number of asynchronous requests and simple calculations.

Data Base

To date, the market provides many DBMS that satisfy various user requests, from large applications

to local applications, like ours. When choosing a database, we will build on the following criteria:

- Free solution, since the financing of the action itself is minimal and will not be able to cover the maintenance of the paid base without affecting the other components.

- Ease of use, design and maintenance, as there are no full-fledged IT specialists in the action, the base must have an intuitive graphical interface so that in the future an inexperienced administrator can correct critical bugs.

- Security and reliability, since the personal data of each participant is stored in the system, the probability of information leakage should be minimal.

- Providing ACID (Atomicity, Consistency, Isolation, Durability) to avoid errors on the server and client side during CRUD operations, as there are many participants in the system and there were no documents when printing inaccuracies. In addition, all donor data will be stored for a long time.

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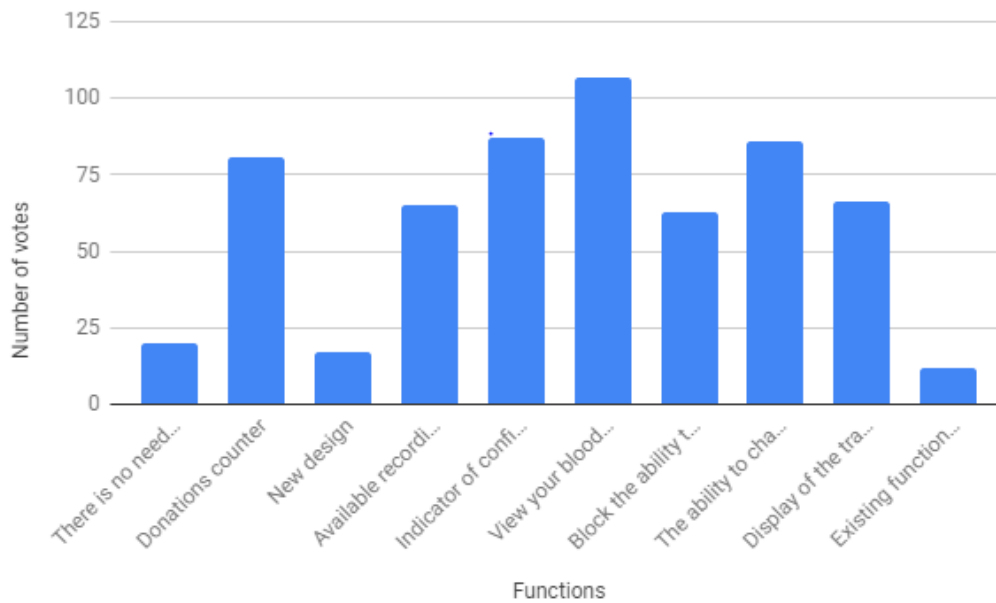


Figure 3 - User part approval bar graph

Based on the first criterion, we discard paid solutions like the Oracle Database, and according to the last criterion, non-relational databases will not suit us, since they do not satisfy ACID, the data itself can be stored separately and without external logical connections. Consider non-relational databases as soon as possible in terms of authentication by the token stored in them.

MySQL is the most popular free full-fledged server database. Due to its popularity, there are many plug-ins and extensions for it. It successfully works with sites and web applications, has a simple intuitive graphical interface [9]. She has an active community and a lot of usage information. MySQL supports most of the SQL functionality required for a web application, has a large number of security features, which is critical in our situation, and also has a high speed. Among the shortcomings, it is worth noting some unreliability of the part of data processing methods and some reasonable limitations envisaged by the developers.

Application

Here we will look at system testing on users who dealt with the current version of the system. Based on the implemented functionality, we will highlight the main distinctive points for which we will build statistics and determine which points users liked most, which are less and whether the new version suits them in terms of functionality and design.

To evaluate the user part, the following survey was created in the main group of the social network VKontakte of the Donor Day [10] campaign, in which donors take part directly using the current version of the application. For this, the following highlights of the new system were highlighted and the following questions were put together.

- A. There is no need to fill in the fields with documents to self-funded students.
- B. Donations counter.
- C. New design.
- D. Available recording time depending on registration, citizenship and weight.
- E. Indicator of confirmation of your record in your account.
- F. View your blood donation history (transfusion point, date).
- G. Block the ability to enroll if a short time has passed since the last blood donation.
- H. The ability to change the time of submission before approval without having to write to anyone.
- I. Display of the transfusion point when recording in your account.
- J. Existing functionality is enough.

The survey participants at the time of data collection turned out to be 165. Respondents were allowed to vote for any number of points that satisfy them the most.

As we can see, respondents generally welcome the new functionality (93%). Most of all, they like

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such functions as: viewing the history of their blood supply (65%), indicator of confirmation of your transfer record in the personal account (53%), as well as the ability to change the time of submission before approval without having to write to someone (52%). To a lesser extent, users will pay attention to the updated design (10%) and indicated that they have enough existing functionality (7%). Also, due to the small number of contractual donors, we observe a lack of interest in the absence of the need to fill out the

document fields for students with a contractual form of education (12%).

Conclusion

The developed application meets all the requirement. It is ergonomic, easy and satisfies the basic needs of the consumer. Moreover, it is not inferior to competitors in the market and even surpasses some of them in functionality. Conclusions about the choice of tools can be used when designing similar applications.

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THE VALUE OF LEARNING IN THE FORMATION OF THE LEADER ENTERPRISE OF COMPETENCE FOR THE PRODUCTION OF IMPORT-SUBSTITUTING PRODUCTS

Abstract: in the article the authors investigated the importance of learning for the formation of human behavior, able to manage the staff of the enterprise, to ensure satisfaction with the results of such work, to be passionate about it and become their face. For the successful management of the company's staff, studies were conducted to determine the degree of satisfaction of the person-leader with the results of the work of the enterprise's team with their work, i.e. to form workaholics. In this case, people who love to work and strive to work well and will be those who are able to implement together the entire team of the enterprise formulated before him tasks to ensure the production of import-substituting products and guarantee the company a stable financial position.

Key words: specialization, standardization, performance, workaholics, the office, enterprise, enthusiasm, commitment, satisfaction, workload, salary, personality, identity, situation, compensation, risk, market, demand, competitiveness, products.

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Introduction

Are those resistant characteristics of his personality to the criterion based on human behavior, which determine the choice, decision-making about a person's behavior. Naturally, this kind of decisions have a major impact objectives pursued by the person, the conditions in which the action unfolds, its capabilities, the speaker of the processes, mood, and other factors. However, with all the diversity factors behavior of each individual has a certain stability and predictability, certain principles inherent behavior selection criteria and preferences, and the like taboo moments. Moreover, in exactly the same situation, if it exists at all, different people may take a completely different solutions. And it will again be determined by

Criterion base behavior of any person is made up of its location to the people, events and processes, together values shared by that person, a set of beliefs, which adheres to the people, and the principles he follows in his behavior. All these components of the base criterion of behavior are in close interaction, interpenetration and mutual influence. However, despite the strong interdependence, they can be regarded as relatively isolated characteristics of the human person, affecting his behavior.

Main part

Location of human people, individual processes, the environment, their work, the organization as a whole plays a very important role in the establishment of human and organizational environment of normal interaction. The same phenomenon or effect of having a completely identical manifestation and are the same, the impact on people, can cause different reactions due to the fact that people have a different arrangement of this phenomenon or action. Reflecting the feelings of a person in relation to a particular object, its location makes decisions and actions of the individual. It is important to emphasize that a person usually has a specific location for each object or phenomenon with which he faced in life.

Location is characterized by the fact that it is, first of all, invisibly, as signed in person. On the "surface" are only its consequences. Secondly, the arrangement stems from the feelings that feeds people to the subject. Thirdly, the location as it is a point located on the axis of the poles "like" - "do not like". Fourth, the location of the impact on human behavior and manifested in the fact that he behaves in accordance with the a priori positive or negative attitude to the phenomenon, object, process, or person.

Is it acceptable within the scientific analysis comparing the real object with the phenomenon of folk classics, for example, the market with fabulous

Aladdin's cave? To answer this question is not easy as thinking quite specialized, and specialty fixed in certain traditions, formalizing the approach. Scientific editing requires compliance with the characteristic mode of presentation of science content ideas. Neopositivists even tried to build a special language of scientific communication, however, to no avail. The collision was resolved in practice, by scientists themselves, most of whom are actively involved in scientific publications creative thinking, believing that thinking is a single stream of traffic concepts and images, logical and illogical, the real and the fantastic, imaginary. Cognition in any expression - the process forward, continuously connects the discrete, generally unusual. Normalized relative thinking, conventionally, organized artificially. Contacting scientific thinking, including its printed form, to the images created outside the scientific disciplines of knowledge, of course, due to the technology.

Thinking cannot exist outside of culture, it is the product of cultural progress. Multidirectional development of culture - the basis of its wealth and cultural contradictions of thinking dialectically united. Comparing the fabulous wealth of the cave with a wealth of development of the modern market, there is much to clarify how economic knowledge and the dynamics of the transformation of economic theory, in particular, to explain why the modern academic economists stubbornly distance themselves from political economics, contrasting the economic theory of classical economics.

Will, perseverance, resourcefulness provided Aladdin access to the wealth of the cave. No cobwebs are not able to stop the purposeful person. No unknowable, there is the unknown. Market - a complex economic mechanism, but it is possible to understand and take control. Wealth of the cave belonged to the rapists, the market is also not free from violence, so the state is obliged to take the necessary measures to curb market forces serving fertile ground for those who prefer the force of law. Unlike the indigenous cave resources and the market that the robbers did not intend anything else to add, and Aladdin had to be content received. Wealth same market, by contrast, will grow, and with them the problems, chief among them the implementation of commodity revenues. What should be the product the buyer swept it off the shelves? What the buyer would like to see on the market?

If the "buyer" is to consider the socio-economic context, the answer to the second question seems perfectly clear. The market is waiting for a buyer with high purchasing power. Such buyers in Russia is, however, their share does not exceed 7 percent, and

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familiar to the mass market, they rarely go, more by accident than by necessity. The mass consumer is extremely economical and "shake" it to purchase hard. This requires a certain type of product that can fascinate and supply of goods, - 'cultural Packed ". It is necessary to attract a buyer, mesmerized. As a reflection of the desire to understand the specifics of the market demand for the status of the goods must be considered a revival of interest in the concept of "the attractiveness of the product." It is significantly more specific in content in comparison with the close and more pseudoscientific concept of "demand for the goods market."

The concept of "attractiveness of the product" is specified in the characteristics of the goods at the same time its use value - the degree of "exchange" for the money and the realism of the price set by the seller. With the concept of "attractiveness" facing in the direction of the vector of the buyer, we have to be friends, and the manufacturer and the seller. It connects node interests of all major stakeholders economically free market. This function "attractiveness" explains the active promotion of the concept of the group of those economic categories that reveal the potential competitiveness of the product on the market. This extension of the individual authors tend to be treated as a traditional action for the application of the advertising production, which makes it impractical because of the one-sidedness, hinder the achievement of a systemic understanding of the value of the goods in the appeal process of reproduction. Advertising production is really present here, but as an accompanying factor, that is confirmed by the usual place of advertising in the market.

Increasing interest in scientific research and economic policy to the concept of "attractiveness of goods", in our opinion, shows the pattern of mass production restructuring with the existing simplified type to new, sometimes up against it, the organization - lean production (the zealous, sparing production), focused not on abstract manifold needs of customers, and to the specific architecture of consumer needs and the solvency of potential buyers. Economic science call through market research architecture to become a direct productive force, objectified in this way, the main consequence of the scientific and technological revolution the middle XX century.

History of market allocation of goods in the area of special attention of economists and sociologists is associated with the birth and development of mass production. The mass factory production is calculated from the Industrial Revolution, which laid the scientific, technical and organizational prerequisites for such a development in productivity, which was enough for a real opportunity to meet the demand for vitally important goods of the general population through the provision of work and steady pay for work. It's a combination of production and

consumption has launched the development of reproduction in national and then transnational scale.

Preceded the Industrial Phase subsistence farming does not fully conform to the concept of "reproduction", it is determined by the local demand for manufactured product and was essentially closed to the manufacturer, are not contributing to a proper degree of national progress. Hence the cult of aggressive wars aimed at robbery near and distant neighbors, feudal fragmentation, the permanent redistribution of property. War and military actions performed function of the market. The market has worked, in addition to politics, was not permanent.

It is also appropriate to emphasize that the development of the market and the formation of which has become a classic image reproduction must not only scientific and technological progress, changing the mode of organization of production, but also the competitive production of products on the market, the market structure differentiation. In the history of the market can see the dialectical law of the relationship of quantitative and qualitative changes. When the manufacturer started to work on the market, the product has become a commodity. Change product status changed and the requirements for it. That the product has been implemented as intended, he had to attract the attention of the buyer. This product - is not a product for sale, and the product that can interest the consumer. The term "top seller" reflects precisely the movement of goods, its demand for the buyer. "Hot Categories" - Market locomotives.

"Attractiveness" sign and belongs to the basic characteristics of the product, and is a "relic" of his property, to strengthen its position. Unappealing merchandise produce unprofessional absurd. Pets could get accustomed to consume that have prepared, grown or manufactured, as buyers have always a reason and vote coin, so necessary for the continuation of production.

In recent times a synonym for "attractiveness" the notion of "trade dress." Hence, perhaps, went the expression "a prominent item", her the one that accumulates the attention, "rushes" in the eye. The ability to make a product "prominent", "attractive" and requires from the manufacturer and seller of high qualifications, fantasy, presentation skills. The thing is expensive, but the cost of paying off the result. The demand for "attractive", "prominent" product high speeds to obtain working capital, stimulates the growth of production, consolidates seller relationship with the manufacturer, gives increase sustainability of production that serves as a good advertisement for the manufacturer on the market, eliminating the part of the direct payment of advertising services, costing all more expensive because of its pretentiousness.

The panoramic and historical overview of the system situation "attractiveness" of the concept proves its versatility and complexity of the manifestations. The fact that the term "attraction" is not as common in

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journal publications, should not enter the consciousness in the state of the question about the real significance of this trait in the marketability of the ongoing economic restructuring on the level of lean production. Not by chance, answering the question, "Levada-center" set in April 2017: "What particularly inspires you a sense of pride in Russia?", 1600 citizens of 137 communities 'economic success' destinations in 48 regions of the Russian Federation put on the penultimate place, giving the latter "relative" - "the health care system."

Marx began to study the bourgeois mode of production with an analysis of the contradictory nature of the goods. This product is characterized by an objective of consumer and exchange value. The first determines the demand in the market, the second - a measure of demand. The cost of objectified labor costs - the amount and quality of work produced. Labor is also evident through the contradiction born commodity essence of capitalist reproduction. On the one hand, it is creative, the creative power of the human - side of his nature, on the other hand, it is a necessity to alienate the human essence, because the product of labor, which absorbed the creative force, made for someone else's use. Marxism deduces from the theory of social alienation deadlock development of bourgeois society. In his main work K. Marx developed not only the theory of capitalist development, it was important to him to bring to the working mode of the dialectical materialist method of scientific analysis. The dialectic of Hegel was local. Hegel has restricted the dialectical development of the spirit of the movement. Marx saw in the dialectic of the universal way of development, so in "Capital" thoroughly followed the dialectic of production, with an emphasis on the material nature of the goods produced by labor. Product quality is created contradictory nature of the goods and is manifested through its relationship in the form of essential features. Dialectical materialism is based on the recognition of tangible goods. Intangible goods - a kind of semi-finished goods, "transitional form" to the practical expression of materialization. However, the specific material goods. it was important to bring to the working mode of the dialectical materialist method of scientific analysis. The dialectic of Hegel was local. Hegel has restricted the dialectical development of the spirit of the movement. Marx saw in the dialectic of the universal way of development, so in "Capital" thoroughly followed the dialectic of production, with an emphasis on the material nature of the goods produced by labor. Product quality is created contradictory nature of the goods and is manifested through its relationship in the form of essential features. Dialectical materialism is based on the recognition of tangible goods. Intangible goods - a kind of semi-finished goods, "transitional form" to the practical expression of materialization. However, the specific material goods. it was important to bring to

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The quality of natural phenomena really the identity of their material nature, but the goods, even in its final form and material, there is something different from the created outside and independent of human existence. Work in the product materializes

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reasonable nature of man - feelings, thoughts and ideals. The product is expressed by the wisdom of the human reality, hence the notion of "quality of goods" must be embodied human spirituality, confirming that the product created by man for man. In our opinion, the market quality of the product is intended to reveal the unity of value through a combination of natural and artificial nature of the material of its transformation of human creative activity. The quality of the product, along with the functionality that is defined by its attractiveness.

Attractiveness - a highly important factor in pricing. Part of the price, dependent on the attractiveness, can be considered as the economic equivalent of appeal. Measured by the size of this part of the demand. Receipt of goods with new features expensive and limited physical nature. This way to surprise the consumer runs the risk of loss of competitiveness due to the high cost. Easier and more promising to manipulate the mind. To do this, there are ready-made psychological mechanisms and the necessary scientific knowledge. If the item is in its form has not made the proper impression, not caught, it can be made attractive by modulating in a particular context, for example, acting on the psyche of subcultural perception. How many of us pop "stars" without proper voice and vocal culture. Little of, they attract their performing "skill", with them trying to copy the clothes, accessories, shoes. They form the taste of certain social groups, indirectly affecting the market position of goods. No data to enter the public schools and universities of the arts, go to the "Star Factory".

"The appeal" has the reserves, which the managers are still very unprofessional performance. There is no doubt that in the future, marketers will extend beyond the current range of a particular form of knowledge and will press control production range. market management will claim not as nowadays, the teachings of Freud about "it", "ego" and the conditions to achieve "super-ego"; theory of the "collective unconscious," Jung; Erich Fromm ideas about the importance of awareness for the ability to be surprised, and the role of dreams in real life.

Market and production prospects are connected with the activity, which will show the control in relation to the concept of "attractiveness of the product." The hardest part, formed a paradigm of minimizing costs for them will be the restructuring process of thinking with a utilitarian, pragmatic warehouse for the final margin, on a new principle: to obtain legally and morally the maximum margin. All energetic going into the mathematical methodology, economists lose their specificity political economy analysis, required to act against the background of prospects. Most often you need to go back to the classics - William Petty, Adam Smith, David Ricardo. "Classics" figuring in the present, thinking about the future, correctly believing that science is limited by

the current course of events it reminds anchored ship built as a means of movement. "Fathers" economic science "were philosophers,

Economists can understand. Given the instability of world development to look ahead beyond the next corner is extremely dangerous. The crisis of 2008, the consequences of which are still forced to storm the world economy - it is man-made. Way paved Nobel laureates, like the best. It turned out, as always. Economic science, it is time to return to the scale of thinking - not only space, but time. Studies of this, spending a stepping stone for the reasonably foreseeable future, complex them with related sciences, including the teaching of VI Vernadsky's noosphere. E. Deming back in the 1950s by developing the philosophical foundation of quality management, in the "seven deadly diseases" in the first place put the plan is not focused on the production of such goods and services that the market demands, The American expert aware of the complexity of the situation. [2]

Lack of sufficient management is elaborated the concept of "the attractiveness of the product" is reminiscent of his philological roots, the interpretation of "attractiveness" in the classical sources. IN AND. Dal "attract" is identified with "pull", he emphasized the physical sense of the term, overshadowing the physiological and psychological side attraction - "draw moral, feeling the power of persuasion ..., enticing, attract, captivate." [3, p.403] F.A. Brockhaus and I.A. Efron was not included in his collection of the term. I bypassed it and Britannica, which is hard to justify taking into account the willingness of the publication to make the text changes occurring in the world.

A detailed analysis of the content of the concept can be found in a four academic dictionary of Russian language. "Attractive, attractive, interesting .. that has to itself, stimulates, awakens curiosity" [4, p.542]. Continuing the argument about the appeal, we will come to a sign of "originality". Normally it with originality, its concreteness, exciting interest in the phenomenon, linked the attractiveness of the goods, which is generally consistent with the concept. At the same time, we must try not to an absolute position of the "attractiveness" in the commodity market.

The fate of his demand for goods is determined by the market. "Demand" - the concept of social and humanitarian level. It is due, on the one hand, the degree of development of society and the solvency of the mass consumer, on the other - the structure of the customer's needs. Epicurus differentiated requirements on the basis of two features - a natural and necessary. According to the presentation of the ancient thinker, needs are divided into three types: "natural and necessary", "natural and necessary" and "unnatural and not appropriate." [5, p.403, 469]

The opinions of Epicurus there is a hint to understanding the status of the goods. There are

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products is objectively necessary, they must be natural born they need. The buyer is obliged to buy such products - they are a necessary condition for its survival. Of course it is desirable that the goods that make up the "basket of existence" of the consumer, were not only useful to the necessary, but also pleasant on sensations, but not to purchase such products is permitted only in two cases, when there is nothing to pay and there is nothing to change.

Naturally, the necessary goods - "running" in the market always. If they are delayed in warehouses or in the point of sale, then only one reason - lack of access pricing, greedy speculators, occupying the market. Shoes - a typical representative of the group of naturally-needed goods, along with clothes and household utensils. The main function of the shoe lies in its ability to protect the lower limbs of the mechanical and thermal damage. Shoe design regulates mainly its functional accessory. Aesthetic design side is built on the basis function. A characteristic feature of modern halls shoe shops are different kinds of events, aimed ostensibly to reduce prices. When the third pair promise to give free trade institutions, which means that the price of the first and the second allows you to safely compensate for the loss, related to "gift". They pay the price of their "gift". More obvious argument in favor of the definition of the situation with pricing as a one-way non-existent. Oil and gas companies lay in pricing the cost of exploration in difficult, often extreme circumstances, requires special equipment, specialized materials. Unknown and untapped involve high risk, unpredictable scientific and technical losses. Everyone understands that there is a speculative approach, a priori overstate the loss of product production, but the lack of perfectly developed methods for calculating the inevitable investments in design; the level of scientific and technical support, the need for risky actions, significantly soften critical reaction. More obvious argument in favor of the definition of the situation with pricing as a one-way non-existent. Oil and gas companies lay in pricing the cost of exploration in difficult, often extreme circumstances, requires special equipment, specialized materials. Unknown and untapped involve high risk, unpredictable scientific and technical losses. Everyone understands that there is a speculative approach, a priori overstate the loss of product production, but the lack of perfectly developed methods for calculating the inevitable investments in design; the level of scientific and technical support, the need for risky actions, significantly soften critical reaction. More obvious argument in favor of the definition of the situation with pricing as a one-way non-existent. Oil and gas companies lay in pricing the cost of exploration in difficult, often extreme circumstances, requires special equipment, specialized materials. Unknown and untapped involve high risk, unpredictable scientific and technical losses.

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"In war as in war," he called the writer-soldier, was burning in a self-propelled gun, his famous novel, extrapolating his approach, repeat the following: "In a market like the market." Set free market relations between the producer of the goods, the consumer-buyer and the seller, the intermediary, the government eased life for themselves and it is not excluded, made it comfortably at the expense of producers and consumers. Pricing in a market economy involves objective factors such as the cost of the goods, the consumer interest in the buyer him, effective demand and payment Seller's participation. But we are talking about proportional complicity. Strength of market factors can not be calculated according to the formulas that describe the forces in the mechanical movement, the parallelogram of forces is not available here,

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however, the proportionality of participation in the formation of the final price you can get with a given degree of accuracy. And it was high time to carry out this operation, to politically and economically to decide where the border of the civilized market and bazaar, built "on concepts."

For what and whose market freedom fighting liberals - politicians, why distorting market pricing treated as a natural development costs, normal for democratic governance? Why not combine the empty shelves of the Soviet time stores queues? That there is no contrast with boarded shelves of stores and lack of current customers? The deficit was really up to the 1990s, but it was associated primarily with high purchasing power, affordability of most goods. Demand outstripped production. Now, on the other hand, salespeople are clearly superior to the real possibilities of buyers that has hurt domestic producers and, as bringing peddling cheap goods that are hazardous to health.

As a consequence, once the political and economic imbalances booming loans, creating the illusion of purchasing power. Russian consumer driven economic policies in the financial trap. The essence of the situation is not in economic literacy of the population, and in the worldview primitivism enforcers everywhere and aggressively. Students are taught to memorize, students are not taught to think scientifically, calling it the modernization of education. Life has the ability to act effectively on the basis of real possibilities. The substitution of the existing reality, really earned, to virtual and subject, life on loan, inevitably leads to spiritual nihilism, moral decay and crisis of identity.

The primary reasons for the one-dimensionality of the individual consumer must be sought in the aligned civilized anarchy of the commodity market. What's next? The answer must be sought in the same place, that is where all with the need to meet - in the market. Economic policy priorities designed to determine the role of the market: he made the fraternal burial native producers or trigger recovery of domestic production? But the manufacturers do not have to contemplate what is happening, to criticize politicians and claim for themselves favorable conditions for development. They with their status in the society faced with a necessity to find new promotion factors to think about the reserves, not yet involved in the process.

In Comte's plan that every science should be a philosophy, not all false. Philosophers who adhere to the classical concepts of philosophy, arguing with Comte, except to give erroneous methodology and, especially, at the mercy of world private science reflection. The dissolution of philosophical reflection in scientific knowledge in recent initiate epistemological impasse as trigger absolutization in solving universal problems of scientific knowledge. The adoption of generalizing and guide decisions in

the knowledge - the lot regardless of the specifics of private judgment "judges". At the same time, the Comte was certainly right in thinking that only unpolluted stereotypes of thinking can operate efficiently, be innovative, innovative, creative. Anyone who moved into the path of business development organizations, such as prayer №1 «Our Father" should know and repeat: Only dialectical thinking will help me to be successful, will save the company. But who learned to think dialectically in our years? Russian democrats, manage at the end of XX century politics, dialectic identified with the directives and slogans of the Soviet era, and deliberately cut off her democratic roots as vigorously as uprooted vineyards Massandra improvised MS Gorbachev, and even earlier shag builders of communism where it should not have done, according to the instructions of voluntarist NS Khrushchev. like uprooted vineyards Massandra improvised MS Gorbachev, and even earlier shag builders of communism where it should not have done, according to the instructions of voluntarist NS Khrushchev.

The initiative is due to the entrepreneur in deciding the status and trends of the existing market. But dialectically organized thinking does not allow him to develop a business plan, calculated for the foreseeable future, be in the grip of market conditions. No matter how arbitrarily formed, anarchic free market was not, it regulates the production of motion. All in manufacturing due common node. "All are one," says the ancient dialectic, and were looking for something that makes everything uniform. Today, the market requires one, tomorrow it will be the situation on the other, however, we cannot exclude a repetition of today. Therefore, pre-need, comprehensive and better systemic approach. The system is better because it allows you to join the essence of what is happening, involves the allocation of system-forming factor. A factor which the economic analysis of the market and production was to be a commodity. It is no accident Marx in "Capital" began with the goods, called it the economic cell of the body and build capitalism from the contradictory nature of the commodity mode of production contradictions of bourgeois movement.

Compete in the market rather than the goods themselves, as the minds and will of the producers, of course equipped with capital. The goods - the visible side of the market, objectified in the concrete physical forms of force and actions of entrepreneurial spirit. Here we have to revert to the dialectic of its request to seek a source of development in the contradictions and surprising transformations of opposites, spirit - in the material, the material - the spiritual. Fundamental and universal conclusion of the dialectic of concreteness of truth clarifies that what is true today will become a

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delusion then. When? Naturally the question arises. The answer must be sought in the movement trends. Start as always with a comprehensive study of all of that. For us - a commodity, it required and optional (superstructure) signs.

Commodity production is due to the market. Once formed the market due to excess product and manifested in the form fair. Now the product is manufactured under the requirements of the market. The market, in turn, accumulates in real terms spending needs. Randomly appear on the market antique products or something very unusual new. In theory, taking into account the reasonableness of human activity, its rationality, mutual interest of the manufacturer, seller and the buyer can avoid the conclusion that all products will find their consumers. If the market will collect unsold goods, it will lose its function and will die as a market - place of purchase and sale. Almost as it sometimes happens. Once the market is not something abstract that exists outside of time. It is particularly time-shape reality.

Market - the most important link in ensuring the timely reproduction of goods. Market shares are not born out of fantasy. Sellers agree to bear certain costs, sequestered in their expectations just because of the need to do all the time. Otherwise, the loss will increase, the financial costs will join status. The risk would be the authority of the market participants themselves. In the context of these considerations matures the idea that the primary function of the market does not make any purchase, and get buy as soon as possible. Civilized organized market is designed to not only sell the goods in a timely manner, but also to be a factor in accelerating the development of the production of goods. How exactly this can be done?

Market The paradox is that the future is rosy market, all market problems are always modern, contemporary, they remain as the authorization of some and slew others. Where such confidence? From the analysis of objectively real reason market history. Basic market commodity the one that provides the necessary natural human needs. Out of the market to meet, without which it is impossible to public and individual reproduction impossible. Market - socially necessary condition of human life and its progress. The market should not only be imputed to him historically be a factor in the development of society. Accordingly, the destination market is supposed to be as a developing reality, and society to take care of development of the market. Do not give freedom "as able to swallow" (Boris Yeltsin)

Let's go back to the specific structure of the commodity market and will continue its analysis, starting from the original idea of "basic product". Satisfaction with the help of basic human needs requires decryption involving philosophical achievements. Can be done in a different way, simply, just simplification will lead to the prevention of

"common sense", "simplicity worse than stealing." In the economic analysis of hazardous anything underestimated or overestimated. human reality is dualistic, incorporates biological and social. As a first approximation to share biological and social in man is simple.

Biological - meeting the nutritional needs of the body, keeping water and salt balance and metabolism is normal gas exchange, temperature conditions vital defense, reproduction progeny movement in space by means of self-movement.

Social - to meet the terms of employment, the development of thinking, consciousness, language, cultural progress.

Biological and social are combined based on the need for communication and implemented in dialogue through the activities. Social and interpersonal communication also requires its market expression. Biological and social aspects of human reality are manifold. They are not given once and for all, to grow, there are synthetic forms of manifestation. So the market prospects of natural essential goods and services provided, as well as market competition, following in the footsteps of its function to promote the mass availability of buyers to the products offered.

Development of the market is in concert with the development of man, his personal expression, new trends of social movements. The traditional market sectors XX century has added sports, scientific work, space, cinema, international tourism. Terror transformed into terrorism is largely due to the penetration of the market. Market terrorists actively use the services of the United States, the regional states to strengthen their political position. Especially when such actions have the desired effect on the conventional market and stock trading, for example in hydrocarbons.

Development of the market goes in the direction of increasing its autonomy. This vector are paying special attention to the representatives of finance capital, perfectly conscious that the market presents ideal conditions for speculative shares. Finally, the market in the XX century has become a favorite subject of economic science, tending to prove that the market forces are focused economy of motion. The market has become a symbol of the new economy, its leaders do not mind to give this symbol of the scale of socio-historical significance. The desire to imagine modern society as the "consumer society", "post-industrial society" must be understood in this way.

The market is not only a place where speculation has acquired massive size of the laws of phenomena, he eventually became the subject of speculation. Market speculation, and speculation on the market phenomenon - an objective reality, necessarily gives rise to market it, so to speak, the reverse side, the development costs.

However it was not significant for the history of the market of course - the required goods, ensure the

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stability of the market movement in the near future, do not overestimate the significance of their natural necessity. Natural necessity product line indicates the nature, describes the essence of the subject. But the nature and essence of the goods does not act directly, they are mediated phenomenon that transformed the production form of the existence of material.

Low temperatures, high humidity, the need to guard against injury, meet the workplace and the specific duty would lead a person to the store and make it a potential buyer of the goods, which he lacks, but will make a purchase in one case, if nothing else never will .

This situation is not exactly fantastic, but looks somewhat implausible for modern Russia. Choosing our buyer is, as for the price, and on appeal. 9 out of 10 selected especially for the price, based on the contents of the purse, then focusing on the aesthetic satisfaction of claims.

Sellers can not panic, no crisis will deprive the market of customers. Their problem: it is the consumer who will buy it. He buys what he will see a combination of the need to purchase goods, free financial tools, more precisely, the prices on the price tags, and the appearance of the goods, including the art of service here. buying formula is simple - "needs, plus offers a charming urgency." The specific content of the terms must be filled specialists, drawing on the experience of market relations. From myself recall that the demand in the ordinary, non-exclusive, copyright market, is of two kinds: natural and artificial, provoked by promises of manufacturers and advertising process.

Domestic consumer got to the effect of "pop culture", "mass media" has lost the independence of taste, along with the ability to reflect. National coloring is largely lost, thriving cult of global, market is swamped with foreign consumer goods and counterfeit goods to which it is impossible to make a qualitative assessment.

The market develops specific cultural pattern, difficult to understand. State culture buyer is seriously interested. Previous experience of cultural education and upbringing expelled. "A holy place is never empty," and instead of the state came from the organizations of civil society, who have no formal authority or effective mechanisms nor the requisite financial resources. Scientists, economists convince entrepreneurs that need to cut everything not included directly in production, reducing costs, increasing profitability. By doing so, businesses are driving themselves into the trap of spontaneity and the vagaries of market forces by refusing to demand controls.

"Zealous housekeeper" that comes to replace the current irrational dispensation mass production-oriented absolutization of freedom of choice of goods by the consumer when the range required to satisfy the request for the here and now, otherwise the seller will

lose customers and call into question the continuation of the business, "tied" to the knowledge of the specific needs buyer. Of course, such knowledge is specific, it is estimated, relative, conditional, more like the knowledge of a guess, but still knowledge as opposed to abstract the type of installation: the buyer item came and he should buy it, we are obliged to help him. How exactly? We do not know why his desire to initiate range. Certain logic and ethics in such reflections are present. Restrains the support price of this logic - high level of costs and the burden on the natural environment. They do not write off, are distributed to consumers by increasing the purchase price.

"The attractiveness of the product" can become a magnet, triggering the buyer's interest. No wonder VI Dahl interpreted "appeal" as an "appeal", "magnetism". The economic system is formed by the relations of production, radical transformation of the existing system of economy so it will not happen restructuring, reboot, not changing the system, and the order of operation of the system, vector evolution of economic policy. The economic system will take place optimization by rationalizing costs, minimize costs range.

Do consumers benefit? Apparently, yes, on the condition that the producers and sellers are not stingy with the research of consumer demand. There is already a simple investigation do not require in-depth analysis and aggregation of different approaches - economic (marketing), sociological, cultural, ergonomic, San hygienic, emphasizing research on regional, national characteristics. This opens the prospect of real participation in the process of students of different levels, accelerating their qualification formation.

Going from good to better in any field of activity is associated with an increase in the cost of implementation, including financial risks. In our view, the analyzed transition to a new economic policy should meet the expectations imposed - lead to a reduction in costs, losses, environmental load, but the outcome will be largely determined he building science, technology and education and outreach policy. Good intentions often because, poor management completed the worst results.

Bad experience in the past is described even in the sacred books. The modification of the mass production economy in lean production involves the mobilization of scientific and technical initiatives, the maximum connection cultural assets and the implementation of the Soviet experience of educational work among the immediate needs of the final product. It is illogical to improve the principles and forms of organization of production, designed for mass consumption, without adequate training consumers. The adjective "mass", regardless of the desires, evidenced by the inclusion of activities in the political process, which requires the participation and political scale. The change of course within the

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economic system is a political process with the characteristics, that it begins in the economy.

It came again time to temporarily disconnect from the production of goods and, following the example of Marx's focus on modern economic cell of the body - the product, but, in contrast to the "Capital" of the author to place the goods are not in production, and try to fit it into a subsystem of market relations. Capital without treatment is not capital. Capital - is a process. The process of reproduction of capital - a characteristic way of its existence. The market provides a reproduction of capital, creating conditions for the realization of marketable products. For the production of the initial capital required in the financial form for the realization of how reproduction of the conditions required demand for the product, which should provide the market - a condition of connecting producers and consumers. All, as we see, rests not in the characteristics of the product, and market organization. Of course, and properties of the goods are important. The doctor is able to revive the dying, but to revitalize the body is not able. The same can be said about the market.

As for the cultural organization of the market, its core is rational to do the work with the buyer and the manufacturer, the real object (the object) relations, which is a commodity, as a set of properties that can satisfy all market participants. Goods move from one property to another property only when there is a consensus. And aims to provide consensus market. Consensus - a measure of market culture.

When the market will move from the idea of consensus in the understanding of consensus, the market will gain the status of "cultural organization". You can speed up this process? Absolutely. It is necessary to organize the work on both fronts. Both the buyer and the seller must be prepared to meet the cultural market. Performing the actual market of the mission depends on the quality of scientific information and its equipment.

The social function of the market - to meet the socio-cultural and natural essential needs of the mass market, thereby contributing to national development and political progress. Economic commodity market task - to engage in the production of the financial reserves of the country's population, and they have a lot of really comparable to the annual budget of Russia.

Manage the market possible. Japan and China are economically different, however, in spite of this, successfully managing and production and the market. market management is different from the production management. The market is more difficult arranged in different directions, and responds to the desire to restore order. Orders, too heterogeneous. In the theater of the same order, at the races - the other, in the barracks - the third. Manage the market is possible (and desirable) economically.

The final stage of market relations - Product realization, hence to control the market follows through the conditions of sale of goods, creating a favorable environment of demand for the product. Such control is effective with respect to the consumer and the manufacturer. Construction market on the principle of "here and now the buyer must meet your request," saves time and possibly small amount of funding the consumer, but it is unnatural, because wasteful for society and nature. This "foppery" due to political short-sightedness.

Do not give up on it, the company put in a position of responsibility following generations. In question will be the future of the country and the people.

Transition to production-oriented market to a structure particularized consumption can be seen as a way to resolve the growing contradiction between the growing needs of the socio-cultural and natural sources. And in this sense there are enough grounds to speak about the objective laws of reproduction. the concentration of the center of activity shifted to the territory of the market, updated its scientific potential. Question №1 lean production: whether the market is ready for an increase in appropriations for the study of the structure of mass needs of the buyer? Specific examples of easy to find. Google at the end of June 2017 conducted a survey of the eating habits of Russians with a view to make a rating of 20 basic products and the same number of dishes. Russian consumer taste has encouraged marketers and horrified nutritionists. However, experts believe that two or three years, changes will not happen. Production, ensuring food market, has received the necessary information for consideration of investment in production lines. Now it is important to avoid excessive adjustment to agree on quotas within the respective unions, associations and other associations of producers.

We study well-known company interested in the context of the overall objectives of the plan, as it highlighted a few specific reasons for reflection. The first and probably the most important leads to the conclusion that economic theorists were late, and instead of the forecast again recorded a fact existing reality. Market, providing mass buyer need not have been, and it is unclear when it will be fit models marketers. He himself forms, adapting to the realities of production.

Domestic buyers in the first place put the egg in the middle sent pork and milk even further. Production of chicken meat and eggs have developed back in the 1970-80s, lost in the 1990s to save American farmers, later returned to his own farm, quickly restored in the right amounts. Market reliably provided these products in stock. Prices drop, manufacturer, their sellers are not overly inflate - no deficit, a network of stores manufacturers. The diverse range of products, timely its completion, quality, affordability of

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products form the interest of the buyer them. Pork production also began to increase even in the pre-reform period, the peculiarity of growing swine herds can solve problems relatively quickly.

The hardest thing with milk. Market liberalism hardest hit by the weakest link of agriculture - dairy herd. It is up to the nineties was the mass in a state of neglect. Collective abolished, farming, designed to raise the production did not take place as intended. Cattle biology is such that the desired volume of herd animals with satisfactory performance should wait at least 10 years. Investing requires huge! West is not interested in us as a competitor. All of the above - it is a condition of instability and shortages. Market oriented at a deficit, and brought in cooperation with dairies its price order. Milk, affordable and high quality in the difficult Soviet era, and was of poor quality and inaccessible to the ordinary mass buyer. Particularly milk products. Consumer market weaned from milk. The question arises. Why? The market should be interested in the buyer. True, but in the production and intelligent people are working in the market. They understand that a herd of cattle will be a long time to form. Indefinite period of time produce a result is enough to take the greatest margin, and not necessarily rely on the mass consumer.

Second, the natural and socio-cultural needs of spontaneously formed only in the most general, abstract form. Narrow they in actual national reproduction, on the results of economic policy. The state is able to influence this process through the control of production and consumption, of course, in accordance with the laws of economics.

With that said, you can try to formulate a definition of what such an arrangement. It must be borne in mind that there are several different views of what such an arrangement, and a clear and absolutely clear definition of the properties of the individual can not be given.

In general, the location can be defined as an a priori relation to the person, group of people, events, organizations, processes and things that determines a positive or negative reaction to them.

Location has three components. Firstly, it is the part that reflects a person's feelings about the project: whether he likes it or not. This part is called the acting part of the arrangement. Secondly, it is the knowledge about the object, which has a man. Thirdly, it is the intention about how to behave in relation to the object. Uniting together the three parts forming person location to the object, wherein finding the dynamic linking connection between knowledge of the object person, his feelings about the object and its intentions with respect to that object.

Human location in relation to the phenomena, processes, and people formed on the basis of training, based on life experience. Usually, a positive or negative relation to the object is formed as a result of whether the object is caused satisfied or not. In this

arrangement the formation occurs both by evaluating the experiment (satisfaction - dissatisfaction) interact directly with the object and by correlating the object with other objects, against which formed a certain location.

The connection between the behavior and the location is ambiguous. The fact that a person that does not love, does not follow a hundred percent fact that he did not fully accept. But, nevertheless, in most cases, a person's behavior is influenced by location. In this connection, an important task of management is to develop and change, if necessary, the location of the organization.

Essential for good governance and the establishment of good relations in the organization are the three. location type:

- - job satisfaction;
- - passion for work;
- - commitment to the organization.

The extent to which workers have developed these arrangements, essentially determines the results of their work, absenteeism, employee turnover, etc.

Job satisfaction has a very strong influence on human feelings towards the work, so it can be attributed more to the impact of components. Job satisfaction depends on many factors, both internal and external to the person.

However, when a large variety of different factors, and orientation of their effects on human allocated eight working characteristics, from which job satisfaction depends quite stable:

- - the nature and content of the work;
- - the volume of work performed;
- - state of the working space and its surroundings (noise, lighting, comfort, air temperature, etc.)
- - co-workers;
- - leadership (heads, style of leadership, participation in management);
- - payment for work (all forms of payment);
- - promotion opportunities at work;
- - routine, rules of conduct, etc.

These characteristics are rather general in nature. For each real work, they can be specified or supplemented depending on the nature of the organization, its characteristics, etc. Practice also shows that the priority of these characteristics can also vary considerably among individual members within the organization and among different organizations. And finally, in relation to the needs of individual characteristics stable operation impact on job satisfaction over time can begin to provide new or previously irrelevant characteristics of the work. Therefore, to successfully manage and create a positive location for the organization should regularly carry out a study to determine the degree of employee satisfaction with the organization of its work.

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Stably great effect on job satisfaction increase has nature and content of the work. Therefore, we consider in more detail the influence of the individual components of this factor.

Long time of standardization and specialization of work were considered and in practice is very strong sources of increasing productivity at work. The higher the standardization and specialization, the higher the performance of the work. However, the relationship between satisfaction with it, and its standardization and specialization is of a different character. If the work is not completely standardized, the job satisfaction is low. With increasing specialization and standardization it begins to grow, but to a certain point, after which it begins to decline rapidly. With the full standardization of satisfaction drops to as low a level as if the work was not completely standardized. Therefore, management should think about how to reduce the negative impact on satisfaction, performance, generated by excessive specialization and standardization. The two most common ways of implementation are rotated (worker movement from one workstation to another) and the expansion work responsibilities to the employee by raising additional tasks.

Clarity of job content, role clarity (especially with regard to the content of other roles), there is a clear feedback that informs the individual of the results of its work in certain circumstances, may lead to increased job satisfaction. To the greatest extent it manifests when there is a clear and formal delimitation of roles in the organization.

The presence of elements of the call at work, such as creativity, ability to use their original individual or unique skills, the complexity of tasks, etc., leads to higher job satisfaction. At the same time, a boring job, as studies show that usually reduces the satisfaction with it.

Enthusiasm for work is one of the best locations that determine how a person comes to his work, to his participation in the process of working together. Develops two types of interest in work. One type - is the love of work in general, with little regard to what exactly to do. People with this type of dedication is called workaholics, ie people working, loving work and seeking work. This type of arrangement is formed by raising a child, though in more later in life there are cases of this location. Another type - a love for the particular work that a person does in an organization. Both of these types do not necessarily go together, but between them and there is interdependence.

Passion for work is characterized by three aspects. Firstly, it is the extent to which the work takes a significant, central place in human life (the importance of). Secondly, as far as the work itself attracts people (labor). And, thirdly, how a person identifies their personnel with the work carried out by them (working attributiveness). Analysis of these three areas to determine the extent of the human

passion for his work. It is necessary to take into account that each of these aspects of interest in work is relatively independent and, depending on the personality characteristics of the person can be in varying degrees affect his enthusiasm for the work.

Commitment to the organization

It is positioned substantially wider than the passion for work, or job satisfaction. In modern conditions, when more and more organizations are trying to look at the person, not as an employee performing a specific job, but as a member of the organization, striving together with the rest of its members lead the organization to achieve the goals, the importance of this location becomes extremely high. Commitment to the organization is made up of the following components. Firstly, the organization shares the member makes their own goals of the organization and its values. Second, the organization strives to remain a member of the organization and maintains this aspiration even when it may be disadvantageous for him. Third, member of the organization is ready not only to try to organize, but if it is necessary,

Commitment to the organization - the personal characteristics of each individual. However, this does not mean that management can not develop or strengthen this location. There are a number of techniques to facilitate this. And the most successful modern is very much a control system based on the fact that they are developing the employees a strong commitment to the organization and achieve thanks to a very great success.

Values as well as the location, have a strong influence on the preferences of the person, on its decisions and behavior in the team. However, between the values and the location is a huge difference. If the latter determine the relationship of man to the object on the principle of "like - not like", "like - not like" and always refer to any particular object, then set the value of human preference for the principle of "reasonable - is unacceptable", "good - bad "" useful - harmful ", etc. In this case, values are rather abstract and general in nature, live an "independent" life, regardless of the particular person, formulated in the form of the commandments, statements, wisdom, common standards and can be separated by large groups of people. Therefore, if the location is always highly personalized, the bearers of values are a group of people for example.

Values can be defined as a set of standards and criteria that a person must be in their lives. This is manifested in the fact that by appropriate assessment taking place around the phenomena, processes and people person decides and carries out its activities.

Values are at the core of human personality. They are fairly stable over time, and not so much. Typically, values are considered as a normative moral

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base and foundation of human behavior. Values are of two types:

- values related to the purpose of life, the desired results, the outcome of the action, etc.;
- the value relating to the means used by man to achieve the objectives.

The first type includes values, such as values relating to the comforts of life, beauty, peace, equality, freedom, justice, satisfaction, self-esteem, social acceptance, friendship, etc.

The second type of values are the values on ambition, openness, honesty, kindness, intelligence, commitment, responsibility, self-control, etc.

A set of values, which should be a man of his value system, in which the surrounding judged that he is as a person.

Valuable human system is formed mainly in the course of his education. Many people value gets under the influence of parents and other people close to him. Strongly influenced by the education system, religion, literature, cinema, etc.

Value system is subject to development and change, even into adulthood. Important role in this played by the organizational environment. For organizations that are seriously thinking about the harmony of human values and organization values, on the combination of these two systems of values given serious consideration. In particular, much work is done by clearly articulating, explaining and bringing to all members of the organization of the system of values, which should be an organization. Considerable attention is also paid to and clarification of what value orientations are members of the organization.

beliefs. Very often people make decisions based on the phenomena of estimates or opinions about the quality of these phenomena. If these estimates are quite stable and do not require the relevant evidence, then they turn into beliefs. In general, the beliefs can be defined as a stable representation of the phenomenon, process or person that people use in their perception. Beliefs may change over time. However, at a time when a person has some specific beliefs about the object, it usually takes and evaluates object in accordance with these beliefs. With regard to the same object can have many different beliefs, because beliefs are usually refer to individual characteristics of the object. For example, about one and the same person can have the following beliefs: 1) a reliable person; 2) good specialist;

Beliefs are developed on the basis of individual experience, as well as on the basis of information coming from external sources. Very often beliefs are characterized by a generalization of a single experience. They occur frequently in humans as a result of other people's ability to convince of the rightness of his opinions, his beliefs. Therefore, even though a person takes their beliefs for the truth, they do not always fully correspond to reality.

Beliefs can be divided into two large groups.

The first group consists of describing the absolute and relative performance object beliefs that have no evaluative. For example, the car "Zhiguli" is a comfortable car or a car "Zhiguli" consumes gasoline is less than the car "Volga". The second group includes those beliefs that are estimates. For example, the car "Zhiguli" is better than the car "Volga". Beliefs have a significant impact on the location, especially to the one of its components, which is associated with knowledge about the object.

Particularly strong influence the second group beliefs. Therefore, given that beliefs do not always correspond to reality, to not form the wrong location in relation to the object, which may adversely affect the interaction between man and the environment, must be critical and skeptical approach to their beliefs and cautiously enough to perceive the beliefs of others.

The principles in the lives of many people play a very important role, as they systematically regulate their behavior. Principles are embodied in stable behavioral norms, constraints, taboos, sustainable forms of reaction to the phenomena, processes and people. Principles are formed on the basis of a system of values, are the stable form of manifestation of the values and beliefs of the embodiment in the form of certain standards of behavior, people are not necessarily aware of what values and beliefs are embodied in the individual principles. Often principles are accepted by people as beliefs, and they follow them in their activities without wondering about the justification of these principles and why they follow them. Principles can be produced by people themselves.

Human impact on the individual company management for its effectiveness.

All people in something similar to each other. And it allows us to speak of man in general, talk about its features, especially the behavior, etc. However, no single man is an impersonal "man in general". Each brings something that makes it unique, exclusive, ie, person has a personality. Such a person enters the organization, such a person performs a specific job and plays a role in the organization, it is the kind of person you want to manage, helping him to discover and exploit their potential in solving the tasks of the organization, creating the conditions necessary for its success, the interaction with the organizational environment and solve their own problems in life.

Individuality man consists of three began. First, each person in something similar to everyone else. Secondly, every person in something the same with some other individuals. And finally, thirdly, everyone in something does not look like anyone else. Depending on how the combination of these "principles" of reinforced concrete individuality of each person. At the same time, no matter how built this combination, we must always remember that

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people are always at the same time has to do with the rest, and is not like the others.

Each person has a stable set of features and characteristics that determine his actions and behavior. These characteristics manifest themselves in a fairly long period of time, so you can feel secure and individuality.

A particular person is fixed on the environment of his personality as individuality has a certain stability, people know each other and keep a certain relation to each other. At the same time it should be noted that under the influence of experience, communicate with others, education and training there is a change of human individuality, sometimes very significant.

Individuality is influenced by three groups of factors. The first group consists of heredity and physiological characteristics of a person. Heredity preserves and transmits the external features of the person. But not only. Studies conducted with twins, suggest that genetics may carry and transfer of certain behavioral traits. Human Physiology suggests that a lot in common determines their behavior in humans. In particular, it is the same for all the general adaptation syndrome, reflecting the physiological response to the stimulation.

The second group of factors that shape human personality, constitute factors arising from man's environment. In general, the effect of these factors can be considered as an influence on the formation surrounding the individual. Firstly, a strong effect on the human individual has a culture in which it is formed. Man receives from society norms of behavior, learns under the influence of certain cultural values and beliefs. Second, the human personality is strongly determined by the family in which he grew up. In the family, children learn certain behavioral patterns, produced by their attitudes, attitude to work, the people, their responsibilities, etc. Third, it has a strong influence belonging to certain groups of organizations on human individuality, The man produced a definite identification that specifies a certain type of individual to him, to which he himself embodies and sustainable forms of behavior and, in particular, respond to the impact from the environment. Fourth, the formation of personality is influenced by life experience, individual circumstances, random events, etc. Sometimes it is this group of factors can lead to significant changes in human personality.

The third group of factors that influence the formation of individuality constitute features and characteristics of human nature, its individuality. That is, in this case the situation with the formation of personality as follows: personality affects their own formation and development. This is due to the fact that a person has an active role in their own development and is not exclusively a product of heredity and environment.

With all the depth of the human personality and its diversity, you can identify some areas of its characteristics, which can be described as personality.

There are people who prefer to keep their distance from others, and this has a significant impact on their behavior in the team. People with authoritarian character believe that there must be order and the difference in the status and position of people seeking to establish a hierarchy of relationships and the use of force in decision-making and management, readily recognize and appreciate the power of conservative values. Love and faith in people as an individual trait have a strong impact on human interaction with others. This is particularly evident in the willingness to participate in group activities, to promote the development of contacts, interaction and mutual support.

Sensitivity to other people is manifested in the ability of people to empathize with others, take to their heart problems, the ability to put yourself in the place of another, etc. People with these personality traits are well accepted in the community and seek to communicate with people.

Stability in behaviors man plays a big role in its relationship with the environment. If a person is stable, responsible and generally predictable, then environment perceive it positively. If, however, he is constantly unbalanced, capricious and unpredictable steps tend to do, the team reacts negatively to such a person.

Self-esteem, those. the way people look at their behavior, capabilities, capabilities, appearance and the like, has a profound effect on human behavior. People with higher self-esteem usually achieve more in life, as they set themselves higher goals and strive to solve more complex problems. At the same time, people with low self-esteem often put themselves in a dependent position and easily submit to people with higher self-esteem.

The perception of risk It is an important behavioral characteristic, clearly reflecting the individuality of the person. People who are inclined to risk, less time is spent making decisions and are ready to make decisions with less information. In this case, the result of the decision is not necessarily worse than those who meticulously prepares the solution and collect all the necessary information.

Dogmatism is usually a trait of individuals with limited sight. Dogmatists see the environment as the concentration of risks, refer to the authorities as absolutes and perceive people according to how they relate to the dogmas and absolute authority. Usually dogmatists are people with authoritarian traits. The dogmatists do not tend to look for a large amount of information, quick enough in the decision, but at the same time demonstrate a very high level of confidence in the accuracy and correctness of decisions. It is noted that the dogma prefer to work in a well-structured groups, regardless of what position they

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occupy in the group. It was also noted that the dogma poorly aware of how they spend their time during the work, and the fact that they are poorly cope with the administrative work.

The complexity of understanding phenomena as a characteristic of human individuality reflects its ability to decompose knowable phenomenon into parts and to integrate, synthesize general ideas or opinions about the conscious phenomenon. People with a high awareness of the complexity of showing great ability to process information, consider increasing the number of options and take a more comprehensive solutions than people with low awareness by the complex. It is noted that the leaders of the high complexity of understanding in situations with a wide variety of environments better able to cope with their responsibilities, that this type of managers is more prone to extensive contacts with people than the leaders of low-complexity awareness, as well as the fact that these leaders tend to use a variety of resources to solve problems.

The sphere of control It reflects the way an individual looks at the source of the factors determining its validity. If a person believes that his behavior depends upon himself, in this case characterized by the presence of the internal sphere of control (introverts) for him. If he believes that all depends on the case, external circumstances, actions of other people, it is considered that it has an outer sphere of control (extroverts). Introverts better control their actions are more focused on achieving results, more active, more satisfied with their jobs. They enjoy an informal management style, they like to influence others, but do not like to work on myself, like to hold managerial positions. Extroverts, on the contrary, prefer the formal structure prefer to work under the policy guidance. If they hold managerial positions,

There are a large number of tests and other tools to determine the characteristics of individuality. In modern management these issues, and this type of activity is given a lot of attention. And this is due primarily to the fact that the organization's success depends on how well it can use all the means at its disposal in the human potential.

The need to study the human personality is also caused by the fact that is usually done many wrong conclusions about people, about their characteristics, their personality. This is due to the fact that people in other knowledge based on stereotypes, prejudices, baseless generalization. Doing the wrong conclusions about the identity of the people, we are creating the basis for hazardous conflicts, scandals, gossip, difficulties in communication and interaction between people. These are all detrimental to individuals and the organization as a whole.

Fact need thorough and regular examination of individual characteristics of members of the organization is not in doubt. However, recognizing the importance and usefulness of this type of

management, and it must be remembered that the individuality of human behavior depends not only on his personal traits, but also the context in which it takes action. Therefore, the study of man must always be carried out in conjunction with the study of the situation.

Finally, the study of human personality must take into account his age. A man walks into their lives different stages, which corresponds to a different state of his personality. Therefore, making conclusions about a person's character, his personality, it is necessary to proceed from the fact that his behavior is very much defined by what it is instar. Only the records of all of these factors together can give a clue to the human personality, and therefore, to the person managing.

Influence of individuality on its interaction with the enterprise team.

As mentioned above, the organization expects that people will perform in a certain way a role for which she receives it. The man is also looking at the organization as a place where he gets some work, executes it and receives appropriate remuneration from the organization. However, the interaction between man and the organization is not limited to the role interaction. It is much broader. The person doing the work surrounded by people in interaction with them. He not only played the role in the organization, but also a member of the group in which it operates. The group has a profound effect on human behavior. A person's behavior, his actions make a definite contribution to the life of the group.

There is no canonized definition of a small group, as it is quite flexible and are exposed to circumstances phenomenon. However, the widely adopted fairly common, well-established view on a small group (hereinafter always the term "group" will be used in this sense) as a relatively separate union of a small number of people (usually not more than ten - twenty-five) are in a fairly stable cooperation and implementing joint actions for a sufficiently long period of time. Interaction of group members based on some common interest and may be associated with achieving a common goal. The group has a certain potential for the group or group capabilities that allow it to interact with the environment and adapt to changes in the environment.

The characteristic features of the group are as follows.

First of all, Group members identify themselves and their actions to the group as a whole and thus in external interactions act as if on behalf of the group. Man does not speak about himself, but about the group as a whole, using the pronoun we, we, our, us and the so-called

Secondly, the interaction between the group members is in the nature of direct contact, personal conversation, observation of the behavior of each other, etc. In the group of people to communicate

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directly with each other, giving a formal interactions "human" form.

Thirdly In the group along with the formal distribution of roles, if any, necessarily develops informal roles, usually recognized as a group. Individual members of the group take on the role of generators of ideas, while others tend to coordinate the efforts of team members, and others concerned about the relationship between the group of maintaining a good climate in the team, the fourth track of the fact that there was an order to work, all carried out in time and brought to the end. There are people who perform the role of the Outliner, they set group goals, monitor the impact of the environment on the decisive group tasks.

These and other roles of group behavior people perform in accordance with their abilities and inner calling. Therefore, in a well-functioning groups are usually created opportunities for a person to behave in accordance with their abilities to group actions and organically inherent in it a particular role in the group.

There are two types of groups: formal and informal. Both of these types of groups are relevant to the organization and have a great influence on the members of the organization.

formal groups usually identified as the structural units of the organization. They have a formally designated leader, formally defined roles structure of posts and positions within the group, as well as formally assigned to them the functions and tasks. Formal groups can be formed to perform regular functions, such as accounting, and can be created for a specific target, such as the Commission on the development of a project.

informal groups are not orders leadership and formal regulations, and members of the organization in line so mutual sympathy, common interests, same hobbies, habits, etc. These groups exist in all organizations, although they are not represented in the schemes that reflect the structure of the organization, its structure. Informal groups usually have their own unwritten rules and norms of behavior, people are well aware of who is part of an informal group of them, and who is not, in the informal groups formed a certain distribution of roles and positions. Usually these groups have explicitly or implicitly defined leader. In many cases, informal groups can exert influence on its members, an equal or even greater! The formal structure.

Why am I having a group that causes people to form groups and to join them? These questions are very important for the understanding of human behavior in organizations. It is obvious that the group appear in the organization and functioning as a separate structural unit in connection with the fact that as a result of the division of labor are allocated separate specialized functions, requiring for their execution of a certain set of people with a qualification, having a certain profession and finished

in a system of joint activities to perform some work. A similar situation is observed in the formation of groups to resolve targets.

But this is only one side of the appearance of groups in the organization. Usually it leads to the formation of formal groups. Another important reason for the formation of groups is a natural human desire to unite with other people, to the formation of resistant forms of interaction with people. Group gives a person a sense of security, from the group, he is waiting for support, assistance in solving their problems and warnings. In the group the person easier to achieve a "reward" in the form of recognition, praise or material reward, a person learns in a group, learning from the experience of other, better aware of their capabilities and potential. Group gives a person more confidence in external interactions, contributes to its Identity. *

* This term reflects human identity, his identification with certain stable phenomenon or condition.

Finally, the group provides a person the opportunity to pass the time in a pleasant environment for him, to avoid loneliness and state of helplessness, worthlessness. Every person aspires to being loved by someone, fit someone belong to someone, and the group can be a source of solutions to these human problems.

On the influence of the collective identity on the effectiveness of enterprise management

Regardless of the type of the group, in which organization is formed and functions, as well as someone who specifically included in the group may indicate some common elements and factors characterizing construction group, its structure and operation process of the group in its environment.

The life of the group, its functioning is influenced by three factors:

- characteristics of the group members;
- structural group characteristics;
- situational characteristics.

All of these factors are not only in the interaction, mutual influence, but also experience a strong feedback effect on the part of the functioning of the group as a result of vital activity of the group is changing characteristics of the person, changes the construction of the group and there are changes in its environment.

The characteristics of the group members Influencing its operation, are the personal characteristics of the person, as well as abilities, education and experience. Above we have discussed in detail the personal characteristics human, so we will not dwell on them in this review. As for the other characteristics, it is noted that a person's ability to perform the work have a great impact on the functioning of the group and to perform its role as a man. Also, a significant impact on the level of the group have rights education and life experience.

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The structural characteristics of the group include:

- communication in a group and rules of conduct (who is with whom and how to contact);
- the status and role (who occupies what position in the group and making);
- personal likes and dislikes among the members of the group (someone who likes whom and who does not like);
- power and conformism (any man has an impact and who is for whom to, someone who will listen and who obey).

The first two structural characteristics of the group are more to the organizational aspect of the analysis of its functioning, so they will not be discussed here. Next will be considered only structural issues of interpersonal interactions in the group.

sympathy; and antipathy between people It is mostly individual color and background. However, it became clear that the establishment of friendly relations between people have a significant impact several points.

First of all, very strongly influenced by personal characteristics interact. People love those who like the same phenomena, things, processes that are like them, ie people like those who like them, who are close to them in spirit, taste and preferences. Naturally, there are exceptions. However, studies show that people are attracted to those who have the same or close to them, race, nationality, education, a system of views on life, etc. Potentially, people with similar personal characteristics have a great chance to establish friendly relations than those with personal characteristics are significantly different.

Secondly On the development and establishment of friendly relations between the people, for the development of mutual affection is greatly influenced by the presence of proximity to the location of these people. The closer are located the jobs of group members, the greater the likelihood that they will establish friendly relations. The same applies to the proximity of their residences.

Thirdly, the establishment of friendly relations is in direct proportion to the frequency of meetings, as well as the expectation that the meeting will occur frequently in the future.

Fourth, the relationship between the group members, their mutual likes and dislikes, friendly atmosphere in the group depend on how successful the operation of groups. In general, success leads to people developing a positive attitude towards each other to a greater extent than the unsuccessful operation of the group.

Fifth And the development of friendly relations between the members of the group contributes to the presence of a single goal, which are subject to the actions of all members of the group. It is noted that, if the members of the group are separated solution of individual tasks, mutual sympathy and friendliness

fold less than if they were working on a solution common to all tasks.

At sixth, The positive orientation with respect to each other occurs when practiced in a group wide participation of all group members in the decision. The opportunity to influence the general group processes stimulates the development of party members' positive perception of the group.

Without a doubt, the existence of sympathy between people, the presence of friendly relations between the members of the group has a huge impact on the mood of the people, their satisfaction with their work, their membership in the group. However, one can definitely say that the friendly relations between the members of the group have only a positive impact on the results of their work and the results of the functioning of the group as a whole. If people who have friendly relations with each other, are highly motivated to work in a group, the presence of mutual sympathy and friendship contributes to a significant improvement of the results of their work and thus has a positive effect on the functioning of the group as a whole. If these people are poorly motivated to work, the result is quite the opposite. They will spend much time in useless for conversation, smoke breaks, teas, etc., are constantly distracted from work and greatly reducing the effectiveness of its work. However, they can distract from the work of others, creating a group atmosphere of idleness and relaxation.

Mutual support on the basis of sympathy and friendship, promoting group cohesion can generate a synergistic effect of significantly enhancing the effectiveness of the group. Modern management practices are becoming more and more confirms the obvious advantages in group forms of work organization to the individual. A clear illustration of this is in particular the so-called Japanese style control.

However, with distinct advantages over other forms of work organization, group form can carry a number of negative aspects for the organization. One such negative phenomena is cliquism, folding preferably in close relationship between members of the group, with the proviso that in general delivered incorrect control group and its functioning incorrectly arranged in the organization.

Factionalism manifested in the fact that the group is closed in itself, weak and incorrectly responds to external signals, rejects the criticism, etc. All this is reflected in the fact that, firstly, the group develops a tendency moralization process, of course, accompanied with the presentation of themselves and their action at best morally light. Secondly, the group begins to feel invulnerable and invincible, even in conflict collisions. Third, the troupe consists of conformism atmosphere, the desire to get everyone to agree with the common opinion, the unwillingness to listen to and discuss different opinions and points of view, etc. Fourthly, the group develops consensus.

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People are starting to think more and more like the rest. And even if they have other opinions, they do not speak, because they themselves doubt them, believing that the general opinion is true. Fifth,

The power and conformism in the relationship between members of the group appear in the form of so-called social influence on the person. The group is putting pressure on the person requiring it to follow group norms, rules requiring submission to the interests of the group. A person can resist this pressure, and may assign a group - comply, i.e. conformist act.

One can not say that one type of human relations with a group of the faithful, and the other not. Obviously, the conformism can lead to the fact that the person even realizing the infidelity of their actions, implementing them because the group does so. Conformism can turn a man into a dumb appendage group. History knows a lot of negative examples of how the "herd instinct", or, to put it another way, unconditional conformity underlying the terrible crimes against individuals and humanity as a whole. She knows examples of how the group is completely erased the human personality, turning him into a cog in the mechanism of the group. At the same time, it is obvious that without the conformism can not be created close-knit group, can not be established balance in the relationship between a person and a group.

Since conformism in human relationship with the group on the one hand, acts as a condition of integration of the individual into the group, and on the other - could give rise to negative consequences for the environment and for the group as a whole and of the individual in particular, the important thing is figuring out which factors and to what extent the demand from members of the group to make concessions to public influence.

The nature of problems to be solved It has a significant impact on the degree of conformity in human behavior. If the objectives are not clearly definable, if they do not have a clear answer, then they make the person performing them, more than to be influenced by the group. The degree of conformity also depends on whether the member of the group gave a public commitment regarding the problem to be solved or not, but also because, at what stage of the decision he announced his commitment. Public and early application make a person more susceptible to social influence. Conformism in human behavior develops payment by results of group work.

Feature group also it has a great influence on the development of the person of conformity in relation to the group's requirements. Unanimity in group behavior enhances the degree of influence on the human group. Man is easier to argue or disagree, if someone else in the group has an opinion different from the group. On the conformity of human behavior in the group affects the number of groups. If a group

of five people, the consensus begins to exert a strong influence on the individual. The further growth of the group has little effect on increasing the influence of the group on the person. The degree of conformity to the group of human behavior also depends on the proximity of leadership in group activities and frequency of contacts with the leadership. If the chief is often present and involved in decision-making member of a group, it leads to an increase in the behavior of the slave conformism.

Desire to obey the influence from the group, directly depends on personal relations between the members of the group, their likes and dislikes, friendship, etc. The better the personal relationships between members of the group, the higher the degree of conformism in their behavior in the group and the higher the possibility of public influence on the members of the group.

Situational characteristics of the group little influenced by the behavior of group members and the group as a whole. These characteristics are related to the size of the group, its spatial arrangement, problems solved group and compensation system used in a group.

In small-sized groups, there is more difficulties reaching an agreement, and much time is spent on finding relationships and points of view. In larger groups, there are difficulties in finding information, since the members of the group are usually more reserved and concentrated. It was also noted that in groups with an even number of members, although there is more tension with the decision than in the groups with an odd number of members, and less than disagreement and antagonism between the group members.

Group size also it has an effect on job satisfaction. Some studies show that people are more satisfied, if they are working in a medium-sized group (5-6 people). Small groups generate a lot of tension in the relations between its members, and in the large is not given enough time for each group member.

The spatial arrangement of the members groups has a marked effect on their behavior. It's one thing when a person has a permanent location, another - when he is looking for every time imagine this place. People at work can look at each other, and can be arranged back to back. And it will also have an impact on their work and on their behavior in the group.

There are three important characteristics of the spatial arrangement of the individual, on which depend the relationship between man and the group.

First of all Is a permanent or a certain place or territory. The man knows this is my table, this is my machine, it's my job. Lack of clarity on this issue raises many problems and conflicts in interpersonal relationships, as well as significantly reduces job satisfaction.

Secondly This private space, ie the space in which the body is just the person. The spatial

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proximity of the location of people can generate many problems, because people are not perceived proximity to them other people without regard to age, gender, etc.

Thirdly, This relative position of seats. It is noted that if the jobs are fenced off from each other, it contributes to the development of formal relations. Availability of jobs a team leader in a common space helps to activate and consolidate the group. If people have jobs at the head table, it is in the eyes of others in the group automatically puts him in the position of leader. Guide, knowing these and other members of the group location issues can make significant impact and improve the efficiency of the group only through proper placement of jobs.

The impact of problems solved by the group on the functioning of the group and the behavior and interaction of team members is obvious. However, it is very difficult to establish the relationship between the types of problems and their impact on the life of the group. It is noted that the solution of formal problems, such as mathematics, to a lesser extent contribute to the development of relations between members of the group than the solution of problems in the humanities. It is known that the tasks and functions performed by a group, affect the style of leadership, as well as the style of communication between people. In the case of poorly structured or unstructured problems there more pressure on an individual and group interdependence action than in the case of a well-structured problems.

You can point out a few characteristics of the problem, which is important to pay attention to in order to try to determine the solution of this problem will affect the group as a whole and the behavior of its members.

First of all, It is necessary to determine how much interaction will occur between members of the group in the process of solving the problem, and how often they communicate with each other.

Secondly, It is necessary to find out how the actions performed by individuals are interdependent and mutually influence.

Thirdly It is important to establish whether the problem under consideration is structured.

Reward system, considered in isolation from the nature of the relationship in a group, can not in itself provide an answer to the question of the extent to which this or that system affects the relationships in the group, the behavior of the group members, the functioning of the group as a whole. For example, it is impossible to evaluate the impact on a group of individual piece-rate payment, the collective-piece-rate or payment based on a fixed budget group, if you do not know the nature of the activities of the group.

In the analysis of the effect of payment is important to consider at the same time two sets of factors:

how interdependent actions of the group members;

how big differentiation in pay.

There are four possible combinations of these factors:

- Low interdependence - low differentiation in pay;

- Low interdependence - high differentiation in pay;

high interdependence-low differentiation in pay;

high interdependence - high differentiation in pay.

The first and fourth cases give rise to many problems in the relationship between group members. In contrast, the second and third cases may contribute to the successful operation of the group and favorable development of relations between the members.

Human interaction and group are always of a bilateral nature; people with their work, their actions contribute to the solution of group tasks, but also the group has a significant influence on a person, helping it to meet its security needs, love, respect, self-expression, identity formation, eliminate anxiety, etc. It is noted that in groups with a good relationship with an active intra-life people have better health and better morale, they are better protected against external influences and work more efficiently than people who are in an isolated state or in "sick" groups affected by unresolved conflicts and instability. The group protects the individual, supports it and trains as the ability to perform tasks and the norms and rules of behavior in the group.

But the group not only helps a person to survive and improve their professional skills. It changes its behavior, making a person is often significantly different from what it was when he was out of the band. These impacts on human groups have many manifestations. Let us point out some significant changes in human behavior, taking place under the influence of the group.

First of all Under the influence of social changes take place such human characteristics, such as perception, motivation, attention span, scoring system, etc. Man expands its focus by increasing attention to the interests of other members of the group. His life is depending on the actions of his colleagues, and it significantly alters his view of himself, in his place in the environment and on others.

Secondly In a group of people receives a certain relative "weight". Group not only distributes the tasks and roles, but also determines the relative position of each. Members of the group can do exactly the same job, but at the same time have a different "weight" in the group. And it will be more important characteristic for the individual, which he did not have and could not have, being outside the group. For many members of the group, this characteristic may be no less important than their formal position.

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Thirdly, group helps the individual to acquire a new vision of the "I". Man begins to identify with the group, and this leads to a significant change in his perception of the world, in the sense of its place in the world and his destiny.

Fourth While in the group, participating in discussions and decision-making, a person can also give suggestions and ideas that he would never have betrayed if comprehended the problem alone. The effect on the human "brain attack" significantly increases human creativity.

Fifth, It noted that in a group of people are much more inclined to take risks than in a situation where he has one. In some cases, this feature changes in human behavior is a source of more efficient and active behavior of people in the group setting, than if they acted alone.

Wrong to think that the band changed man as she wants. Often many influences from the band for a long time people resist, many effects he perceives only partially, some deny it completely. human adaptation process to the group and the group to adjust the person are mixed, complicated and often quite lengthy. Included in the group, entering into interaction with a group environment, people not only change myself, but have an impact on the group to other members.

Being in cooperation with the group, a man tries various ways to influence it, to make changes in its functioning so that it was acceptable to him, it is convenient to him and allowed him to cope with their responsibilities. Naturally, the shape of the impact and extent of human influence on the group essentially depend on the characteristics of his personality, his ability to influence, and on the characteristics of the group. A person usually express their attitude to the group from the standpoint of what he believes. However, his arguments are always depending on the position that it occupies in the group from performing their role, entrusted to it by the job and accordingly on what goals and interests he pursues personally.

Human interaction with the group could be either the nature of co-operation or merger, or conflict. varying degrees of symptoms can be observed for each form of interaction. That is, for example, we can talk about a hidden conflict, a weak or conflict of irresolvable conflict.

In the case of co-operation between a member of the group and the group established a trusting and supportive relationship. Man considers the purpose of the group it does not contradict its goals, it is willing to seek ways to improve the interaction is positive, albeit with rethinking their positions, accept group decisions and to find ways to maintain a relationship with the group on the basis of mutual benefit.

At the confluence of human the group observed the establishment of the relationship between man and the rest of the group, when each side views the other as organically united with it the whole component, which is a group. Man builds his purpose on the basis

of group goals, largely subordinate its interests to those of the group and identify themselves with the group. The group, in turn, is also trying to look at the individual, not as a performer a certain role, but as a completely faithful person group. In this case, the group takes care of the person looking at his problems and difficulties as their own, trying to assist him in addressing not only the production problems, but to solve his personal problems.

In the event of conflict observed the opposition and human interest groups and the struggle between them for the resolution of this contradiction in their favor.

Conflicts may be generated by two groups of factors:

- organizational factors,
- emotional factors.

The first group of factors is related to the difference in the views on the target, structure, relationships, roles in the group and the so-called If a conflict is generated by these factors, it is relatively easy to solve.

The second group of factors include factors such as lack of confidence man, a sense of threat, fear, envy, hatred, anger, etc. Conflicts arising from these factors, little ability to completely eliminate.

The conflict between the group member and the group wrongly considered only as an adverse, negative state of relations in the group. Conflict assessment fundamentally depends on what consequences for humans and the group he leads. If the conflict is transformed into an antagonistic contradiction, the resolution of which is devastating for a person or a group, such a conflict must be attributed to the category of unwanted and negative forms of the relationship between man and the group.

But very often the conflict in relations within the group is positive. This is due to the fact that the conflict could lead to favorable results.

First, the conflict may increase motivation to achieve the goals. It can cause additional energy to the action, to bring a group of stable passive state.

Second, the conflict could lead to a better understanding of the relationship and position in the group* to the elucidation of the members of their role and place in the group, to a clearer understanding of the problems and the nature of the group.

Third, the conflict can play a constructive role in the search for new ways of functioning of the group, the search for new approaches to solving the problems of the group, in the generation of new ideas and suggestions on how to build relationships between group members, etc.

Fourth, conflict can lead to the manifestation of interpersonal relationships, to identify relationships between individual members of the group, which in turn can prevent possible negative aggravation of relations in the future.

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One of the main results of the interaction between man and the organization is that people, analyzing and evaluating the results of their work in the organization, revealing the causes of successes and failures in the interaction with the organizational environment, analyzing the experience and behavior of their colleagues, reflecting on the advice and recommendations of superiors and colleagues, make certain conclusions, which in one way or another affect his behavior, leads to a change in his behavior in order to adapt to the organization, in order to achieve the best in interacting ones with the organizational environment.

Learning Behavior in Organizations

It is obvious that the perception and evaluation of his experience, as well as the process of adaptation to the conditions and requirements of the organizational environment in many ways have individual character. In the same environment, people behave differently. In humans, as it has two degrees of freedom in the construction of their behavior in the organization. On the one hand, he has the freedom in the choice of forms of behavior: to take or not to take existing in the organization forms and norms of behavior, on the other - he can accept or not accept values of the organization, to share or not to share its goals and philosophy. Depending on what combinations of these fundamental components are combined behavior, four limiting types of behavior in the organization may be allocated.

The first type: Fully accepted the values and norms of behavior. In this case, a man tries to behave in such a manner that their actions can not be in contradiction with the interests of the organization. He sincerely tries to be disciplined, to fulfill its role in full in accordance with the organization's rules and behaviors. Therefore, a man of action results is largely dependent upon his or her personal capacity and capabilities, and how to correctly determine the content of his role. This type of behavior can be described as the behavior of a dedicated and disciplined member of the organization.

The second type Man does not accept the values of the organization, however, he tries to behave completely following the norms and behaviors taken by the organization. Such a person can be described as opportunists. He does everything right and according to the rules, but it can not be considered a reliable member of the organization, as although he is a good and an executive employee, however, may at any time to leave the organization or to perform actions that may conflict with the interests of the organization, but the match his own interests. For example, such a person would be willing to participate in a strike in order to get a pay raise.

The third type Man accepts the organization's values, but does not accept the existing norms of behavior in it. In this case, a person can produce a lot

of difficulties in relationships with colleagues and management, it looks like the original. However, if an organization can afford to give up well-established standards of conduct in relation to its individual members and to create a state of freedom of choice of forms of conduct for such members, they can find their place in the organization and bring her favor.

The fourth type: The individual does not accept any code of conduct or the organization values. This is an open rebel who always is in conflict with organization nym environment and creates conflict. It would be wrong to assume that this type of behavior is absolutely unacceptable in the organization and the people who behave in this way, do not need an organization. However, in most cases, the "rebels" give rise to many problems which greatly complicate the life of the organization, and even cause her great harm.

Naturally, the organization is interested in the fact that its members behave in a certain way.

A possible approach to solve this problem - is the selection of people with certain qualities that can ensure the desired behavior for the organization of its members. However, it should be recognized that this approach is of limited use, because in the first place, is not always possible to find people with the necessary characteristics, and secondly, there is no absolute guarantee that they will behave necessarily so, how to expect the organization, and thirdly, the requirements to the behavior of members of the organization from the organizational environment can change over time, coming into conflict with the criteria on which people were taken to the organization.

The second approach Does not exclude the first, in principle, it is that the organization affects the person, causing him to modify his behavior in the right direction for her. This approach is possible and is based on the fact that a person has the ability to study behavior, change their behavior based on awareness of their previous experience and behavioral requirements for his behavior on the part of the environment.

Learning behavior can be described as sufficiently stable during the process of changing the time of human behavior based on experience, the reflecting action of man and environment response to these actions.

For teaching behavior is characterized by a few moments.

First of all, Learning can go both on their own experience and the experience of others.

Secondly, learning behavior does not necessarily refers only to actual real behavior. It may relate to the potential behavior, ie such behavior, which can be accomplished by man, but that is not done by him in his practice behavior.

Thirdly, Learning behavior is always expressed in the change of the person. Even in the case where the

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direct behavior has not changed, people have become different as it changes its behavior potential.

There are three types of learning behavior.

The first type associated with reflex behavior of a person, that is named teachings Pavlov conditioned and unconditioned reflex. If, for example, the chief comes to subordinates when he was dissatisfied with something, annoyed, and intends to make it a reprimand, then every occurrence officer may cause fear in subordinates, the desire to avoid this meeting, no matter why he came to them. That is, the appearance of the Chief develops reflex desire to hide from his eyes.

The second type of learning behavior It based on the fact that people draw conclusions from the consequences of his previous experience, consciously adjusts and changes its behavior. The theoretical description of this type of learning is based primarily on research B. Skinner, who laid the foundations of the theory of engagement implemented behavior depending on its consequences. The essence of this theory is to ensure that if a person sees that his behavior leads to favorable outcomes, then it tends to repeat this behavior, if the consequences are negative, the desire to behave in a similar manner and then will be substantially reduced. That is, a person's behavior is defined by conscious comprehension of the results of the previous behavior.

The third type learning behavior - it's learning by observing behavior. Usually it is the observation of another's behavior. Man watching regularly, the behavior of the people around him, automatically starts to adjust their behavior to their own behavior. He adopts their style and manners of operations skills, etc.. Often carried targeted observation of another behavior to adopt themselves to something useful. With the development of tools video object expand surveillance capabilities and, in particular, expanding the object of observation. Now people can view, record their own behavior, which can also significantly influence the adjustment of behavior. It is obvious that all three types of learning behavior must be taken into account by management in its efforts to adjust and shape the behavior of the members of the organization.

What is studying people in the organization, which aspects of its behavior are adjusted or changed in the process of learning?

First of all He came to the organization and further carrying out their activities in it, people learn their respective roles: what he should do for the best performance, how to implement more effectively the work, how and with whom to communicate on the job. At the same time he learns to highlight key points in the work carried out by them in terms of what is considered to be the organization more important and what is less important in its activity, for which there is a fee that is included in the assessment of the quality of his work.

Secondly, in the organization of a person learns to implement formal and procedural actions, such as filling out various questionnaires and forms processing applications, appointment and meetings, transfer, acquisition and implementation of the response to the information received, the temporary abandonment of the workplace, the arrival and departure from work, parking car, wearing a certain type, etc.

Thirdly, man learns to understand and take its place in the organization. He learns that exist in the organization's norms, values and established on the basis of their informal groups and relationships, learns to behave with colleagues and management, defines for itself with whom to have a close relationship and who to steer clear whom to trust, whom to rely, and who fear .

Fourth, a person learns how to solve their own problems in the organization, how to achieve their goals. For example, he learns how to make a career in the organization. Or how to achieve certain incentives and rewards. Can people learn and how to harness the power of the organization or the possibility of its individual members to solve their personal problems are not related to the activities of the organization. The employee can learn how to avoid the difficult and risky job, and even how to doing nothing, to create the appearance that he is working hard.

In order to describe the process of conscious learning of human behavior in organizations, and to point out the connection of this process with the management of the person in your organization, consider in a general way a few basic elements that determine human behavior in organizations. The details of these elements will be considered when considering the question of motivation.

Human activity is always connected and it is initiated by the presence of specific inducing started. They forced him to start to do something, to take some effort, ie, taking action. Incentives that are external effects on humans, its work is directed in a certain way, give this activity a certain orientation and boundaries. Human behavioral response manifested in the fact that he chooses what and how to do, and taking concrete actions leading to concrete results. His reaction is strongly linked to incentives. However, it has an individual character, since it reflects the varying degrees of incentives to influence the behavior of different people. human reaction can manifest itself in the form of its specific actions, and as they develop a certain location. Depending on the effects on human behavioral responses it is fixed with the aim of strengthening and giving it stability or else fails it. Securing implemented behavior or waived play a very important role in shaping human behavior, because it is through this is a conscious adjustment or even a change of behavior in the desired direction for the organization.

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Thus, a change in human behavior can be seen as a consequence of learning behavior. Itself, the learning behavior is a function of consequences of human actions made by him, the function of the consequences of his behavior. The presence of such a relationship between the behavior, by teaching behavior and the consequences for the person's behavior makes it possible for the organization to adjust and shape the behavior of its members. This is due primarily to the fact that management and organizational environment can define and purposefully form for members of his organization the consequences of their behavior, is actively involved in the process of learning behavior at the stage of human impact of the implementation of certain actions.

Learning and behavior modification of human behavior in organizations

Obviously, the consequences of actions depend on how people behaved, what he was doing. However, they directly depend on those who, appreciating the human action, compensates for his actions and efforts. In this case, compensation is understood in the broadest sense as an external reaction to the behavior of man, manifested in the fact that a person or something gets or loses something, achieve something or something does not reach as a result of them, the form of a certain behavior action. Payment can be made in various forms - from the material rewards or punishment to verbal approval or condemnation. Compensation plays an extremely important role to be taught behavior, since it has a major influence on whether there is consolidation carried out by the behavior occurs or waived. If there is no compensation that causes the human understanding of the consequences of his actions, in fact no noticeable behavior modification, as there is no learning behavior. Therefore, compensation for the management of people plays not only the role of remuneration for work produced a role means to meet the needs of employees, but also the role means for modifying human behavior.

If you look for compensation from the standpoint of learning behavior and behavior modification, the four different types of compensation can be identified, which lead to consolidation or renounce implemented behavior.

The first type- this is a positive compensation. The essence of this type is that the fee is carried out, resulting in a pleasing to the human consequences. Form of compensation may be quite different. Positive compensation may be used by the leadership to consolidate the desired behavior of employees. It is important to take into account that the remuneration must be clearly linked to the desired behavior, ie People need to know why he got a promotion. Remuneration should be followed for the implementation of the desired behavior and, finally,

remuneration must correspond to the interests of promoting the human.

The second type• - is a negative compensation. The essence of this type is that the desired behavior immediately leads to elimination is not desirable for the human circumstances or stimuli. For example, a person who does not behave properly exposed boycott others. As soon as he starts to behave correctly, in terms of the environment, they stop the boycott. In the second type of compensation, as well as the first time, it is important that the reaction environment or lead to changes in the behavior of advancing as quickly as possible and, of course, was of individual character.

The third type compensation is punishment. In this case, unlike the first two types of compensation comes as a reaction to the "wrong", or undesirable to guide the behavior of organizations.

If the first two types of fixed desired behavior, in this case eliminated the unwanted behavior. Compensation in the form of punishment are a member of that person receives a negative, unpleasant consequences for his behavior. For example, it can be fined, lose bonuses or promotion at work, get the comment, etc. The task of punishment is to narrow or eliminate undesirable behavior for the organization of its members. Although punishment externally looks the exact opposite of the positive compensation - there is reward, here take - in terms of learning human behavior is not. This type of compensation less effect than a positive compensation. This is due to the fact that the punishment is less predictable and stable effect than promote, often leads to an indirect negative effects, such as a personal insult to punish the head, loss of interest in work, a change of attitude in their activities, etc. Therefore, the punishment as a way of compensating for the purpose of learning behavior management should be treated very carefully and closely monitor its possible negative side manifestations.

The fourth type of compensation- quenching is undesirable behavior; The essence of this type of compensation is as follows. The person carrying out any unwanted actions, which previously acted positive reaction, stop them after a while, if these actions are positive reaction ceases to act, ie, in other words, if you stop to respond favorably to any action, they will begin to shrink after a while. For example, young people who have successfully studied in the university and receives praise teachers for active performance in the classroom and comment on the performances of their colleagues came to work in the organization, it will also try to meddle in all discussions and conversations and to give their comments and assessment of applications other . However, if it does not pay attention, then after a while it will start to get rid of this bad habit. The choice of the type and specific forms of compensation plays a very important role in the successful

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modification of human behavior in the desired direction for the organization.

However, an equally important role played by the choice of frequency compensation to guide learning behavior. In general, there may be two approaches to the timing of compensation.

one approach- is the payment after any human action. This approach is called continuous compensation.

Other Fundamentally different approach to timing and frequency compensation is that compensation does not occur after every act done. This periodic compensation. Although between these two approaches, there is a fundamental difference, we can not say which one is more effective, because their effectiveness depends significantly on the situation in which they are applied. At the same time it is noted that the first approach better effect in the case where it is applied to a new employee, trainee its role in the organization. The second approach is best used when the organization wants to make certain stable behavior of its members.

As part of the periodic compensation are four different types.

The first type - is payment through a fixed time interval. This approach suffers from the disadvantage that the desired behavior of workers is shown uneven, growing at those moments when fixing is carried out or payment, and decreases in the gaps between them.

The second type- compensation via the variable time interval. In this case, the interval between the potential compensation and frequency compensation is not fixed. This approach is not applicable to all forms of compensation. However, he gives the best results, since an unspecified time compensation keeps the tension and makes the work better and behave. Although the sharp decline may occur after the compensation for the organization in the desired behavior of its members.

The third type Unlike the first and second basis for not taking the time interval and the volume of action. This type is called a compensation depending on the fixed rules. With this approach, the payment comes after made some sort of a fixed number of actions. Experience shows that this type of compensation gives better results in the formation of behavior than the first and second types of periodic compensation.

The fourth type(Last), based also has a compensation | Depending on the amount of action. However, this compensation depending on the variable rate. This approach is considered to be highly effective, because compensation can occur after any individual action that encourages employees continuously implement the "right" action. In order for this approach gave really good results in the modification of behavior, it is important that the time intervals between compensation were not very large. At the same time you must know that this approach is

of limited use. For example, it is hardly applicable to this form of payment, such as wages.

Considered questions of learning behavior say that people, based on its experience, adapted to the organizational environment, changing their behavior. The organization and its management can actively influence the modification of human behavior. However, the means used to influence the process of learning behavior and the frequency of their use depends on the situation in which there is a person, and should be selected taking into account the manager all the variety of factors affecting human behavior. First and foremost the needs and motives to human action.

The process is characterized by four theories of motivation, creating a basis for motivation.

expectations theory: expectation in the chain "execution efforts"; waiting in the chain "performance - the result"; valence of the outcome.

The theory of goal setting. Four target characteristics: complexity, specificity, acceptability and commitment.

The theory of equality: a comparison of their results with the results of other actions.

The concept of participatory governance.

The most common concept of motivation process is reduced to the following provisions. The man, realizing the problem and possible compensation for their decision, relates this information to their needs, motivational structure and opportunities, setting yourself up for a certain behavior, produces a specific location and implemented an activity leading to a specific result, characterized by certain qualitative and quantitative characteristics.

This scheme does not disclose any further compensation mechanism proper remuneration audio content, nature and content ratings, or ratings in the conversion solution. The modern management thought and practice, there are a number theory, which are sufficiently detailed and on an operational level, describe the process of motivation. The most famous of them - it's - expectations theory, the theory of goal setting, equality theory and the theory of participatory governance. They tried to explain why people are willing to carry out certain actions, spending more or less force. And by explaining it, they give managers the key to building an effective system of motivating people, ie. E. How to influence people, to encourage them to productive work.

Human behavior is constantly connected with the choice of two go several alternatives. From what a man gives a particular preference depends on how and what it does, how it behaves and what he achieves results. expectations theory has been developed to provide an answer to the question why a person does this or willow choice when faced with several alternatives, and how he is motivated to achieve results in accordance with the choice made. In the most general form of the expectations theory can be

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formulated as a theory describing the dependence of motivation on two things: how many people would like to get and how much is possible for him to get what he sought, in particular, how much effort he is prepared to spend for it. For example, a beginner businessman from the provinces arrives for talks about the beginning of the joint business with representatives of major companies located in the city is recognized as a center of business activity. It will not stay at the hotel to maintain its reputation, has a reputation as a second-rate, although it is cheap. At the same time he does not have the means to stay in a posh hotel. Therefore, apparently, it will stop in this hotel, which is quite prestigious and accommodation in which he has enough money.

Process motivation for standby theory formed as through the interaction of three blocks: 1) effort; 2) performance; 3) result. Expectation theory studies and describes the interaction of these three blocks. At the same time efforts are seen as a consequence of, or even the result of motivation. Execution is considered - as a consequence of the interaction of forces, personal capabilities and state of the environment, and the result, as a function that depends on the performance and the degree of desire for the results of a certain type.

Expectations theory explains how the process of human motivation is based on activities on the basis of linking into one representation ions of human needed to perform the work efforts, its practical implementation and the results expected in response to the work performed. In this case, the key points of focus of the theory are: 1) expectations for a chain "effort - performance"; 2) Waiting for "execution of the chain - of a second level, and 3) the valency results.

According to the expectations theory, the motivation of the person to the executing eniyu work depends on whether he is interested or not interested to carry out her work as attractive to him. Making a decision about what to do and how much effort to expend, the person usually responsible himself to the question concerning the extent necessary for him to do so. That is the choice of an alternative person thinks about if he will behave accordingly, will be properly perform the work, whether this will lead to a certain result of the first level. In this case, it is formed waiting for results of the first level. In addition, the person answering the question of what he will receive as a result of successful completion of the work.

This is the development of waiting for a second-level results. Finally, he decides for itself how valuable this will result for him, ie, it evaluates valence result of the second level. Depending on to which the final evaluation of man comes, will be shaped his motivation to do the work.

The main provisions of the theory of expectations are as follows.

First of all, as this theory is subordinated to the idea of looking for an answer to the question how motivation affects the performance of the work, the initial postulate is that the performance is determined by the product of the two factors: human potential and motivation.

Secondly, argues that the motivation given by the product carried I chin waiting results of the first level by an amount valency results of the first level. And finally,

Third, valency results given by the product of the first level value valency results of the second level to the standby individual results of the second level. Man chooses the alternative, which would be higher motivation.

Using various techniques, the manager for the successful management subordinates to build management of the organization so that the worker was confident that by working to achieve organizational goals, he thereby creates conditions for achieving the best results of the second level.

The expectations theory holds that in order to able to carry out process of motivation, should be carried out a number of preliminary conditions. These conditions are:

- *the presence of workers are sufficiently high degree of expectation of the first level of results;*
- *the availability of sufficiently high expectations of the results second level and*
- *a non-negative total valence of the results of the second level.*

In practice, this means that the employee must have a firm understanding of the fact that by his efforts depend on the results of his labor, that the results of his work entails certain consequences for him, and that the results obtained by them in the end, have to his value. In the absence of one of these conditions of the process of motivation becomes extremely difficult or even impossible.

Making the overall conclusion about the theory of expectations, it should be noted that it is based on the fact that people perform their activity in accordance with the order to which the possible consequences for them, these actions can cause. People on the basis of information available to them make the choice of one of the alternatives of action, based on the fact that they will receive as a result and how much effort they will have to be expended to achieve that result. That is, the theory of expectations, the person behaves in accordance with the fact that, in his opinion, will happen in the future if it will generate some costs of efforts.

The theory of goal setting comes from the fact that human behavior It is determined by the objectives which it set itself, as it is for achieving the goals before it performs a specified action. It is assumed that setting goals - is a conscious process and conscious goals and intentions - that is what lies at the basis of the definition of human behavior.

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In total, a base model that describes the process of setting objectives, as follows. Man given emotional reaction is aware of and assess events occurring in the environment. On this basis, it determines the goals for yourself to achieve that he intends to seek, and, based on the goals, it performs certain actions - performs a specific job. That is behaving in a certain way, it has reached a certain result and receives from this satisfaction.

Goal setting theory states that the level of performance of the work, directly or indirectly, to a large extent depends on the characteristics of the four purposes:

- *complexity;*
- *specificity;*
- *acceptability;*
- *commitment.*

These four characteristics of the target is influenced by both the target itself, and on the efforts that a person is willing to spend in order to achieve its goal.

The complexity of the target It reflects the degree of professionalism and the level of performance required to achieve it. There is a direct relationship between the complexity of the objectives and implementation of the work. The more complex the goal set itself the person, the better results it achieves. An exception is the case when the set goals unrealistically high, which in principle can not be reached. V this case, according to the theory of goal setting, action result does not exceed the result sought by those who put a moderate, but achievable goals. Therefore, improving the objectives, although it is justified, may lead to an increase in labor results only if there was a chance of achieving the goals.

Target specificity It reflects quantitative clarity of purpose, its accuracy and certainty. Experimental studies have shown that the more specific and defined goals lead to better outcomes for the better execution of work than the target, having a broader meaning, with clearly defined content and boundaries. A person who has goals too broad meaning and content, demonstrates the same performance of the work, as well as someone who has absolutely no purpose. At the same time, too much narrowing of goals can lead to the fact that behind the consideration of a person may remain important aspects of its operations. It also has a negative impact on the performance of their work.

Acceptable purpose It reflects the degree to which a person perceives the goal as his own. Acceptability goal exerting a significant impact on how the impact on the performance of work and the complexity of the target specificity. If a person does not accept the target, and the complexity and specificity of the target will have very little effect on the performance of the work. Acceptability goal man depends on whether it is perceived by him as achievable, and what kind of benefits it can get to

achieve the objective. If the benefits are not obvious, the purpose can not be accepted. Therefore, the management of the organization must be a clear understanding of the significance and the importance of the actions that would make the goal achievable, reasonable, fair and safe in employee representation.

Commitment to It reflects the willingness to expend effort a certain level to achieve the goal. It is very important for the level; and quality performance targets feature, as it can play a decisive role on the stage of execution, if the reality, difficulty performing work to differ materially from what they presented at the goal setting stage. Commitment to the goal may increase as the performance of the work, and may drop. Therefore, management must continually monitor the level of commitment to the part of workers and take the necessary measures to maintain it at the proper level.

In theory, setting goals when considering performance, depending on the purpose of emphasizes that the quality of performance depends not only on the defined purpose of the efforts of the worker, but also on two groups of factors: 1) organizational factors, and 2) the ability of the employee. The data groups of factors can influence not only the quality and performance of content, but also on the target, thereby providing an indirect effect on the motivation and therefore additional impact performance. For example, if the present weak feedback from the results of labor, it can reduce the degree of influence on the target employee efforts to implement the work.

The final step in the process of motivation theory of goal setting is the result of employee satisfaction. The special significance of this step is that it not only completes the chain motivation process, but also is the starting point for the next cycle of motivation.

The theory states that if the actions produced a positive result for the subject, he gets satisfaction if negative - the disorder. In this goal-setting theory states that satisfaction or dissatisfaction is determined by two processes: internal to the individual processes and external.

Internal processes, leading to satisfaction, mainly related to how a person evaluates his results in terms of its correlation with the intended purpose. If the goal is achieved, to fulfill its task, the person feels a sense of satisfaction. If not, then it causes dissatisfaction. This circumstance gives rise to a tension in the target setting. As already mentioned, the higher and more complex target, the higher the level of performance. At the same time, the high goal can lead to the fact that it will not be achieved with a greater probability, and therefore, people will feel a sense of dissatisfaction and frustration. This in turn can lead to a desire - to take the lower target, or refuse to make complex setting goals. It is therefore important at the stage of setting goals is very serious approach to this issue.

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External process Affecting the satisfaction or dissatisfaction with the results of man is Xia processes reactions to the results of work on the part of the environment, evaluation of performance environment. If the environment responds positively (thanks to management, promotion, pay increase, the praise of colleagues, etc.), it is a source of satisfaction, if not, it leads to dissatisfaction.

External processes also encompass a controversial start, rendering a dual impact on support of motivational process in an efficient, in terms of quality and performance level state. The essence of this contradiction lies in the fact that a person is behaving in accordance with the objectives and the evaluation of its actions most often based on the results of execution. Therefore, if a person achieves these goals, but it demonstrates a low level of performance, moderate or even negative external evaluation may lead to a very strong frustration and a sharp drop in motivation to continue the action. Just adversely on the motivational process can affect the positive external evaluation of successful execution, provided that the person is not able to achieve their goals. This leads to a decrease in commitment to the goals and, ultimately, a negative impact in the future on the quality and level of performance of the work. Foot achievement is to set a simple goal, which will necessarily have a negative impact on the quality and level of performance.

General recommendations for the implementation of goal-setting process can be summarized as follows.

first, You need to determine the extent to which the organization and the people who work in it, ready to implement goal-setting process.

second, if the organization has readiness potential, it is necessary to carry out a number of measures for the introduction of practical training goal setting process.

third, goal setting should be underlined their complexity and specificity, and taking into account the purposes of admissibility, and adherence to them.

fourth, necessary to carry out an interim analysis of the goals and adjust them.

fifth, req Dimo analyze the objectives, summarize the results of the previous steps and make recommendations for further implementation of the goal setting process.

One of the constant pursuit of people is the desire to get a fair assessment of their actions. People, though not to the same degree, want to be treated fairly. In this case, justice is associated with equality, as compared with the relation to the other and evaluate their actions. If a person believes that it is approached in the same way as others, without discrimination, evaluate his actions from the same positions as the actions of others, it feels right to do with himself and feels satisfied. ECDo the same equality is violated if the individual members of the organization receive

undeserved praise and reward, the person feels hurt, and this leads to frustration and dissatisfaction. In this dissatisfaction can occur even when a person gets high in relation to its cost of labor remuneration. The effect of the moment on the human relationship with the organization as the basis of a motivational process theories - equality theory.

The theory of equality comes from the fact that in the process of comparison, although it uses objective information, for example, the value of Zara and salaries, the comparison is performed by man on the basis of his personal perception and their actions, and actions of people with whom he compares.

Norma - the ratio of the perceived cost to the perceived reward. There are two types of norms. The norm of the first type represents the ratio of the sensed individual compensation to the perceived cost of the individual. *Norm of the second type* It reflects the attitude of the perceived rewards to other perceived cost of others.

The theory of equality says that the person is very important as it relates to norms with others. If the rules are, man, even at a lower remuneration, feels justice, as in this case, there is equality. If it is below the norm, he believes that his reward enough. If its rate is higher, he believes that his reward too.

Taking place in the management practices of the view that inequality encourages people to increase the Performing result that the state of equality discourages people to do more, is wrong in principle. As stated in the theory of equality on the basis of empirical studies carried out, the person feels a sense of satisfaction, if enforced equality. Therefore, it is committed to maintaining this state.

Equality is bad when the overall level of performance is low. In this case, equality will lead to the preservation of this level. If, however, the overall level of performance is high, the equality is an important motivating factor for the success of members organization.

In that case, if an individual believes that he is rewarded with insufficient accurately or too, he has a sense of dissatisfaction (in the second case this feeling is less pronounced). Considering the unfair and unequal appraisal of his work, the person loses the motivation to active creative in terms of the organization's objectives, action that leads to many negative consequences.

The theory of equality leads to some very important you vodov for people management practices within the organization. Since perception is subjective, it is very important that was widely available information about who, how, what, and how many receive remuneration. It is particularly important that there be a clear payment system to answer questions about what factors determine the amount of payment. An important conclusion of the theory of equality is that people are guided by a comprehensive assessment of remuneration.

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Remuneration plays an important role in this comprehensive assessment, but not the only, and are not necessarily decisive. Therefore, managers should take this into account if they are trying to create, an atmosphere of equality in the team.

As repeatedly stressed, the perception of equality and justice is strongly pronounced subjective character. For successful people management manager should not only strive to be fair, to create an atmosphere of equality, but also good to know if workers believe that the remuneration is based on a fair and equitable basis. To this end, management should conduct research on a regular basis with a view to ascertaining estimated compensation of employees, whether they believe it or not equal.

The man in the organization manifests itself not only as a performer particular job or a particular function. He is interested in how to organize its work, the conditions in which it works, how it affects the work of the organization. That is, it has a natural tendency to participate in the proceeding in the organization of the processes that are associated with its activities in the organization, but it is beyond the scope of its competence, the scope of its work and tasks of the department.

Participative Management Concept comes from the fact that if a person is interested in the organization is involved in various corporate activities, it thus getting from this satisfaction, working more efficiently, better, more efficiently and productively. Firstly, it is believed that the participative management, employee opening the access to decision-making about issues related to its functioning in the organization, motivating a person to better perform his job. Second, participative management not only helps to ensure that a worker does a better job with their work, but also leads to a greater impact, greater contribution of the individual employee in the organization of life, ie, is more full use of the capacity of human resources of the organization.

Initially, participatory control the spread was linked only to the improvement of employees' motivation. More recently, participatory governance is increasingly associated with the improvement of the full potential of human resources of the organization. Therefore, the concept of management partisipativnogr can not be attributed only to the motivation process, and should be considered as one of the common approaches to the management of the person in the organization.

Participative management can be implemented in the following fields.

First of all, workers have the right to make their own decisions about how to implement them its activities. Independence can relate to, e.g., of aspects of their activity as ily operation mode selection means of the operation.

Secondly, employees may be involved in the decision about the work they do. In this case, the head

consults with the employee about what he to do and how to carry out its tasks. That is, in other words, an employee is involved in setting goals that he had to reach, identifying the challenges that it will have to be addressed.

Thirdly, employees are given the right to control the quality and quantity of work carried out by them and thus establishes the responsibility for the final result.

Fourth, participative management requires broad participation of employees in innovation, and in making suggestions for improving their own work and the work of the organization as a whole and its individual units.

Fifth, WHO possible direction of participatory governance is to provide workers the right to form working groups of the members of the organization with whom they would like to work together. In this case, it is given the right to make decisions not only about their own working member of the organization, but also about the person with whom to cooperate in group activities.

In actual practice all of these areas of participative management commonly used in certain combinations, since they are very closely related to each other and very highly complementary. Moreover, it is in combination with each other, these separate areas can be efficiently pro manifest themselves, and that the individual settled combination of these directions are used as concrete forms participative management. The most obvious example of this are quality circles, it is widely used in the management of Japanese companies.

Conclusion

The person performs some action in accordance with the pressure on it together the internal and external with respect thereto forces. The combination of these forces, called motivation, is by no means the same reaction in humans. Therefore impossible you can clearly describe the process of motivation. At the same time, on the basis of empirical studies have developed several concepts that describe the factors that influence the motivation and the content of the motivation process.

The so-called theory of the content of motivation have focused on how the needs of different groups of influence on human behavior. It is widely accepted the concept of this group are the theory of Maslow's hierarchy of needs, ERG theory Alderfera theory Herzberg's two-factor theory, and when McClelland newfound needs. Despite the fundamental differences between these concepts, they nevertheless have something in common in their basis, which reflects a certain commonality in the human motivation to take action.

motivation process disclosed in the theories attempting obyas thread, why people are willing to carry out certain actions, spending more or less force.

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expectations theory, the theory of goal setting, equality theory and the theory of participatory governance, explaining that how to influence people, to encourage them to productive work, give managers

the key to building an effective system of motivating people.

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PECULIARITIES OF QUALITY MANAGEMENT OF DIGITAL PRODUCTION OF DEFECT-FREE AND IMPORT-SUBSTITUTING TRUE FOR CONSUMERS SFD AND SCF (1 MESSAGE)

***Abstract:** In report 1, the authors analyze the possibilities of policy and objectives of the company in the field of quality within the QMS in order to fight for defect-free production, reduction of marriage and guarantees consumers high quality of manufactured products. The use of Pareto charts allowed us to visualize the efficiency and effectiveness developed by the authors of the policies and objectives in the field of quality within the QMS to ensure defect-free production with a substantial decrease in the production of defective products. The need to improve the quality management system in the light industry is due to the following important reasons. First, it is increasing the confidence of potential consumers in the products that the company produces. Secondly, it is an opportunity to significantly strengthen its position in existing markets, as well as significantly expand its sphere of influence by entering new domestic and foreign markets. And thirdly - it is a significant increase in productivity of any industrial enterprise which is supposed to introduce QMS using participatory management.*

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Introduction

The effective demand of the overwhelming majority of Russian citizens do not allow them to focus on the quality of the goods. The shift towards interest in the quality of the goods must undergo mandatory step of expanding the range of goods available to the mass market, and this stage is not passed the Russians that in other matters does not mean deactualization quality goods.

Integrating the above, give the formula (1.1), which allows to reveal the terms of the quality of the product, ie the product produced by man to meet specific needs. Under it is possible to bring the phenomenon of natural origin and are included in market relations: clean air, mineral springs, mud, clay, warm sea, etc., and then, whose production is calculated not on the implementation, considering these cases as a simplified option:

$$K_T = \underbrace{\sum ec + D}_{\text{an objective component}} + \underbrace{C_{II} + P}_{\text{subjective}} \quad (1.1)$$

where CT - quality of the goods;
 $\sum es$ - the sum of the natural properties of the material;
 D - activities become natural conditions in the goods;
 JV - Buyer's consciousness;

R- advertising support.
 Graphic equivalent of formula (1.1) is shown in the figure. one

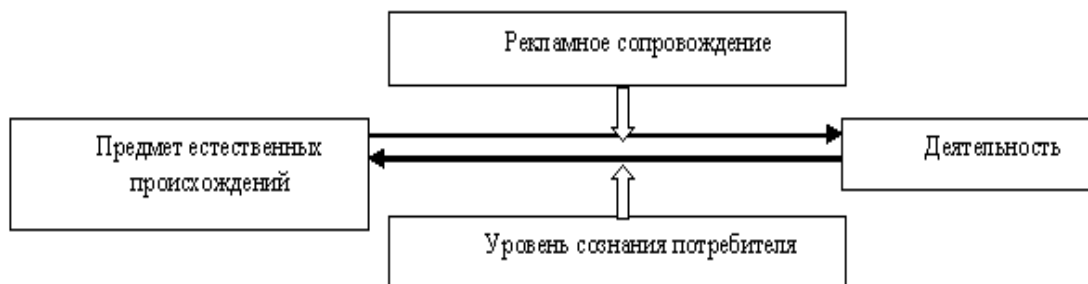


Fig. 1. Graphical equivalent of the above formula (1.1)

This formula describes the quality of intellectual products. For what it is necessary to expand the interpretation of the term "natural characteristics" to include in its intellectual content and psychophysiological preconditions of creative activity. Economic understanding of quality, on the foundation of which is directly developed all the known concept of quality management of production, has evolved according to the dialectical laws, despite the fact that economists themselves are not always aware of the dialectic process. [1-3]

The development of economic awareness of quality was carried out "under the influence of the contradictions between the internal and external objectives of the producer - ensuring product quality and thus strengthen the position of producers in the market (external target), as well as increasing the efficiency of production, that is, an increase in (internal target) company profits. At each stage of production, the market and society, this contradiction had its own peculiarities and different allowed. "

The economic aspect

BS Aleshin et al identified four phases in the development of modern philosophical and economic

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interpretation of the quality "phase of rejection", "quality management phase", "phase of continuous quality improvement" and "quality management program".

History of quality management economic its origin goes into the era of workshop production. In the medieval cities have to create a guild organization, one of the most important functions of which were masters certification. To become a recognized master was required to pass a serious test of its products on the quality. All products of craft artists have copyright "stigma" and was unique in its kind. Quality management is simplified by the production, manufactory his character, does not allow the production to turn on the scale. No harmonized quality standards at the time, of course, did not exist because of the difficulty to compare strictly tailor-made products of masters and even more to try to develop a kind of role model. The uniqueness of the wizard exclude imitation of anything at all.

Only much later, in the arms factories S. Colt appeared standardization of product quality. On such an unusual decision prompted by the fact that in the conditions of mass production of the final product is not going to become a specially made and tailored for his parts and of randomly selected from the respective party. Production for the first time equipped with special gauges and trained inspectors checked for their parts prior to assembly.

The flowering of the idea of standardization occurred in the era of development in the US car production. G. Leland, founder of the firm "Cadillac", came up with a couple of "pass" and "no-go" gauge. G.Ford by building an assembly line, went further. He replaced the input control components control the weekends, so on a major production - assembly, delivered calibrated, high-quality parts, which significantly increased productivity and significantly improved the quality of the final product. At the Ford plants as it was first set up Service technical control, independent from production.

F. Taylor, associate G. Ford, who worked in the creative tandem with his patron, has done serious work on scientific understanding of innovations in production. As a result, he was able to formulate the principles of scientific management, quality-oriented production: a systematic approach; personnel management; mandatory sharing of responsibility between the performers and organizers in achieving high-quality and efficient operation; the need for science-based regulation of labor.

FW Taylor, unquestionably the founder of scientific management. It was he who first discovered the "exhaustion" of the main provisions of the efficiency in management practices "initiative - encouraging" for the quality of work. "In contrast, argued Taylor, the development of the scientific

organization of production offers many rules, laws, formulas that take the place of private judgment of the individual worker and that can be usefully Applicability only after the systematic incorporation is made, measuring, etc.. their actions. "

One can not but agree with the summary of DM Gvishani: ... that in the strict sense of the term called Taylorism, is as follows [4-5]:

1. Creation of scientific foundation, replacing him old, traditional, virtually established methods of work, research of each of its elements.

2. The selection of workers on the basis of scientific criteria, their training and education.

3. Co-operation between management and workers in the practical implementation of the developed system of scientific organization of labor.

4. Even distribution of work and responsibility between management and workers.

Taylor himself was represented as a guarantee of quality of production and its effectiveness "Science instead of traditional skills; harmony instead of conflict; cooperation instead of individual work; maximum performance instead of limiting productivity; the development of each individual worker to the maximum available to him the maximum performance and well-being. "

Try to argue convincingly F. Taylor. Not surprisingly, his view of the organization and management of machine production hypnotized contemporaries.

There is an opinion, according to which the concept F. Taylor, G. Ford, A. Foyle and Weber "The main features existed to date and has become a model for the organization of production of most modern businesses. Only in the 70 years it began to come to replace another concept - the Toyota Production System. "

The ideology of "rejection phase" was simple and clear: the production output should be only high-quality products, meeting customer and the defective product should not be allowed. The main efforts of control should focus on the quality control of components and assembly of finished products. The relative simplicity of "rejection phase" concept has been its reliability and relative to its reliability, reduced to the need for innovation in the future.

Reliance in the production of quality ideology on "phase of rejection" had a practical effect. It would be surprising if the result was not positive. Increased attention to the quality of the control logic is premised as a condition for the functioning of production. This requirement is at market level understanding accompanied by the development of industrial activity throughout its existence.

Surprising stability achieved pioneering development of scientific quality management

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solutions of economic problems of production (and to some extent, and social) effects.

Yet hidden until the time of the party "rejection phase" was to appear. Bias control on the phase of pre-production quality - is essentially the same in the direction of the special status of the control functions, signaled an increase in the costs to provide quality products.

The quality of the production and quality of products are integrated, but not the same. Development of production undoubtedly due to the quality of manufactured goods. E. Deming fairly high on the list of the "seven deadly diseases" of modern production staged "production planning, is not focused on such goods and services, which shows the market demand."

Production of the transition from industrial to post-industrial society the mass consumer market is increasingly becoming a function of the "customer is always right" - as if it was not known the judgment is contrary to the seller forced to adapt to the demand of the buyer, he has no choice. No choice and the manufacturer, for which the "seller" - a "buyer".

product quality - a special "song" production. Only "concert" can not consist of a single song. Production quality is also characterized by its cost-effectiveness. The pursuit of quality of products can not be an end in itself produce, otherwise a good cause becomes a deadly disease. Product quality is not able to compensate for the inefficiency of production in general.

Improving the quality of the final product always takes the cost of its provision, that becomes a problem for developers strategy of efficient production. Aims to improve production efficiency and improve the quality of manufactured products are not combined in the "rejection phase" concept, so it was replaced in the 20-ies of the last century came "quality control phase". Its developers have attempted to overcome the critical value of the cost of the product quality, to the obvious "rejection phase." To resolve the contradiction he was not under force. It managed to soften. Among the innovators of reconstruction "phase rejection" stood out "Western Electric" American company employee technical control department V. Shewhart, a method of constructing diagrams, more known as "card W. Shewhart control."

In a first approximation, an initiative of the American specialist looks quite radically. W. Shewhart abandons a key quality control scheme F. Taylor, G. Ford. The quality control center instead of pre-production stage, which must be culled low-quality products, is the production process itself.

Method B Shewhart system was aimed at improving the process that was intended to help increase the quality of finished products.

The concept of W. Shewhart initially felt a dialectical approach. His predecessors tried to "expand the production on the shelves" and download the "shelves" so as to obtain the desired result. As a result, they handled one of the flank "shelves" and there was a distortion of the whole structure. Preparation Phase - control has become the most expensive, while the main stage - Technological got from him dependent and has been relegated to the periphery of the control process, unjustly suffered.

W. Shewhart called "things" by their names, and set stages according to rank, highlighting the process. He risked, simplifying the preparation stage of production, reduction in quality of components. In return, he expected to receive a prize in the main unit of production.

Putting a priority in improving technology, the manufacturer increases the production process, making it more effective, in principle, due to the organization and technical equipment. As for marriage, it is advisable to monitor the organization of relations in the production, based on scientific research and the timely introduction of new products technical process, complete with training measures as a performer ready.

The production process is the main target of quality control B. Shewhart concept. Out it represents the flow of individual articles measuring quality parameters.

Ford's goal is still "get into tolerance" W. Shewhart sent to "retire". The idea of Mr. Ford worked his aroused new thinking. She was replaced by W. Shewhart forming a tandem: achieving sustainability of the process and reducing the variation of stability. The presence of variations V. Shewhart considered a natural formation. He even gave the process a quality criterion - sustainability of the process should be considered in the statistical sense. Variations parameters products have nothing but the realization of stable random process, the distribution function which is kept constant for a certain time.

B. Schuhart believed that variations in manufacturing parameters are the consequence of two groups of reasons: specific and general. Special rooted in violation progress of the production process. They are identified by means of the control card and eliminated on the basis of the testimony of such a card.

Common causes laid down in the bowels of the process. There are many, but they are not significant individually. Danger lurks in the amount of action similar reasons. Common causes of variation of parameters of the product are the subject of care managers, often high level and qualifications. His studies and actions, they are able to limit the action of general causes. At the same time V. Shewhart made two very valuable lessons that should guide the operator.

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First, the search for the perpetrators is necessary, however, found guilty, we are rarely able to influence the situation. We must look for the causes of non-compliance and to eliminate them, involving in the process all of its participants.

Second, the source of defects and inconsistencies are process variations. Reducing the variation in the quality management system W. Shewhart - overall target. By linking the number of variations to the organization of the production process, W. Shewhart clearly aware that in order to reduce variations requires a new configuration of relations of people employed in production. The essence of the new configuration must be reflected in the friendly cooperation. Most people are rallying in feature production team [9].

System V. Shewhart - a serious step forward in comparison to F. Taylor system. F. Taylor focused on the mechanism of action, and W. Shewhart - on the mechanism of interaction of people across the entire spectrum of their relations: technical, economic, psychological.

Absolutely right BS Aleshin et claiming: "No such thing as" tolerances "(one of the most important inventions F. Taylor) clearly remains in working practices. "Tolerance" - a form of the language requirements for the quality, the quality of planning results. I have another: the opposition of planning

objectives, execution, monitoring and corrective actions. These tasks are performed by teams ... "

Comparison of two economic quality control systems mentioned above can be represented as follows (Fig. 2).

At the same time, we note that W. Shewhart's ideas and methods continue striving F. Taylor put the quality management on a scientific basis, it is used scientific methods in the organization of production. But here W. Shewhart "ahead of" F. Taylor.

Science (scientific methods) to F. Taylor, G. Ford came down to the fact of its ideas, which allow to quantify the mechanical action of a single artist, to find the best route and take it under effective control, pre-loading tasks to complete the program. "Classical" (Taylor) theory of the quality of its management had the support centrifugal force and motion and production: the division of labor and specialization of action, personality of the performer. This one-sidedness of its critics realize.

W. Shewhart found it too simplistic mechanistic view of the development of production in general and quality management in particular. The production process is not only the resulting interaction between centrifugal and centripetal forces - individual and collective action: it does not allow the reduction of what is happening in it in terms of mechanical type.

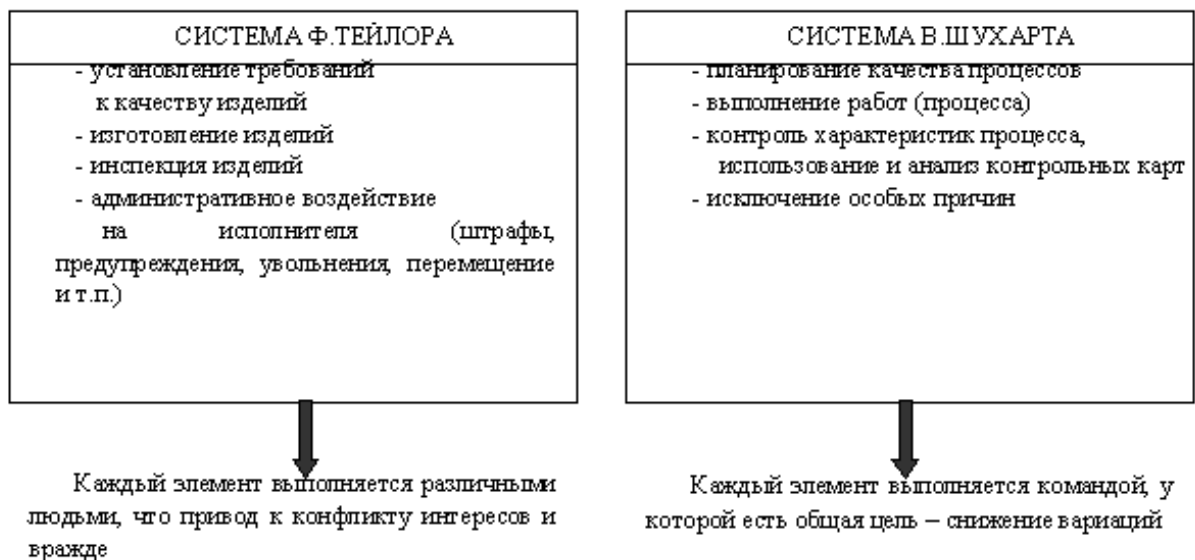


Fig. 2. Comparison of the Taylor system and Shewhart

The production involved a person as the subject of actions and attitudes. Moreover, the person as a subject of labor - the decisive factor of production. The development of production should be based on the development of the subject and the relationship between subject and subjects of relations.

Subjective potential in the form of individual knowledge, skills and aspirations - the main reserve of

production efficiency that science helps to activate and organize properly. This understanding science includes social and human components.

The organic defect of the "classical" theory of quality management - to simplify the presentation and the nature of human behavior in organizations. W. Shewhart understood it and explained as best I could,

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and hoped to be clear and practical demand management.

New ideas of Shewhart not gone unnoticed in business, but apparently, the inertial force of business traffic is so great that the ideas are beginning to act on it only with time.

Short way to profit in the habit of thinking the easiest. Any complication associated with additional costs. Are they justified? In addition, to measure the mechanics of action is much easier than motivating activities.

It is not surprising that almost half a century by J. March and G. Simon noted. Two views on the situation of people in the US are widely distributed in the organization, "the employee consideration as an inert instrument, it performs the specified destination, and treatment of personnel as something this rather than as a variable in the system. " With them in solidarity another reputable scientist M. Hare: "There are implicit assumptions about the person, which, it seems to me, based classical theory of organization and management: he is lazy, shortsighted, selfish, prone to errors, can not be judged sane and can even be a bit unfair. " In the text of M. Hare explains that the classical interpretation of the organization management is still very popular in practical management.

The three main provisions of the "classical" theory of quality management has not been eliminated so far. They continue to impress, warming the soul of ammunition, caressing them self, reinforcing self-confidence in his election. Everything is so well laid out in its place: the employee - performer, in fact a "rational animal" with a clear dominant maximize economic findings; "Every individual responds to economic incentives as an isolated individual"; "People like the machines, can be treated in a standardized manner."

In W. Shewhart had many supporters who have left their own distinctive and valued trace: M. Follett, E. Mayo, C. Barnard, F. Roethlisberger, G. Simon. The thirties of the last century were marked by "humanistic challenge" "administrative responsibility of preaching."

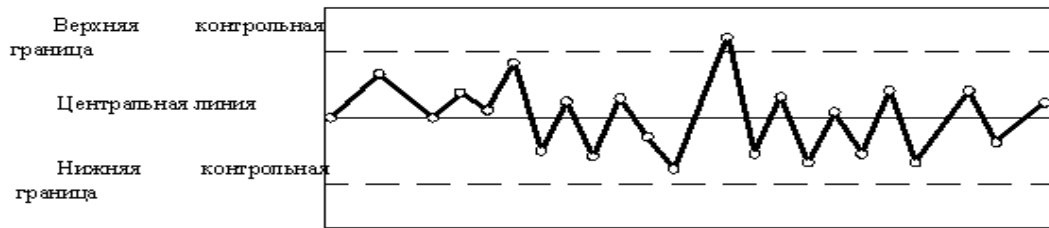
In theory, events unfolded according to the logic script. The practice also was not as sensitive to changes in attitudes, so the efficiency of the new approach to economic management quality leaves room for reflection on the complexity of the relationship of theory and practice.

The construction of the economy hindered the implementation of the totality of progressive ideas. To a man turned into a production entity - mobilized their skills, knowledge, it is necessary that the economy has turned the "face" to the person who found the "human face". In another way, you can not enter the interior of the individual talents in production, to make them interested colleagues.

Dialectics warns: truth is concrete. The theory is effective in the specific historical framework. Her life can be long or short, but always finite. Elements of the theory and the experience of its operation, expressed in the lessons of history, continue to work, embodied in other current theories and practices.

Today's economic component quality can not ignore the purchase W. Shewhart, M. Follett, G. Simon and all those who have demonstrated the necessity of engaging in struggle for the quality of the subject's ability to think and get involved in the case. In particular, in our opinion, it is stored force "checklists" W. Shewhart. They are simple and allow the process of monitoring the quality of the performers and activities. And artists are clearer than not always understandable displeasure of control, so we give them the sample (Figure 3).

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- СБОР ДАННЫХ: Соберите данные и нанесите их на карту
- УПРАВЛЕНИЕ: Вычислите пробные контрольные границы по данным о процессе.
Определите особые причины вариации и воздействуйте на них
- АНАЛИЗ И УЛУЧШЕНИЕ: Оцените вариации по особым причинам и примите меры по их снижению

Эти три фазы повторите для непрерывного улучшения процесса

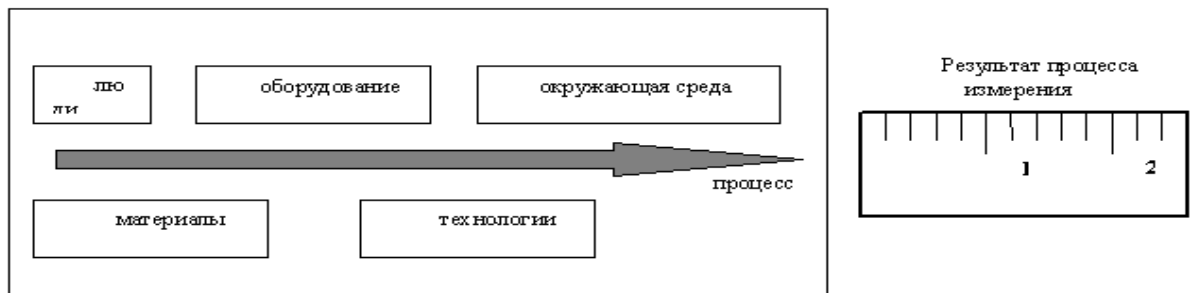


Fig. 3. W. Shewhart control chart

Developing a model for sustainable process, W. Shewhart significantly expanded capabilities of scientific analysis of the quality of production, thus opened the aspects and stages of production, which remained in the shadows in the "classical" concept. He introduced the characteristic quality of the production concept of "adjustment process according to its dimensions," which is quite fashionable to be regarded as a specification with regard to quality management concept of "feedback".

In the theory of stochastic processes quantitative measure depending sequence of random variables is the autocorrelation coefficient that takes values from 0 to 1. at values close to 0 for observation of neighboring (in practice <0.2-0.3), the process is considered to be "white noise" . If the value of the autocorrelation coefficient close to 1, then the process should use a different regulation system with feedback.

Not difficult to see in the Shewhart concept striving to theoretically comprehend the specific condition of mass production of his time. He tried to

look on the conveyor through the eyes of science. And he managed to do a lot. At least, the ideas of Shewhart in our days, though aged, but still viable. When creativity they give a good result.

A remarkable contribution to the quality management practices was the creation of audit service quality, the function of which was significantly different from the challenges faced by the department of technical control F. Taylor. She was not concerned with grading and quality control to ensure system health by monitoring the workings of small batches of products. Thus W. Shewhart found a way of reducing the quality of expenditure, disproportionately increased with the organization of production on the recommendations of F. Taylor.

However, the original thinking W. Shewhart and his organizational skills were not allowed the old contradiction between the need to ensure the efficiency of production and the market demand for quality products, and the production itself in quality raw materials and components. Each production

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process has a limit yield of quality products. This limit is not incorporated in the process. He - system attribute is practiced in the company, causing the entire aggregate activities, especially the organization of labor and production management, including production quality. limit approximation leads to the rise of the main contradiction. Quality assurance requires more resources, which leads to a decrease in production efficiency.

In the fifties, a new concept of quality management. Her inspiration was E. Deming. The name of the next stage in the development of philosophical and economic understanding of quality management emphasizes its essence "phase of continuous quality improvement."

W. Edwards Deming proposed version of the software production quality was long-lived, existed "in authority" almost half a century, until the mid-nineties. This duration E. Deming practical relevance of the concept is explained, we think that it was skillfully "planted" on the foundation prepared by W. Shewhart, and representing a shape already software.

E. Deming management program is built on three axioms, focused on practical work:

first practical axiom states that any activity should be defined as the technological process, which implies the conclusion about the possibility of its improvement;

second practical axiom formed as W. Edwards Deming: the production has two forms of the state - is in a stable or unstable state. In both cases, not enough to solve particular problems, fundamental changes are needed;

third practical axiom E. Deming is as follows: High School of the enterprise management in all cases obliged to take responsibility for the result.

Practical, concrete axiom E. Deming's reach under a special program of management, summarizing the theoretical and real-world experience of quality management organization. The program presents several levels of interpretation and practical implementation of ideas: "Fourteen Points," "Seven

deadly diseases", "Difficulties and false starts", "Chain Reaction Deming," "The principle of continuous improvement (Deming cycle)."

Of particular interest for the improvement of quality management practices in enterprises represent the penultimate and last sections of the program. "Deming Cycle" - is in fact a scheme proposed by W. Shewhart that recognize and Deming. "Chain Reaction" - a product of their own creativity E. Deming.

In the cycle of Deming-Shewhart looped four stages: observation, the development of measures to improve the situation, implementation and analysis. task manager on the quality of the first of them - gathering information and identifying weak links in production, requiring restructuring. In the second phase develops the head of organizational measures aimed at changing the situation. Among them, the connection of all the performers due to motivation. The next stage - implementation and monitoring of the process of modernization. Step completes the cycle analysis of the results from the introduction, capacity experiment to repeat the cycle.

Probably graphically Deming-Shewhart cycle best demonstrates the development of a spiral, each turn of the spiral - is a relatively closed loop action. It "rests", continuing the overall process, the next round. If it were not such a tradition to name the names of the authors of the discovery, the Deming-Shewhart cycle would be called "the spiral coil loop" quality management. Deming Cycle, Shewhart certainly relevant today for improving the organization of production, as it reflects the universal law of construction management. [6-7]

One can not but pay tribute to W. Edwards Deming and for the development of their "chain reaction" in quality management, shown in Figure 4. In it, he clasped his economic and social action, emphasizing the nature of historical time.

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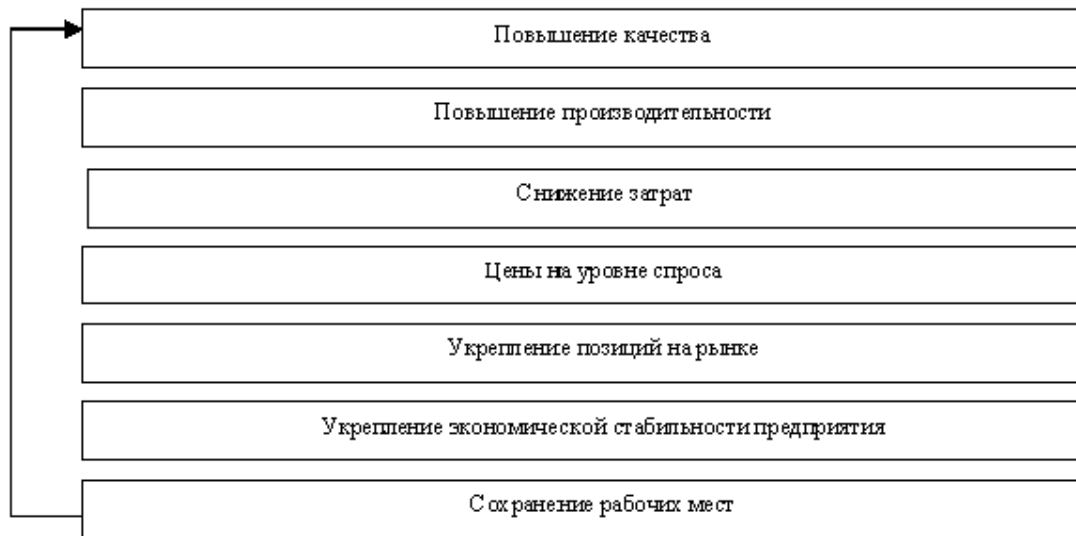


Figure 4. "Chain Reaction" on E. Deming

Flourishing of creativity E. Deming is connected with the revival of the Japanese economy. Government and industry argumentation Deming believed he deserved to share in the glory of the "Japanese miracle". His contribution in achieving the obvious and Japanese experts in the field of improving the quality of production, which are clearly marked in the study BS Aleshin et al:

1. Perennial, consistent and purposeful solution to quality problems at the heart of everything good that accumulates theory and practice creates in this area.

2. consistency and persistence to establish a system of studying consumer demands - (prevention of major "Economics deadly disease," according to the classification of E. Deming - Ed.), Formation of respect for the customer and his requirements up to the cult of the consumer - (customer is always right - Ed.) user (in this case) is understood in a broad sense, as the next link in the process chain.

3. The quest for universal participation in the achievement of quality, from top executives to the performers of specific works.

4. Understanding that even well-established system of organization of work without regular inspections and improving the efficiency loses.

5. The organization works to ensure quality directly masters and foremen. Education, including special programs on national television, national conferences for masters and foremen.

6. Special attention - the mobilization of physical and intellectual potential of workers. quality circles - group analysis of the situation at a specific site and to

develop proposals to improve the quality and efficiency of the processes of production.

7. Extensive development of a permanent high-quality value system of propaganda products to ensure high economic growth rates.

8. State influence on the radical improvement of the quality above all export products, including mandatory state certification. Trying to sell on the export of non-certified products is considered as contraband. State export support, assistance in the promotion of goods to the markets of other countries.

We deliberately did not cut the fragment describing the Japanese practice of establishing a quality management system because it is a mirror, the Russian failures are seen, it is the Russian, since announcing the Russian successor to the Soviet Union, Russian politicians and people close to them academic economists in 90 -e years systematically destroying the socialist experience in the construction of production quality, instead of rationally modified. Quality in 90 years none of those who should be responsible, there was no need for it. Economy refocused on raw materials, the quality of which is determined by either naturally occurring, or "compensated" realized quality.

A comparison of the economic policy of Japan 50s and subsequent years with the economic policy of the Russian Federation 90, announced the revival of Russia, leads to a sad conclusion: strong statements rarely correspond Affairs. Fatherland interests during Yeltsin's democratic reforms politicians worried the least, and the quality of all did not care, squandered the previous national acquisitions. However, the political

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assessment of this phase of our history for a long time given, and we are interested in that part of the theory, which works directly on the economy. In this context it is appropriate to "walk" in a number of Japanese achievements, referring to the opportunity to learn from them the practical political-economic classes. Total conclusion is beyond doubt: the economy is not determined by the effectiveness of the quality of manufactured goods, and its range and quality. The transition from quantity to quality could be expected to only those who have simplified dialectics to stupidity. The new quality becomes not quantity - quality and it alone.

Japanese teachers were Americans, but studied Japanese very seriously on the experiences - both positive and negative - the Soviet. We still have not decided on in practice. Our current declaration, certification whole world perceives skeptical. Who does not know how to appreciate and use their own achievements, not able to learn the true and others.

In Japan, the attitude towards quality has become a national idea, and embodied in the form of a "struggle" in which prestige was involved everything from janitor to CEO. Developed a system of mutual interests supported finance, organizational (quarries construction) and mentally. [8-9]

Main part

Modern economies are increasingly referred to as "smart," "zealous," innovation. This is a clear definition as compared to the "post-industrial", but as far as it adequately describes her condition - not an idle question. Character is manifested in the development, makes the planning of economic policy. The recent crisis clearly shows that, firstly, the planning is not merely compatible with a way of managing the market, - it is necessary to prevent and mitigate the negative phenomena are born undivided economic freedom, bordering on tyranny; Secondly, the ongoing crisis has revealed the limitations of the desire to imagine building the economy "smart". Smart economy should be, unfortunately only one mind, it is impossible to build.

The central figure of commodity production - not finance, as many policies, including domestic. Money - it is only the equivalent of goods and for all their stay. This product is created by labor, which, in turn, as a commodity. Therefore, the roots of the movement of the production goes to the corporate expression of human activity, primarily the work of consciousness, its potential.

The mind is not equivalent to consciousness. The mind - the tool of construction of consciousness. "Smart consciousness - knowing, artful, mobile - but no more. The mind needs as any force vector directing the application of mind, the construction of consciousness. The role played by the vector values:

professional, national, universal. Consciousness melds them into a unique personal expression. "Smart" economy - no, if you do not put it on a foundation of values.

Important in personality - decisive factor of social reproduction - its morality. Not everyone can be a top - managers, general designers, VIPs in politics. Someone has to work brains, someone hands. The trouble comes when the "brains" and "hands" made sticky and adheres to them that are not supposed to. Immorality, undermining the foundations of professional culture and professional activities of the creative power is transformed into its opposite - destroying created. Economy "smart" can be a terrible reality, if it will continue to be wicked. We are not utopians and idealists, are well aware of the concrete historical situation of morality. Now it is not about equality and fraternity - only on the conscience and responsibility. The economy can and should be, above all, responsible and "conscientious", then "smart".

While free competition is subject to the calculations - how to cheat a partner more effectively, consumers, competitors and the State ...; built on corruption and lobbirizatsii, handling work media sources for the natural development of the market. Cyclical economic crises will grow unnatural - system. System factor last - dishonesty and irresponsibility of the largest manufacturers.

And what it was to take the state, designed to be social guarantees for a democratic society and a defender of the rights of its citizens. It was forced to "pour oil on the fire" - to subsidize a bankrupt business scams to avoid economic and social collapse. However, European leaders are simultaneously sent to the "source of fire", "fire" - put further work at fault firms dependent on moral principles - introduced moral and financial regulations designed to sober up lost any measure of speculators. Symptomatic: it was France and Germany - the initiators of the rigid moral and financial monitoring - the first to feel the signs of economic recovery. England and the United States, affected in more corruption and less prone to moral dictates, continues to reap the benefits of freedom of conscience and social responsibility of the magnates.

Russia, as one would expect, has missed a real opportunity to use the crisis to revitalization of the national industry. First poured finances in banks, then very vague action taken with a view to wake up the conscience and responsibility of bankers. If he had forgotten that the banker without liquidity and liquidity, - "Two big differences." There was a chance due to national funds to force the banks to be leveraged lift industrial, scientific, and technical creativity in the country.

Situation can be changed by combining the mind, - we do not borrow it, and conscience - that the deficit for the years of democratic reform grew surprisingly

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quickly. The reason for this should be sought in the alignment of economic mayhem and disproportionate increase in the administrative apparatus. Strange it turns out: The more officials, the less effective control, - the speaker is clear, and the same course. Our backlog of someone - a natural thing. In the historical "back of the field" subjects have their place, change places - the way it should be. For national development to keep up with the tragedy of time, losing in the "back of the field." The "eight" we were - the eighth, but in the "eight".

What we will be in 5-10 years, "twenty", time will tell. Economically, we are already there do not eighth, while retaining a place in the top ten. But still the memory of the majority of Russians time when the Soviet Union was behind the second line of the world economic rankings.

History does not come back, but that is no reason to forget history. How to continuation of the story was not, it is its continuation. Abandoning the national traditions, can be in "the broken trough". Falsifies not only the Second World War, distorted, ignored scientific, technical and industrial achievements of the country. Undermined faith in the national strength, the people's ability to regain lost ground.

The current situation - a daunting, yet it is not critical of those turning points of national history that seemed hopeless: after the devastation of the civil war, the loss of the most developed areas in the early years of the Great Patriotic War, exacerbating the enormous sacrifices of the working age population, experts. There was no finance available as seed money today. Therefore, the solution to the problem of creating a modern economy rests on technically need to develop effective management and control over the implementation of the adopted programs.

The program has come to change the plan. And what has replaced responsibility for the failure of the plan? The lack of an effective monitoring system - the most serious defect of the current economic policy, allowing amateurs to manage. The revival of the economy in the existing conditions of professional irresponsibility impossible. Only the professionalism and the associated responsibility for the business, which serves, can make the necessary transition to a new economic quality, economical to build and mobile economy on the basis of all-round development of science and promoting technical progress and improvement of vocational training.

Economy of the twenty-first century can be described in various ways. Not in the name of the essence of the definition - in the content of the concept. Divertifikatsiya names shows the diversity of the modern economy. Methodologically significantly distinguish the master unit or units in the set. Undoubtedly among the obvious contenders is the quality of the economy.

The presence of quality in the characterization of any phenomenon is invariant, as the quality combines the most significant signs of it. At the same time, it should be clearly understood that the very quality change - historically it concretely. Changes accordingly - should be changed - and the idea of the quality. From the first attempts A. Fayol, H. Ford and Frederick Taylor put the product quality control, serious crowned with success, in theory, it became clear: the future of the economy for quality work. Crucial for the economy is not so much the quality of the received for production of goods, but the quality of the organization and management of the quality of its production. For artisan and small-scale production and the quality of the sample of commercial products are combined with technology usually unchanged. Here, the quality depends entirely on the mastery of technique and technology in compliance with the stated conditions of the limited scale of production. Often the master, engineer, manager and marketer one and the same person.

Mr. Ford was first staged production of a complex product stream by separating operations and responsibilities, and thus determined the fate of a turn in quality. From now on, the quality of the fate determined by "infusing" factors - the organization of production, management and control. It came to the fore not the skill of the direct producer, and the ability to skillfully organize production, including its expanded reproduction, that is, supply, marketing, personnel management.

Divertifikatsiya activities revealed its special position in achieving quality results. The Second World War confirmed that staff and management decide everything!

Since the 1950s, dramatically intensified search for quality management programs through quality work. If at the beginning of the twentieth century, the relevance of acquired technical regulation of products and components, then half a century later there was a qualitative values clarification of technical regulations. At the epicenter of interests was already technical regulation of the organization and management of production, which is confirmed by the current international quality system regulation.

The displacement of the center of gravity in the understanding of economic policy aimed at ensuring the stability of production quality, in the direction of the technical regulation of the activity has not passed without the costs and dead-end route, which was expected in principle. Activities combined production is not homogeneous and is not autonomous, so the solution of problems "buried" in the methodological and theoretical "deficiencies" professional thinking.

The concept of "key activities" was justified for the first time A. Feigenbaum. In 1951 he published his book "Total Quality Control". ISO 9000 and ISO

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14000 has been developed on the basis of proposals A. Feigenbaum. It was assumed that the two series of international standards will help to move from 'Business - conglomerates "to" enterprises - systems ".

In the process of industrial development under the influence of scientific and technological progress rapidly formed and sharpened the contradictions in the rate of change of the material side and the evolution of management thought, concerning the organization and harmonization of the production process. The latter is clearly not kept pace with the first hindering progress by increasing the risks and costs. The rigidity of central planning only worsened the situation, which explains the stagnation of the 1970s and the recession in the 1980s. Organizational chart, "the company - a conglomerate of" bad fit in the transition to a system of organization of the enterprise, primarily because not activate the initiative, creativity. It is no accident "Drummer", "innovators", "innovators" in the USSR, mainly engaged in the party, Komsomol, trade union

organizations, standing essentially beyond direct production and form a superstructure over it.

Simplistically organizational diagram of such enterprises as follows (Figure 5).

The circuit construction of a control in which the main production units functionally autonomous and are connected indirectly through a common control, anti-system. When someone, something designs, others it should produce, and others - to control the quality, the fourth - to sell products on the market, divides participants in the proceedings to block the creative alliance. All partners are nominal process and have little idea who, what and why does. There is no team spirit, each acting on its own, at your own risk, often at the expense of colleagues, substituting the latter. [10-11]

The fundamental misconception "conglomerates enterprises' management is confident that their" brains "should be sufficient for the timely recognition and redress acts of God manufacturing process.

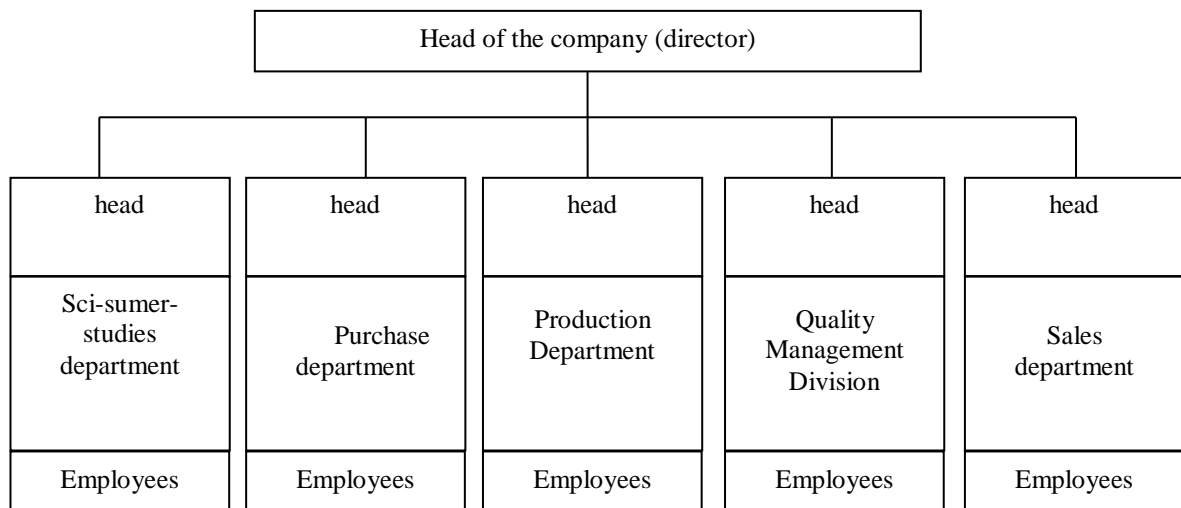


Figure 5. The organizational scheme

The control circuit "now-conglomerate" is essentially the same, despite the presence of a specialized department of the quality management scheme, since the functions of quality management department are reduced mainly to control activity.

In 1924, W. Shewhart proposed to optimize the control method using the principles of the theory of statistical variation, giving managers the statistical control chart. Improvement work is bound to affect the results, but it was limited to partial changes for the better. "The philosophy of the theory of variation" instead of using it as a base for the control was reduced to the level of statistical tools used by technicians with limited and very specialized areas of responsibility ... Ignorance of the theory of behavior of industrial

processes made leadership is not able to recognize a situation correctly, require or do not require action. For this reason, management has become extremely vulnerable to the three types of costly mistakes of management:

- 1) the ratio of output to all variations of the process parameters as a surprise in the suppression of behavior and, in fact, the alleged reasons for them, which leads to the destabilization of the process;
- 2) the ratio of all the variations of the process output parameters as natural manifestations and omissions regarding detection and suppression of their underlying causes, which leads to an unstable behavior;

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3) the assumption that the optimization and stabilization of the process - a technical solution, for which fully meets the specific department, not the solution of organizational problems, which requires the full support of management and the efforts of several departments. "

Restructuring of enterprise management system on the principles of the organization provides:

the relationship of key activities that the various departments of enterprises consistently involved in the coordination of actions, for example, on the revision of the quality of products to meet the specific comments of consumers, improving staff training, promotions, etc.;

integration of various processes in key activities;
the integration of new core activities in existing ones.

Dangerous error in the construction of control "now - the system" - consists in the interpretation of optimality as the sum of optimal reconstructions of individual units. In this case, the company is still regarded as a conglomerate, the amount of departments that play a special role. No opinion on the activities of both the integration of all its components.

The new term "quality revolution" is increasingly found in European literature. We will not speculate how adequately it captured the dynamics of policies aimed at improving the quality of production, we note only that the involvement in the study of the concept of "revolution" looks quite natural. Comparison of modern quality management practices in the not so distant past clearly indicates a radical restructuring of understanding of quality technology. In the "quality revolution" differentiate four stages:

1960 - a stage of self-determination of quality of the goods as the main factor of market competition;

1970 - a shift away from the dominant quality products to the quality of technology and production;

1980 - the transition from the quality and production technology for quality "Quality System" or "quality control system";

1990 - climbing to the quality of education, quality of intellectual resources.

Way of Europeans to the Bologna agreements was long and difficult. He drew many of the shortcomings and contradictions. In particular:

the apparent gap between the demands of the society industrialized nations to their existing education system and its capabilities;

discrepancy between what is most important discoveries and inventions are made preferably at the junction of Sciences, and the formation is based on the separation of objects;

lack of mobility retraining organization, its increasing backlog of accelerating changes in engineering, technology and science;

momentum in the development of new educational paradigms, programs, methods, lag in the development of new textbooks.

Nevertheless, there is significant progress - isolated and balanced three levels of quality education: university, national and European.

Intellectualization of the economy, increasing the conversion of science into a direct force of production, which are so fond of saying the specialists of the XXI century, exposed a fundamental contradiction between human consciousness and the mind decency. Philosophers have sought his permission to the wisdom of homo sapiens, stressing the basic function of morality. Hypertrophy activity of consciousness due to the actualization of intellectual abilities, focusing the creative forces of mind, bringing consciousness to thinking, advocates of "smart" economy does not see or do not want to see the crazy dependence on morality, the role of the mind in opposition to the value of moral values. We have already noted that the power of knowledge only in the particular scale can have its own vector. In systemic terms, the power of the indigenous knowledge is directed, rather than private and corporate interests of producers. Morality was formed as the first derivative of labor as a means of survival first, then the development of mankind. The main criterion of social progress can not be efficiency - this is purely an economic option. Man - a being public and the degree of achievement is determined by how the movement strengthens human relations - in the first place - the moral. Without the hard moral rules, which all the other aspects of human existence, there is no historical perspective.

The current crisis has revealed the vulnerability of democratic relations. Freedom of action, which led to the crisis, opened amorphous democratic postulates, not intelligent worship of regulating the market's ability without adequate perception of Action, "the powers that be." Innovations in economic construction express the new thinking of mankind is fused intelligence and morality.

The first to build an innovative economy Chinese and Indians, that is, those people who have kept in mind of the authority of moral values, subordinating scientific and technological achievements of national interests. It was they who in the near future "obuyut" and the Europeans and the Americans, and, apparently, we have too!

One hundred and fifty years ago, Marx wrote: "In our time as it is fraught with its opposite ... Even the pure light of science can not seem to shine differently, but on the dark background of ignorance. All our discoveries and all our progress as it leads to the fact that material forces are endowed with intellectual life, and human life, deprived of its intellectual side, is reduced to the extent of a simple material force. This

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antagonism between modern industry and science on the one hand, modern poverty and decay, on the other hand, this antagonism between the productive forces and the social relations of our epoch is a tangible, unavoidable and indisputable fact. "

You can not share the communist conclusion of Marx, but one thing is certain - he is absolutely right in assessing the socio-economic situation of the mid-nineteenth century. Necessary restructuring has been and remains in the public consciousness. Money should not rise above morality, or collapse the main stronghold - homo sapiens - his wisdom. The legitimacy of the conclusions of Marx confirmed that socio-economic situation that has developed today in the shoe industry in Russia.

The liberalization of foreign economic relations played a role in her fatal accident occurred. On the one hand, an influx of better import footwear, leaving the Russian footwear is no longer in demand. On the other - using the law to put any price, our producers have raised them to the level of prices on imported shoes, and the level of quality remains the same. And for this reason it also stopped buying.

The government would have to intervene to protect their own producers (cheap credit, and customs barriers), but this was not done. The government did not help due to a mistaken belief: our light industry uncompetitive, so would be cheaper if the shoes start from abroad. In general, the government considered the light industry, as well as agriculture, "black hole", unworthy of investment.

When we hear about the protection of Russian producers of anything was, machinery and vehicles, clothing and footwear, food and furniture, etc., I always think about the shadow side of the coin of such innovations: the quality of goods. In footwear companies lose the incentive to improve and update the assortment of shoes, because in the absence of import people will take anything. But manufacturers have something else in mind: the decriminalization of revenues on the domestic market of clothes and shoes.

The need Russian light industry market totaling 1250 billion formed due to the following sources: 230 billion (18.4%) - Russian legitimate manufacturers; 240 billion (19.2%) - legal import; 780 billion rubles (62.4%) - and vvezonny illegally manufactured counterfeit goods, the same pattern is typical of the footwear market.

Today the population of Russia takes on the order of 600 million pairs of shoes, the domestic industry produced only 52 million pairs (in 2077 - 46 million pairs), 100 million pairs - arrives at the official importer. Where does the rest come from more than four hundred million? Imported all kinds of illegal means, ie, It remains a huge amount of shoes that would be in demand if the domestic footwear

enterprises provided financial support and legal protection.

Why no end of wanting to invest in the oil and gas industry? Why go to the car company's Russia? Why, even in agriculture is willing to invest? And why is the background of all these "why" investors do not go to the light industry?

The general answer is that there are no favorable conditions for investors. Because with the creation of joint ventures in the oil and gas and automotive industries all right, because there every now following ministers and governors. And even then the officials will be afraid to take bribes and will not chase investors bureaucratic circles. And the opening of the enterprises of light industry, because of their small volumes, entirely in the hands of bureaucrats. In addition, foreign firmachi argue: why in Russia to set up enterprises, take risks when there our goods and so good buy? And are the Russian and Western companies in China, where the ideal conditions for investment, where cheap, disciplined labor force, a stable where a favorable tax system ...

Today, the equipment at the enterprises of light industry are extremely worn. The coefficient updates in recent years, 0.4-0.6% per year. While foreign companies manufacturing equipment is replaced every 5-7 years, ie by 15-20% every year. How can you compete? [12-13]

For the modernization of the sector needs funds. They can either be earned by the enterprises themselves, or made available in the form of loans, or come from foreign investors. The possibility of the enterprises are very limited. Loans to commercial banks of the road, the government does not encourage preferential loans, foreign investors in the sector, as has been said, do not go.

Hence the answer to the question, what to do? Firstly, to provide enterprises loans at minimal interest, and even better - without them (as farms producing food, the national project "Development of agriculture"). Second, to create such conditions that in light industry, foreign companies have gone, in addition to bringing capital its design, production, management and so on. D.

It should be noted that the last twenty years have shown that light industry enterprises are very responsive to the slightest attention to him the authorities to change the situation. Get at least 1991, a well-known default. Imports rose, and immediately revived light industry. Three years was the growth. Another example. Exceptionally low export duties on raw hides led to their mass export abroad. Leather and shoe factories were left without raw materials. In 2000 he was introduced protective duties on the export of leather up to 500 euros per tonne (instead of 100 euros). As a result, the production of finished leather in Russia grew from 1.1 to 2.2 billion square meters.

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decimeters. Instead of importing leather goods started exporting them.

In favor of the revival of light industry is not only necessary, but also possible, speak today examples of the success of the individual companies in the industry in the Southern and North Caucasus Federal District, both old and newly created. We say that at least some.

Novorossiysk shoe factory "Breeze - Bosphorus", the company created to "scratch", gives 16 million pairs of shoes a year, and all the shoes in demand..

"Gloria Jeans" Rostov company. It is also a new beginning with the cooperative. It provides products for 7 billion rubles (up to 10% of all Russian sewing goods and up to 30% - for children). Its products go abroad, including in the United States.

So is "Homeland" to lean on and earn its light industry, which has appeared in such a difficult situation, especially in the Southern and North Caucasus Federal District.

Not to mention that the revival of light industry would help to solve the social problems of the small cities of the Southern Federal District and North Caucasus Federal District, which are home today more than 16 million people. Here, with the beginning of the reform of the first die small factories (branch associations). But they seem small on a national scale, or industry. While the regional center for 10-20 thousand people any shoe factory with 300 employees - is a large, city-forming enterprise, which not only gave money to the budget and releases necessary for public goods, but also to ensure a decent life for many residents of the small town or district center.

It is unlikely that in these towns ever to be built car plants or branches of defense plants and legproming - please. But so far as we know, the problem in this formulation, the government is not even discussed.

I can not hear concerns about another problem, even threats, arising from the collapse of the light industry. Previously, every enterprise light 'industry, like any other, there were mobilization reserves (equipment, tools, materials, etc.), which allows for a day in the event of war go to release the necessary military products. Instead, dress shoes stitching tarpaulin boots, instead of suits and coats - tunic and greatcoat, instead of "fashionable sheepskin coats" -.. Soldiers coats, etc. God forbid that happens - we are not in that will feed and dress our army, especially since the SFD border district with a difficult situation. This is another reason why you need to take very seriously light industry.

Very urgent situation with the provision of children's shoes. Most Russian shoe enterprises continues to reduce the issue of children's shoes in the high rise in prices caused by the abolition of subsidies from the federal budget, and some shoe factories,

including those in the Southern and North Caucasus Federal District, all stopped producing. In 2018 compared with 2009 production of children's shoes stopped.

In the consumer market SFD and North Caucasus Federal District of baby products of domestic manufacturers are actively pushed foreign suppliers, who can afford to pass on the implementation of the shoe with a condition of payment after the actual sale. However, that flooded our markets from overseas flow of beautiful and fashionable children's shoes, most of them not having the certificates of conformity, not to mention the hygiene certificates - is, from our point of view, a crime against children.

Consumer demand acting as the main factor influencing the formation of the range, which in turn is aimed at maximizing and meeting the demand of the population.

Consumer demand brings together a whole group of indicators, which will form a niche in the domestic footwear, namely:

age-appropriate and work:

children's footwear;

Shoes for the elderly;

leisure shoes;

Shoes for special purposes;

office shoes;

for socially vulnerable groups of people:

Shoes for the unemployed receiving social assistance;

Shoes for pensioners;

Shoes for individuals with chronic diseases;

given the characteristics of the regions:

footwear National;

exclusive shoes;

Shoes elite.

Thus, the implementation of the requirements of the basic parameters that shape consumer demand, will form the distinctive signs, which will have to meet a new range of footwear.

The parameters are determined by demand, include:

Comparative competitive advantages; product must have clearly defined features, or pronounced advantages in comparison with existing analogues of the market, products or services of competitors;

social orientation; it is necessary that the product fit into existing social conditions to the proposed product line with the established way of life and system of values of the consumer;

the ability to satisfy the customer; the product should perform all the functions to meet the key needs and requests of the buyer.

We propose the following set of measures:

creature regional development programs and the maintenance of domestic footwear production in the district;

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Adoption measures to reduce the imported footwear imported into the region. These measures should include primarily the suppression of trade shoes smuggled in without permission for its implementation in local markets;

help employment of young specialists, graduates in the existing and newly established footwear company;

help enterprises in the process of promoting domestic shoe brands in their local markets. First of all, it is necessary to develop competent marketing strategy for regional shoe companies;

creature special light industry enterprises lending program in the region, taking into account the specifics of the production: the seasonal nature of product and feature working capital turnover of the industry.

In our opinion, for the successful implementation of all these measures, the necessary interest of both federal and regional branches of power in the organization and development of the footwear cluster

that will trigger lower prices for components materials on energy and transport, providing manufacturers due to price niche to offer domestic consumers demanded and competitive footwear. All combine to ensure the formation of such a long life and a strong position not only in domestic, but, most importantly, and in foreign markets. All you need is good will and commitment of all participants to implement the proposed activities. Such advances are made, now needed a strong will and desire of stakeholders. The range for the formation of a consumer niche is shown in Fig. 2 - 5

Again, the state of the quality of domestic products is the main basic foundation for the success of today's domestic enterprises. This conclusion has the right to life, because the quality - the oldest value of humanity. And it is on the quality of Russian goods, services, the quality of management, we are losing in the global competition. You anywhere in the world have seen complex products with the inscription made in Russia? We also have not seen ...

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Fig. 6 The range for the formation of a consumer niche taking into account the peculiarities of the regions

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Fig. 7. The range of shoes for the elderly

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Figure 8. The range of men's work shoes and footwear for the military

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Fig. 9. elite assortment of men's shoes

Long hoped for a worldwide ISO system. Alas, in the Russian context, she slipped into a crisis. Excuse me, ladies and gentlemen of quality certification of the

world, but it's time to list the public, what it has become and that recognize each other if not nearly all: [15-16]

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- an immense number of documents, navigate where no strength;
- meaninglessness of many of them (for example, under the terms of ISO required job descriptions, and all rush to go through something and then forget them without a trace);
- One entrepreneur once said: "We have been certified by ISO ». And then he added: "I do not think we have certified such a Norwegian company." Can you guess what this is about? Yes, certificates of sale. Not all, of course, are sold, but the reputation is not accidental.

We agree on the terms. Quality - what is this? Compliance with standards, most will respond. Of course, where standards are possible, it is. Although standards have tolerances. And the difference between the upper and lower divisions is significant in these tolerances. And there standardization of the border. For example, contact with the customer. Everyone knows that the quality of the contact is critical to the success of the business when the prices, assortment, terms are aligned under the pressure of competition. It can be regarded as the standard specific set of welcoming words, the dress code, and so on. N. While we are well aware that they covered.

The current enthusiasm for describing business processes also gradually coming to an absurdity. And somewhere already reached him at various firms we have met strict description of the interview, not only for employment, but even the standard for meeting and negotiating.

Now, there is another approach: quality - is compliance with the client's needs, the user. Who buys, he is appreciated. It is only necessary to understand precisely what he values. If hit - that is, the required quality, that is, the degree of satisfaction of the consumer properties of the goods..[9].

But this approach is limited, and stretches from the last century. Then it was considered the undisputed formula: customer is always right. In our time, where the faithful friend imperative: the buyer does not know our capabilities.

What do we do? Understanding the quality of the correspondence (standard requirements) becomes obsolete. Today, much more capacious it becomes understanding it as compared to other products or to the same, but the same. Compare gives the product superior to the products, services of the service

specialist on the expert, the organization of, the organization. A comparison of the standard or requirement does not imply superiority. There can only be equality. Standard and demand point to a minimum. And who is quite low? A little. But the superiority of interest to everyone, because the law is inexorable increase in demand.

Practically, this means switching quality evaluation system levels. For example:

A. Adequate quality, below which there is a defect, ie. E. Minimum permissible, the use of which will not cause damage.

B. The reference quality -. On the basis of compliance with the standard, ie, the best available. The standard may appear from the standard, but they can be any pattern: from the fact that live have in the company, competitors, or at least somewhere as we know it.

B. Vanguard quality - what has been achieved for the first time, it exceeds the standards, but can count on effective demand and output profitability immediately or in the long term.

Here is a quality hierarchy may be allowed and a greater number of degrees. And again, it is time to abandon the idea that there is any quality can be measured. Rate everything is possible, but the measurement gives in a little of what is important to us.

Figure 6 presents a model of the complex process of product quality control and services produced in the individual regions, and in the shoe industry as a whole. [18-20]

The model is a closed loop (Control) control system implementing the principle of regulation "by the deviation". Quality of products in the consumer market can be characterized by a multidimensional indicator of quality Q. In the course of conformity assessment, testing and certification of products is formed documented Quality Qd products. Q0 required high quality score is given to the best world standards in the technical documentation, technical regulations, national and international Standard ISO standards. V process of comparing these two values held by the competition commission is determined by the deviation of the actual quality score from the set:

$$\Delta Q = Q_0 - Q_d. \quad (1)$$

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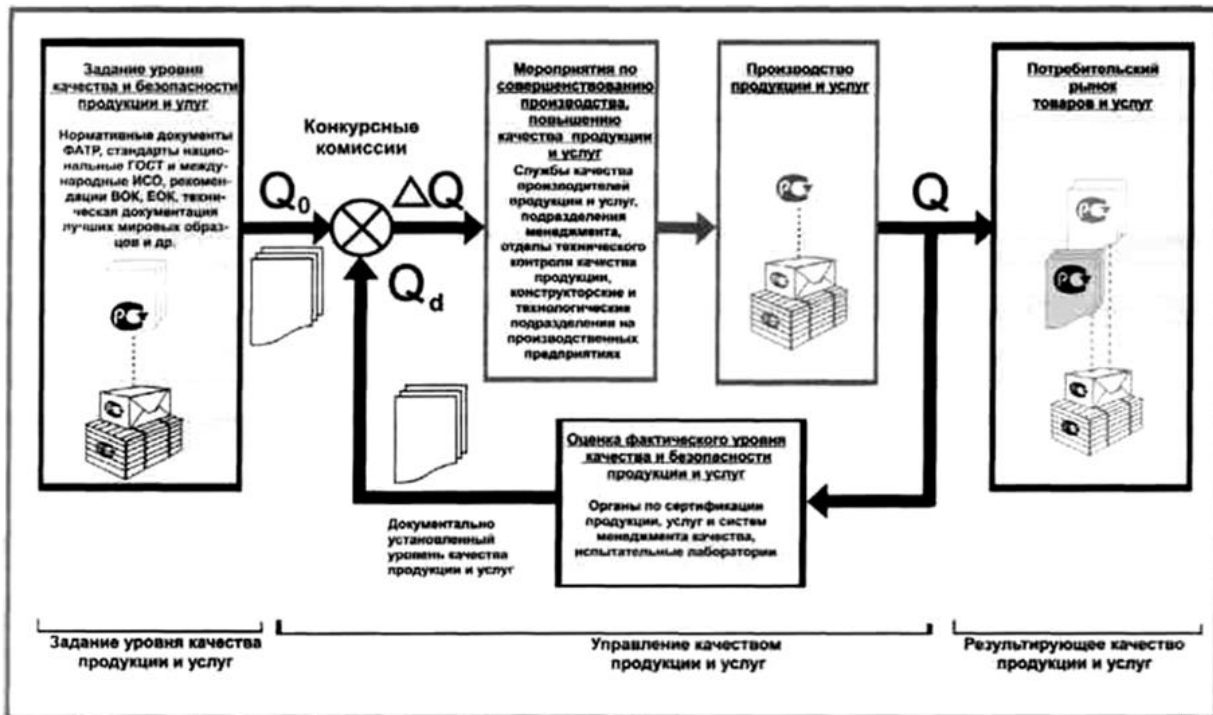


Figure 10- model of total quality management process of products and services in the region

This deviation ΔQ (Mismatch in control systems) in this case is always non-negative ($\Delta Q \geq 0$), As well-chosen given the high level of Q_0 is always higher than the actual Q_d or equal to what is almost rare. In this case, we have a system with a non-zero static error that is most characteristic of static systems with their inherent stability and speed, the accuracy of which is mainly determined by the gain of power and "proportional" control. In our case, the function control unit performs "Measures to ensure the specified level of quality products and services", modeling the enterprise quality management system, quality of service in manufacturing, whose actions take into account evaluation of the quality of products and recommendations of the competition committee. [6]

As can be seen from Fig. 3, quality Q produced and supplied to the market of products formed in the process of production as a result of measures to improve production, improve the quality of products and services carried out by the quality and units of quality management service, targeted actions are in turn determined by the results of product assessment in the implementation process .

In the new economic conditions is only a progressive production that is actively and dynamically respond to emerging challenges. The principle of "producing only what is needed, then when it is necessary, and as long as necessary", requires adapting the shoe enterprises to release products in small batches with frequent changes in

assortment of shoes, that is, to the conditions of many small-scale production assortment. The effectiveness of the shoe factory, and in many respects, and the ability to survive in the competition, depend on the ability to quickly and cost-effectively be reconstructed to produce footwear respectively fluctuations in demand. A great opportunity for this opens up the development and introduction of flexible manufacturing systems.

Technological and organizational flexibility of production systems of variability determines the capacity of enterprises and their ability to react quickly and appropriately to changing market conditions and serves as a mechanism to optimize the structure of the technological system in order to reduce the cost of shoes. Thus, the development of flexible manufacturing processes of leather products ensures high performance with many assortment issue shoes and provoke a surge in demand for the products of shoe enterprises SFD and North Caucasus Federal District. Similar problems are common to other light industries. [21-22]

Conclusion

One of the problems in the system of improving the competitiveness of the region - to identify the region's potential clustering. Tradition of the footwear sector in the regions of the Southern Federal District, North Caucasus Federal District and the tendencies of its development are given the chance of success in the case of the interaction of all stakeholders - suppliers,

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manufacturers, government officials, trade and service companies. The first step towards such cooperation needs to be done in the course of an exchange of opinions and clarification of mutual positions. Definitely Do participants perceive the footwear market of the challenges that face them? What is the vector of structural changes in the Russian leather and footwear market - to the development or stagnation of the industry? What are the conditions and real opportunities for the development of competitive production in the region? What should be the support of the authorities at the federal and regional level? Is it possible in modern conditions to rely on cooperation and collaboration as a real competitive factor? How to solve the problem of training and retaining personnel in the production?

The theme of formation of regional clusters is highly relevant for the shoe business. Clustering - one of the most effective tools to improve the competitiveness of the territories. The necessity of the cluster approach to the management of competitiveness of enterprises, which is the development of new industrial policies to encourage the organization and development of clusters on the basis of forming relationships of network cooperation and public-private partnership (cluster policy) and includes the study of clusters, cluster strategies and techniques to ensure it is wand at Today. From the point of view of the cluster approach management process is viewed as a set of steps and measures for the organization of clusters and their development, ie, clustering. This approach will allow to compete successfully for small and medium enterprises of light industry, not only in the domestic but also the international market.

The role of regional and local authorities in the launch and coordination of cluster projects is very important, in this regard, we had established a mechanism for representing business interests in relations with the authorities. Proposed an element that performs the function of "coordinator and device". To develop this element need meaningful dialogue based on mutual trust and interest, primarily among themselves subjects of the industry - in the interest both the authorities and business. It is necessary to develop joint proposals for the directions, forms and methods of state support for the development of industrial clusters, namely:

Implementation new construction, expansion and reconstruction of production facilities, housing facilities, social and cultural facilities, public utilities and consumer services, administration, Ministry of emergency situations, environmental protection and ecological safety at regional level; [23-24]

promotion to increase the competitiveness of production of industrial enterprises and its promotion on the domestic and foreign markets;

organization and implementation of software for production projects;

update logistics cluster production, introduction of new technologies;

preservation and the development of the accumulated potential in the sphere of science and scientific services; improving science funding mechanisms; implementation of research results in industrial and social sphere of the region;

achievement education quality corresponding state educational standards; implementation of the regional order to provide additional educational services; achieving a dynamic balance between the labor market and training of professionals; the development of higher and secondary vocational education.

The complex of anti-crisis measures for the easy management of industry, including the following priorities:

increase the competitiveness of enterprises light industry;

development industry information services; continued modernization of fixed assets;

easing lack of working capital;

increase efficiency of public administration;

grouting non-payment.

Formed a plan of measures on realization of anti-crisis program in the light industry, including:

regulatory and legal, scientific and methodological support of crisis management activities;

crisis support infrastructure light industry;

expansion of business opportunities light industry;

financial support mechanisms and the development of anti-crisis activities light industry;

the development of interregional and international cooperation light industry in the crisis management field.

To further improve the regulatory framework of anti-crisis activity seems appropriate to the formation of the plan of measures on realization of anti-crisis program in the light industry, namely:

specification and detailing the objectives of sustainable development of enterprises of light industry should be built within the framework of the Development of the industrial sector of the economy, which is based on the structural transformation of the economy and the implementation of anti-crisis production technology development and export of consumer goods. As part of the development can be divided into three stages, the timing of which are presented quite conditional and can be adjusted in the course of implementation of the sustainable development of light industry enterprises:

2009-2012. - Anti-crisis development, providing for overcoming the crisis and restoring crisis losses of light industry enterprises and research resources for

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the subsequent transformation of the modernization of light industry

2013-2015 gg. - Investment renewal of fixed assets of enterprises of light industry, including quality competitiveness.

2016-2020 gg. - Innovative development - beginning of mass development of new equipment and technology, the transition to the expansion into foreign markets of light industry products.

Using the developed and offered methodological provisions to improve the competitiveness of the region on the basis of the cluster theory will allow to make a decision about attraction and rational distribution of investment funds, aimed at implementing the necessary measures to improve the effectiveness of the cluster of subjects attractive and increase their competitiveness.

To solve this problem we offer a competitive range of men's, women's and children's shoes, taking into account factors affecting consumer demand: the main line fashion trends, taking into account economic, social and climatic characteristics of the regions of the Southern Federal District and the North Caucasian Federal District. As part of the strategy developed it will be organized production of competitive products using modern mechanized innovative technical processes. There will also be provided for the production of footwear to meet the demand for high-end consumer with a greater share of manual labor in order to give the shoe a target orientation and high demand.

To implement the developed assortment of men's, women's and children's footwear to offer innovative technological processes of its production with the use of modern technological equipment based on advanced nanotechnology, forming the basis for reducing the cost of shoes and, thus, increase its competitiveness in comparison with the same assortment of shoes leading firms with the possibility of release a wide range of shoe not only by type, but also on the method of attachment that will give it the relevance and increasing competitiveness. Introduced layout of process equipment, which represent an opportunity to shape the technological process for the production of men's, and children's shoes in the amounts that are determined by the existing production facilities in regions and used forms of organization of production, but of course, taking into account demand for its implementation in full amount of [25-26].

In this case, the financial health and stability of newly established enterprises in the regions of the Southern Federal District and the North Caucasian Federal District is largely independent of the cash inflows, providing cover their commitments. The lack of minimally adequate supply of funds can cause financial difficulties for enterprises. In turn, the excess funds could be a sign that the company is losing

money. The reason for these losses may be associated with both inflation and the depreciation of money and loss of the ability of their favorable location and generate additional income. In any case, it is a constant cash flow analysis will enable the company to control its real financial condition and prevent bankruptcy.

Cash flows from financing activities is largely formed in the development and financing of schemes in the process of calculating the efficiency of the investment project.

If the manufacturing of shoes will not fully realized, the company loses a part of the profit, which is necessary for the further development of production. To reduce losses manufacturer must have daily information on the sales of products and make effective decisions, namely: timely or change prices of manufactured assortment of shoes, or, which is more efficient and justified, to start production of a new, more popular in the market of footwear assortment.

Sales managers or marketers who control the process of selling specifically manufactured footwear range, every day should expect cash flow from its operating activities. As a result, monitoring of cash flow will have information about their net inflow from its operating activities. The decrease in sales volume will lead to a decrease in cash flow and will require a reduction in the selling price of the product in order to increase sales. If such an event does not lead to an increase in cash flow, it is necessary to take timely decision on whether to continue the release of this range of footwear.

For this calculation, important is the differentiation of data involved in the calculation. To calculate the cost of a particular output model input data are fixed and variable costs, which depend on the production equipment, the composition of the main and auxiliary materials, the number of employees and others.

The main source of data used in the monitoring process, is the selling price per unit of output and sales.

Thus, the calculation can be performed on a daily basis or in a selectable time range, in this case, asking only the sales volume and unit price of the product for a certain period, will receive the increment of cash flow for the period.

Calculations are made on the basis of assessment of performance and dynamics of production and sales, determining factors of influence on the change in the value of these indicators, identifying the internal resources and the development of mitigation measures, which should be directed to the acceleration of the turnover of production and reduction of losses, thus achieving significant economic effect.

Of great importance in the management of production output is assessment of actual production

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and sales within the production capacity, that is, within the boundaries of a "minimum - maximum" volume production. Comparison with minimal break-even volume is used to determine, or "security" zone of organization and a negative value of "security" to phase out certain products, change the conditions of production and thus reduce costs, or to stop the production of these products.

Comparison of volume of output achieved with a maximum amount determined by the production potential of the organization, to evaluate the possibility of profit growth with an increase in output, if the increased demand or the proportion of the volume of sales of shoes on the market.

For shoe companies, striving for a strong position in the market, setting the price of shoes for the implementation is crucial to the success of the chosen strategy. Price is a tool to stimulate demand and at the same time is a major factor in the long-term profitability of its business.

In this connection it is necessary to conduct a break-even analysis.

Different ratios of sales volumes and prices of manufactured products. price reduction occurs when an enterprise in order to increase sales using a system of discounts. This event leads to an increase in revenue from the sale and obtaining additional profits. However, the area of revenue is not unlimited - when a certain volume of production continued its expansion becomes uneconomical.

The effectiveness of all these measures to create a cluster is possible only with the active collaboration of powers and the necessary support at the federal level - SFD and North Caucasus Federal District may fully or partially relieve the shoemakers of infrastructure costs while creating new industries within the cluster. And to solve the questions only federation may tax preferences; close the borders to imports of gray and black - again the competence of Moscow, given that the industry is in a serious depression that changes for the better need a very powerful set of tools and power solutions and joint action by all stakeholders.

Perhaps now, when Don shoemakers see how quickly their ranks are thinning under the pressure of competition, the willingness to work together will be higher. Otherwise Rostov very soon cease to be the shoe capital of the south of Russia. Finally, the institutional and organizational scenario suggests an answer to the question of how the cluster should be organized, how it should be formed and grown? For us, co-organization of cluster requires a minimum of four major technology groups that form the technological basis for the cluster: [27]

breakthrough scientific laboratory - pilot plants, which are based on new technologies;

development institution, based on which models and technology models will be created for for testing pilot plants;

industrial and technology groups that are capable of production tooling for the production of experimental series;

marketing groups capable of promoting a new type of product on the market and generate sustainable demand.

Administrative superstructure, providing the relationship of these four major technology groups with one another, may be:

investors Council Who decides on the priority funding of a project;

expert Council Considering various projects as they prepare for the implementation;

creative center, Prepare materials for decision-making advisory council and the board of investors.

Achieving the Millennium Development Goals can only clusters during the complex process of modernization of the real sector of the economy of the region. With regard to the Southern Federal District North Caucasus Federal District and it is only possible if the interests of all participating businesses. We are talking about areas such as:

increase the share of innovative sector and technological innovation in enterprises, forming clusters;

business development in the field of large, medium and small businesses and their collaboration to drive innovation, which leads to the expansion of existing and creation of new clusters;

strengthening linkages and interdependence of industry companies and research and educational centers and schools;

improving the territorial distribution of industrial enterprises.

In conclusion, considering the formation and implementation of cluster policy process in the region, we note that it is - a difficult task, the development and implementation of which shall be scientific in nature. Its success depends on a variety of factors and conditions, and the central place here belongs to the principles of scientific management and commitment to the dynamic development of the region, the interest of all branches of power, as the municipal and regional, and federal branches of government.

However, the weakest companies is the low level of information to ensure it is the technological preparation of production. This is explained by automated CCI specialized and depend on the nature of production, type of product, the batch to release. In addition, the application software CAM is inhomogeneous for its intended purpose, it is formed from a set of products, each of which ensures the development of a separate kind of technological processes.

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Therefore there is a need for an information support in the form of a universal database, in order to reduce labor intensity and improve work efficiency at the stage of technological preparation of production by their use.

To process the assembly shoe glue method of attachment created by the authors information provision, the purpose of which is to create a model of the passport and the automated selection process.

To create information support the authors performed the following tasks:

allocated criteria defining structure assembly process shoes adhesive fixing method based on a priori ranking and rank correlation techniques;

designed classifier and a block coding scheme shoe model for computer aided design process;

compiled Matrix matching processing steps depending on the design, materials and methods of processing workpieces upper, insole and sole of nodes, heels and spacers rationale for objective order schema compilation process and its choice algorithm;

designed structurally logical model shoe assembly adhesive fixing method based on the principles of the system approach providing optimum production technological solutions;

information support is designed for the automated design process shoe assembly as a set of databases that contain information about the different embodiments, the same processing steps depending on the equipment and the power company;

the algorithm of the program, under which formed precise instructions defining a computational process, leading by varying the initial data to the original result;

developed software that allows forming shoe assembly process glued attachment with simultaneous determination of the complexity and number of workers to produce a predetermined number of models.

The developed software fulfills the basic indicators of the quality of information systems, such as:

Flexibility - the ability to adapt and further develop, the possibility of adapting the information system to the new conditions, the new needs of the enterprise;

Reliability - the operation of information without distortion, loss of data on the "technical reasons" by creating backup copies of stored data, performing logging operations, to maintain the quality of communication channels and physical media, using modern software and hardware;

effectiveness - the ability to solve the tasks entrusted to it in the shortest possible time, optimizes the data and methods of their treatment, the use of proprietary designs, ideas, design methods, and confirmed its ability to minimally depend on hardware resources: CPU time, the space occupied by the

internal and external memory, bandwidth used in communication devices;

safety - property of the system by virtue of which no unauthorized persons have access to information resources of the organization, provided setting start parameters so that the user running the application sees only the Main Switchboard form and a menu and a toolbar in which he can not use the buttons for the application developer.

Software in accordance with the algorithm processes the selected conditions and issues a print ready version of the process technology for this model of shoes from the calculation of the complexity and the number of workers, as well as the model passport. When using the developed information support task technologist for the formation process is to choose the model and structural features with the basic restrictions, which include the capacity, availability of equipment, production areas; analyzing the results; adjusting the selected condition (if necessary) and the selection of an optimal embodiment of the process.

As for the effectiveness of the implementation of information security, any enterprise can be evaluated from different perspectives, namely: economic, financial, organizational, temporal, environmental, social.

The result of any calculation method of separate application of evaluating the effectiveness of the proposed solution is able to reflect only a portion of their positive sides. Meanwhile, numerical values possible to use different criteria can vary significantly, and sometimes be in conflict. In such a situation the use of a synergistic justified (complex) evaluating the effectiveness of solutions that involve determination of advantages not one criterion, and on set of criteria.

The effectiveness of the introduction of the informational provision can be assessed in two ways: social and economic.

Social impact of the introduction of information support for automated design process is as follows:

1. The introduction into the educational process - improving the training of specialists through the use of innovative technologies in education.

2. As a result of the introduction into production - change in the nature and working conditions, equipment resource work, increasing professionalism, increase in the average duration of the free "paper work" time technologist.

Estimation of economic efficiency of introduction of information technologies often takes place either at the level of intuition, or not at all is produced. On the one hand, this is due to the reluctance of solution providers spend considerable efforts to carry out a detailed preliminary analysis, on the other hand, perhaps there is a significant proportion of consumers distrust to receive the results of such research. However, both of these problems stem from the same source - namely the lack of clear

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and reliable methods of assessing the cost-effectiveness of IT projects.

Full economic efficiency of software for computer-aided design CCI consists of savings in the field of technological preparation of production, which is a consequence of the increased productivity of technologists working with automated selection of the list of technological operations with the calculation of the complexity and the number of workers.

In the production economy is obtained by selecting the optimal process result and unification typing received technological solutions. In addition, significantly reduced time pre-production, and this factor can not be overestimated in our time when competitiveness is only possible when frequently changing range of products, and for this it is necessary to achieve good technical and economic performance of the enterprise.

These and other advantages of automated selection processes, although many of them and it is difficult to determine by direct economic calculations, contribute a substantial improvement in performance footwear enterprises.

The results suggest the achievement of synergistic effect in terms of both techniques (due to the significant reduction of time for technological production preparation, selecting the optimum process, reducing changeovers process when changing the range, choose the correct starting sequence of samples), and from the point of view of efficiency production as a whole, due to the simultaneous achievement of social and economic benefits.

Today, from light industry, striving not only to survive but also to develop, it requires the ability to not only skillfully exploit the available technology, but above all, actively position itself in the market by delivering in the short term a high quality that meets the requirements, needs and expectations of consumers, products at the lowest price. In other words, at the moment it survives the one who will bring to market other products that best meets the requirements of consumers, while ensuring minimum cost of its production.

That should take the company to the listed indicators began its competitive advantages?

1. To understand not only current but also future customer preferences and to be able to develop products that correspond to these preferences.

2. Ensure setting manufacturing processes, guaranteeing them a minimum production cost due to the identification and elimination of all types of costs, the value of non-performing products.

3. Print the product to market faster than competitors do.

Implementation of these tasks will depend on how adjusted and will work for all enterprise divisions.

How can we ensure the streamlined and efficient operation? From our point of view,

by determining a set of processes or activities that ensure the production of quality products with characteristics that satisfy the requirements, needs and expectations of consumers SFD and North Caucasus Federal District regions;

establishing interprocess clear and intuitive interaction;

definition of quality objectives at the enterprise level and units that provide an understanding of the results to be achieved by departments, and that achieve the overall goals of the company;

resource planning needed to achieve objectives; definition of procedures to ensure the execution of work in the departments most effective way;

measurement results and comparing them with the objectives;

analysis and decision making that should be improved within each division.

Thus, it presented a set of processes, due to the operation of which is formed by the enterprise management system, orienting it for production, corresponding to the requirements of its characteristics, needs and expectations of customers and set up all activities related to the provision of production to improve performance, such as:

built system for identifying the costs of sources, and the development of adequate measures to reduce them,

generated significant data demonstrating the efficiency of investments that can help attract new investors;

reduced production costs, which makes it possible to reduce the price, to expand the market and increase production;

a reduction in costs normally associated to the reduction in the number of marriages and other types of waste, which has a positive impact on such indicators of the enterprise, as the impact on the environment, the state of industrial safety;

generated image of a socially-oriented businesses;

performed clear formulation purposes and tasks to each employee defining the result that should be obtained when performing work;

identify resources needed to carry out the work, and the provision of resources;

providing the knowledge and skills necessary for an understanding of how to do the work, to ensure its maximum effectiveness;

Measurement results of the work at the level of employees, departments and the organization as a whole and comparing the results with the objectives;

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analysis of results and adequate response to them through a system of corrective and preventive actions.

As practice shows, the ability to implement these processes at senior management level creates the conditions necessary for the formation of a competitive enterprise, that is all a manager can already adopt to ensure their businesses this very economic stability.

In addition, it is important that different products were not too many. For the majority of Russian companies, the potential for optimization of the range is still laid in a significant reduction of the product range. Too large assortment of bad effect on economic performance - there are many positions that are on the volume of sales can not go even to break even. As a result, the overall profitability drops sharply. Only exception of unprofitable and low-profit products from a range of companies can give an increase in overall profitability by 30-50%.

In addition, a wide range sprays enterprise strength makes it difficult to competent offer of goods to customers (even the sales staff are not always able to explain the difference between a particular position or name), dispels the attention of end users.

It is appropriate to recall the psychology of perception of the information. The reality is that the average person is able to simultaneously absorb no more than 5-7 (rarely up to 9) sense of constructive solutions. Thus, the person making the choice, first selects the best 5-7 options on the basis of the same number of criteria. If the seller offers a large number of selection criteria, the buyer begins to feel uncomfortable and self-eliminates insignificant, from his point of view, the criteria. The same thing happens when you select the actual product. Now imagine what happens when a man in front of a hundred almost indistinguishable (for him) of the goods, and he needs to buy one. People behave in such a situation as follows: or do refuse to buy, so as not being able to compare a number of options, or prefer what is already taken (or that sounds familiar). There is another category of people (about 7%), lovers of novelties, which on the contrary will choose something that has tested them.

Thus, from the customer's perspective (for relaxing the selection of measurable perception embodiment) range should consist of no more than 5-7 groups, 5-7 of names, i.e., the entire range in terms of perception optimally should consist of 25-50 names. If the names of more than an objective, the output is only further classification.

It is generally accepted that a wide range of customer needs. This very wide range of often referred to even as a competitive advantage. But in fact it turns out that for a wide range of manufacturer - it's hundreds of types of products, and for the consumer - 7 titles have more than enough. Thus, the consumer need not wide range and variety required for it.

It is possible, if they are implemented components of the strategy of development of Russia until 2025, namely, the problem will be solved by the transfer of economic development of Russia from the inertial energy scenario to alternative innovative socially - oriented type of development, the formation of an effective industrial policy, which requires:

- develop and legislate the basics of efficient state industrial policy as a system of agreed objectives, priorities and actions of state authorities, business and science to improve the efficiency of the industry, ensuring high competitiveness of products, goods and services and the steady growth of production. At its formation to provide outstripping growth in all sectors of high-tech products to increase its share in the total industrial production in 2025 at least 50%, equality of subjects of industrial policy, security of property rights;

- ensure the implementation of special measures to support the priority high-tech industries, to create conditions for the effective development of the industry in Russia;

Ensure increased investment, creating economic and legal preconditions for the implementation and use of high-tech and new materials, primarily developed in Russia, it should be for this:

- legalize the basis of the national innovation system in the Russian Federation; Use higher rate on the R & D expenses included in the cost; reduce the VAT to 12%; exempt from taxation profits of enterprises invested in production; create long-term lending institutions modernization and technical re-equipment industry by a low percentage; improve VAT administration system, change the order and terms of payment of taxes to replenish the industrial enterprises of working capital; the transition to the differentiated rates of tax on the extraction of minerals, depending on the environmental conditions, the degree of depletion of deposits, etc .;

- to develop and implement measures against price monopoly, to stabilize the tariffs of natural monopolies, to prepare and adopt a federal law "On the pricing and tariff policy"; contribute to the creation and promotion of domestic national, regional and corporate brands of domestic production for the development of a competitive environment in order to create competitive products, which implement a quality management system, promote the implementation of programs aimed at identifying, independent quality assessment and promotion of domestic products, to strengthen the standardization, including costs of research in this area for the development of new and adjustment of existing national std mouths;

- bear in mind that mechanical engineering is a system complex, which ensure a tight schedule its modernization and recovery of the technological basis of the national machine-building industry - machine

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tool. For these purposes, used as domestic development and purchase of foreign equipment and technology, using the international division of labor, wider use of the mechanism of the lease. In addition to general industry support measures must also prepare and adopt a national strategy for the development of machine tool industry for the period until 2020, including the implementation of special targeted programs aimed at funding promising scientific research;

- to modify the size and order of collection of customs duties to encourage imports of the latest technological equipment, while promoting the revival of domestic production of such equipment, in particular, to abolish customs duties and VAT on the import of new imported technological equipment, not manufactured in the country;

- to develop and adopt a set of special measures to ensure the mechanical engineering and machine tool industry, scientific and engineering personnel, highly skilled workers, especially in the field of scientific research and application development, generate employment system of young professionals; develop and adopt amendments to the Tax Code (. Chapter 25), establishes a regime of accelerated depreciation and preferences (premiums), allowing to absorb the active part of the fixed assets in excess of their carrying value;

- take measures to stimulate the system of public and commercial leasing process equipment for technical re-engineering industries; consider the possibility of pre-payment of 100 percent of the federal budget the cost of the supplies business is unique imported equipment, so those on a leasing basis, necessary for technical re-engineering and machine-tool construction purposes.;

- enter into the practice of carrying out a systematic census of the metalcutting equipment, which will have the objective data on the state machinery equipment machine-building enterprises;

- develop and implement a set of measures to address the problem of lack of qualified personnel in the industry, to improve the quality of training in higher educational institutions, to provide young professionals with housing on favorable terms, to put into practice training under the state order, based on public-private partnerships to provide modern facilities and dormitories vocational schools, to allow enterprises to the amount spent on training attributed to tightened Rata production in its entirety, to adopt special legislation and regulations aimed at ensuring industrial development of Siberia and the Far East;

Conclusion

- to develop and legislate a set of measures providing interest of economic entities in the active participation in projects of increasing resource and energy efficiency, including elements of the monetary

policy, foreign exchange and investment regulation, subsidy mechanisms, special tax and depreciation regimes;

- implement a set of measures aimed at the massive development of small and medium enterprises in the industrial production, innovative sectors and in the service sector, primarily in the part of small and medium enterprises access to production facilities, procurement of equipment, ie including leasing. basis, the development of microfinance and credit cooperatives;

- to take steps to create a Russian processing industry a level playing field with the importers, to accelerate the development and adoption of the Federal Law "On Trade" and related regulations on the organization of effective functioning of the Russian wholesale and retail trade;

- develop a strategy for regional industrial development of the RF subjects, including the territorial distribution of the productive forces in the long term, the development of regional infrastructure linked with the placement of industrial facilities;

- be clearly defined system of implementation of the fundamental objectives of the state industrial policy, providing the solution of systemic problems of the real economy, to relate the need for investment, investment sources and achievable socio-economic results.

The Strategy of light industry development for the period up to 2020 and action plan for its implementation take into account the national interests of Russia (increase the level and quality of life, health of the nation, strategic and economic security of the state), the proposals of the Russian Federation, public organizations and associations on the necessary measures industry support in priority areas of development.

The strategy was laid on the transition of light industry on the innovative model of development. Particular attention is paid to the protection of the internal market issues from the shadow turnover, technical re-equipment and modernization of production, import and export.

Today, light industry of the Russian Federation - is the most important multi-disciplinary and innovative and attractive sector of the economy.

The contribution of light industry in Russia's industrial production today is about 1% (in 1991 this figure was 11.9%, and on a par with developed countries such as the US, Germany and Italy, which over the years keep the rate at 8 -12%) in exports - 1.3%.

Currently, in light industry operates 14 thousand. Large, medium and small enterprises located in 72 regions of the country. About 70% of enterprises are town-forming. The average number of industrial personnel employed in the sector, 462.8 thousand. People, 75% of whom are women. Scientific support

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is carried out 15 educational, scientific - research and design institutes, many developments which meets and exceeds the world level.

The main areas of facility location, determining the industrial and economic policies of the sector, are the Central (55 companies), Volga (30) and South (17) federal districts, which have the largest share in the total volume of production and the most socially significant.

The results of the industry for 2017 showed that it is in a crisis are able to increase the volume of production in the sub-sectors, focused directly on the market. It should be noted that during the crisis dramatically narrows the range of goods supplied to Russia. It gives domestic light industry strategic opportunities for employment vacated niches and strengthen its position in the market.

In 2018 the retail turnover of light industry products amounted to 2.0 trln. rub., the country's share of 14.5% in retail trade and in retail trade of non-food products 26.3%. According to the level of consumption of products of light industry is second only to food products, far ahead of consumer electronics, cars and other goods. Taking into account macroeconomic indicators and trends of the market of light industry products in 2025 could reach more than 3.3 trln. rub.

Existing preferences and solved in one degree or another problem on the federal and regional levels are still insufficient to eliminate the impact of negative factors on the development of the industry and turn it into a competitive and self-developing sector of the economy and domestic producers strengthen its position in the domestic market and compete on equal terms the world market not only with the Chinese manufacturers, Turkey, India and other developing countries, but also with the EU countries and the USA.

The situation in the industry has exacerbated the global financial crisis. In a crisis, even those enterprises which in recent years have achieved positive results in the innovative development, paying considerable attention to the modernization of production, has forced and will be forced in the next few years to reduce production and to abandon the long-term investments. This is due to difficulties encountered related to the involvement of bank loans (the proportion of borrowed funds in the working capital in recent years has reached 40%), on the one hand, the increase in the volume of official imports, counterfeit and contraband products, the fall in demand and a slowdown in the implementation of many types of goods and consumer production - technical purposes, reduction of workers and professionals - on the other hand.

The absence of radical measures to address these problems significantly affect the industry's economy, its technological backwardness in the near future may

become an irreversible process that will lead to the degradation of science-intensive industries, to increased commodity dependence on foreign countries, the loss of state will geometrically increase, which will increase the strategic and national Russian danger.

Change the situation can only be developed and implemented anti-crisis measures and activities aimed at the economic recovery of light industry, giving it a new impetus to innovation, social and regional development, to improve the competitiveness and efficiency of the production of the new technical and technological level. Today the industry provides its products to only a quarter of demand of the population, and the mobilization needs of the country - only to 17-36%, which is contrary to the law on national security, according to which the amount of strategic domestic production share should be at least 51%. So today in front of light industry is facing new challenges and tasks that require new approaches not only in the short term but in the long term.

This resulted in the goal of the Strategy - to create conditions for accelerated innovative development of light industry Russia, to ensure effective compliance with the volume of production, the quality and range of products aggregate consumer demand, improve national importance the industry and its image in the world community.

The objectives and tasks of the Strategy comply with State policy in the sphere of Russian innovation and socio-economic development in the medium and long term. The strategy is intended to be: a major tool in solving problems of the industry and its interrelated tasks of economic growth with the needs of citizens, law enforcement agencies and related industries in high-quality and affordable consumer products, in the production of technical and strategic purposes.

Implementation of the Strategy will enable the Russian light industry to become an industrialized sector, which will provide jobs for thousands of people working to improve the well-being and strengthen the strategic and economic security of the country.

The main result of the Strategy - is the transition of light industry to a qualitatively new model of innovation, economic and social development, based on - a new technological and scientific base, new methods of production management, the relationship of science, industry and business. This is to ensure effective compliance with the volume of production, the quality and range of products the aggregate demand of the Russian and world markets.

Once again I would like to focus attention, that all of this will become a reality, if one important condition, namely, light industry products will be of high quality and with the interests of the consumer himself will be realized.

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SEARCH FOR EFFECTIVE SOLUTIONS BASED ON THE USE OF DIGITAL PRODUCTION FOR THE MANUFACTURE OF POPULAR AND COMPETITIVE PRODUCTS TO CONSUMERS IN THE REGIONS OF SFD AND SKFO

Abstract: *the authors analyze the reasons that provoke the production of light industry products that are not in demand by consumers because of its poor quality, because of its non-compliance with the requirements of GOST And technical regulations. Today, there are all prerequisites for import substitution: the adopted customs barriers, and the imposed sanctions that limit the presence in the domestic markets of demand for branded products from leading foreign manufacturers, but there is no positive result yet. The authors suggest remembering that it is necessary to educate domestic producers a sense of personal responsibility to their consumers for unsatisfactory results, not to nod at the circumstances, to be patriots of their country and to please their consumers with the filling of markets with competitive and popular products. Again, there are all the prerequisites.*

Key words: *quality, demand, innovative technological solutions, competitiveness, import substitution, professionalism, culture of production, digital production, customer demand, professional responsibility, quality system, high-tech economy, personal responsibility of the head.*

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Introduction

In the USSR in the 50 – 80-ies of XX century formed a quality management system, little inferior to foreign experience. This system was continuously improved in the light of positive and negative experiences until the end of the 1980s. Everything started to fall apart in the waves, the born of "new political thinking". Finally, the democratic tsunami of the nineties swept over the system policy in relation to the organization of quality management. The crisis and "shock therapy" removed the urgency of the problem for the next decades. Causes of deactualization of interest to quality are in plain sight:

- the achievements of the quality management policy of the Soviet period were associated with the peculiarities of the socialist type of planning, built on the principle of Directive, in which, unlike indicative planning, economic stimulation was subordinated to political goals directly. When the administrative and team practice of enterprise management became unnecessary, together with it the practice of quality management went down in history;

- it is no secret that with the collapse of the USSR Russia's future looked very differently – "systemically". The Russian economy was not trying to be built into the world production, but to be built in the interests of the existing architecture. We were given a place of producers and suppliers of raw materials, mainly of natural origin. The quality of such products is not due to production. The quality of production depends on the amount of added value – the less costs, the greater the difference between price and cost, higher profits. Production of a barrel of oil in Qatar and Saudi Arabia costs significantly less than in Russia. Having refused to control the market, the state has consistently freed itself from the obligation to control the production process. And this happened despite the fact that the bureaucracy and the cost of its maintenance increased by an order of magnitude. The very concept of "quality management" was lowered to the level of "quality control", after which each manufacturer could manage the quality itself. In the end, the quality is simplified to technical regulation;

- the quality of production and the product of production are functionally related to the quality of the market, the quality of the market, in turn, depends on the customer's willingness to purchase products marked with a quality mark. A quality product is in demand under two mandatory conditions: the effective demand of the mass buyer and the integrity of the seller. Neither one nor the other in the domestic market. Even in boutiques and luxury stores the buyer does not feel guaranteed to be protected from counterfeit products and deceiver manufacturer. The

market is an integral part of society. The order in the market reflects the state of society, and the manufacturer focuses on the state of the market. For him, the barometer is not the national interest – market opportunities. The market is the driving force of production. If the culture of the market really outstripped the culture of production, the objections to the consumer approach to production would be reduced to a minimum. In fact, the culture of the market in Russia laid not producers and especially not consumers with their skinny wallet. Our market has been dominated from the very beginning by intermediaries and speculators. Under them built and legislation that allows a lot of different interpretations of the actions and the number of opportunities to avoid criminal liability that Ostap Bender's boast of four hundred ways to circumvent the criminal code seems vaudeville humor. Before the onslaught of intermediaries and speculators, very often in tuxedos from well-known fashion designers, traditional Russian troubles receded into the background and began to work for new leaders. Quality management in this situation has become a manipulation of quality in the interests of the owners of the market. Until we restructure the relations in the sphere of exchange of goods for money and raise the purchasing effective demand to the possibility of choosing a quality product, we have a quality problem will remain at the level of economic theory.

The manufacturer is not currently interested in producing a quality product. "Sheepskin is not worth the candle" - the costs are high, the cost of products will grow, the real price will significantly increase the intermediary and the seller. As a result, the market of such a product "will not digest" and the manufacturer will be struck by the deadly disease No. 1 by E. Deming. In a limited – clearly scanty for Russia scale quality things are guaranteed to make, produce, but nothing to do with the situation in the production of the given practice is not, it is exclusive.

Attempts by the Executive in the zero years to activate interest in TQM had success again local and temporary. In Soviet times, the top team looked logical and forced to reckon with them. The changed from socialist to capitalist reality reacted to these initiatives sluggishly, without any enthusiasm, it is possible to tell purely enlightening, but not practically. Not surprisingly, to peel off the soles of shoes were added to the faulty rocket not capable of rising into space.

To the above-mentioned causal factors, we add the long-standing disease inherited by the Russian management from the socialist period. "The creation of a quality system in Russia stumbles upon another

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problem typical of our country, write B. S. Aleshin and co-authors. It is that the instructions are written for someone, not for a particular employee. Therefore, a simple violation of the instructions has become a common situation. This is fundamentally unacceptable in enterprises using a quality management system." Not trusting top management to solve this problem, B. S. Aleshin is looking for support at the corporate level – "... in the preparation and development of the quality system in Russia, it is useful to extend the scope of the problem and to consider the establishment of a system of corporate standards that support the quality system".

B. S. Aleshin is a well-known specialist in the field of management, he held the highest positions in the Russian government and knows the matter from the inside. He needs to know the story of the training of managers, leaving the roots in Soviet times. A. G. Aganbegyan tried to solve it when he was the Director of the Institute in the USSR Soan system. He did it very seriously, initiating the creation of the Board of Directors of the largest enterprises of Siberia. Outwardly, the question looked simple: the economist-Manager (then overseas "Manager" was not used) is a "free artist", or his professional training should be built as an add-on to the production-oriented Foundation, ie, first vocational training, only then economic education. A formal solution to the problem was available in departmental universities, where the name of the departments involved economic and industrial components, for example, in the universities of the Ministry of education the Department was called "Economics in transport".

Discussion of A. G. Aganbegyan ended expected – most thought it was appropriate economic training be linked to productive characteristics. Only in this way it can be given the necessary level of specificity. The reforms of the 1990s abolished the developed scheme, brought the training of managers in accordance with the procedure established by them, whose economy has defined as a benchmark. The illogicality of economic policy was not concealed, on the contrary, praised. Absolutization in science is not acceptable as a brake of scientific creativity. However, recognizing the need for a transition phase, economists who came to power in the teacher took those who knew from history books about what to do during the transition. Wanted to "one-two" to be in a post-industrial economy, pass a developed industrial. With all the defects of socialist industrialization, it has become an objective historical fact for two five-year plan, and for five "five-year" even reindustrialization failed to implement. As a result, we returned to the previous logic of development. The military-industrial complex and Roscosmos made industrial progress locomotives, hoping that they will pull the development of the rest of the industry. But, not being

confident in the ability of others to cope with new tasks, because they do not fulfill the old ones, the government called on the MIC to expand the production of a range of mass consumer goods in order to meet the household needs of the population.

One of the basic rules of quality management experts believe the return to the starting position, if the process did not go. Therefore, the restoration of the previous model of economic recovery should be recorded as an asset of the government. To this would still attach the principle of consistency in the implementation of the socialist imperative of the unity of theory and practice. Viperoni of the Soviet Politburo decisions are not developed. They have agreed to and accepted. Draft decisions were prepared by professionals, consultants, "subcontractors" and "initiators", they had scientists of the USSR Academy of Sciences and the most successful production managers. Random man in the industrial departments of the regional party, the CPSU Central Committee could get only once Stirlitz. Party and people's control was established. Naturally not perfect, but effective. The decomposition started when with the arrival of Gorbachev and his henchmen have declared themselves and scientists, and skilled production workers, and prophets, having lost the critical ability. Euphoria feelings muddled mind. Dialectics in management gave way to the desire to find an existing example, which gave rise to the rebirth of dialectical thinking, built on the basis of historical specificity of true knowledge, in the primitive eclecticism of E. Gaidar and K^o.

The liberal abstract fantasy was washed away by A. Aganbegyan's natural aspiration to combine scientific knowledge of Economics with common sense and practically verified experience.

The criterion of the level of subject-oriented knowledge is the quality of management of the relevant area of objective reality.

The paradox of economic management lies in the specifics of the movement of social production. To operate competently, we need a theoretical, hence, the General scientific knowledge produced by Economics, but control is almost always accounted for separately taken enterprise, no economic chain. In this sense, economic management is already an art, it is akin to medicine, the principle of which is also externally simple: we define the disease, but treat the patient, so the algorithms are good in the theoretical training of the doctor, but they are limited in the treatment of the patient. Something close to economic management and fashion. High fashion determines the style, color preference, the specifics of the shape of the product, the nature of its combination with finishing and accessories, the type of material. As for the individual product, its specificity is approved by the customer, based on the Constitution and financial

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capabilities. Usually believe that fashion imprisons, disagree. Mod provides just enough freedom of action in the specified parameters. It experiences the cultural development of the consumer's personality. There is freedom and the Manager of the enterprise, including in determining the attitude to the quality of products. The dream of the Manager to get quality by reducing costs, the dream is understandable, because otherwise you have to raise the price of implementation, which is wrong from the point of view of the theory of quality management. The authoritative Japanese specialist in management I. Ishikawa has repeatedly said that it is immoral to talk about raising prices while improving product quality, since improving quality is associated with stabilizing production, reducing defectiveness, costs, and, consequently, with reducing costs and prices. According to I. Ishikawa, the price increase is justified to judge only when the consumer receives a product of a new technical level.

Given the poor organization of the transition period to a modern high-tech economy, aggravated by the recession on a global scale and the Western policy of sanctions against Russia, it is hardly realistic to count on the professional responsibility of a particular manufacturer for the quality of products. Morality was born before commodity production, but then economic development put morality under its control, securing a new relationship ideologically. Moral development in novels is controlled by the internal forces of the characters. In Economics, morality exists like a jewel in the grip of a ring. Why the ISO standards focus on three points of application of forces is the responsibility of the head, lower costs, and personnel policy? There are three "Golden truths" of quality policy in quality management:

- ignorance is the root cause of all misfortunes in management, first of all in the economy;
- quality is a source of income, as it is associated with the reduction of production losses, in addition, it guarantees economic stability, improves the image;
- careful policy in relation to professionally trained personnel, such people are the main wealth of any production.

Rules apply when there is no reason not to observe them – our own peril each violation. We have, in terms of selective control over the rules, rare manufacturers follow the rules, much more act on the concepts, that is, under the cover of the imperfections of the rules and agreements with officials. And here we can formulate the essence of the political moment, as the leaders liked to say not very long ago. So, what do we have?

First, it is no coincidence that economic theory was detached from politics, political economy was neutralized in economic science. God – God, Caesar – Caesar. Very much Gaidar and oligarchs liked American economic liberalism, and they reflected it

specifically. Freedom of enterprise was accepted "with a Bang", and about the American draconian measures for violation of the rules of economic activity forgot to tell the people. It was not profitable. Remember the steel only after all divided, and there was a question about the redistribution of the products of privatization.

In an effort to clear the economic theory of the political burden was hidden practical, managerial component. Economic management was separated from the subject specifics of production to be as in theoretical mechanics, physics, chemistry. The next step after the abolition of political economy and priority in the management of production of its substantive focus was the ascension of economic management as a universal factor.

Economic managers have become lawmakers in the development of production. In Russia in the 1990s, a lot of economic advisers and consultants came to Russia, almost the main financial speculator Soros became more active. The question is, why all this was necessary and who benefits? The answer is not so difficult – these changes provided a cover for the transition from a policy of quality management to a policy of quality manipulation. Quality parameters began to be determined by economic managers, of course, based on management interests. K. Marx called the attempt of the economist Proudhon to understand the philosophical foundations of poverty "poverty of philosophy". Liberal economists have stepped on the same "economic" rake as their French predecessor. The result was the same. Having removed the subject certainty, economists – managers restored scholastic philosophy of "realists". Instead of moving towards the concreteness of true knowledge, they absolutized the abstraction of General ideas. Economic science is designed to reconstruct the objective, subject-specific reality, and not to be a manufacturer of easy - to-calculate knowledge. So functions of science and philosophy were interpreted in the Middle ages by theologians. However, it seems that there is a special interest in such a status of science, otherwise how to explain the departure from the objectification of the criteria of scientific assessments.

"Quality" is a philosophical category, which together with "quantity" forms a dialectical pair, that is, they are interdependent. In one of our publications we have identified three fundamental features of "quality»:

- "quality" is a system of defining properties of the phenomenon;
- in the definition of "quality" is always implicated in the number of one of its manifestations – integrity, intensity;

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- reflecting the subject diversity of the world, the quality reproduces the objectivity of the difference of phenomena, it is structured.

"Quality management" - the concept of political economy, it allows the variability of development, but within the objectivity of the quality characteristics. Manipulation of quality is a definition of quality characteristics free from actual characteristics in General, theoretical and particular, practical scales. In economic theory, there was no specific procedure for estimating quality costs until the 1950s. The "traditional approach to determining the "optimal" cost of quality" prevailed. 100% compliance of the product TU was considered unattainable, so the price of quality laid in after the purchase prospect. It was believed that the consumer's expenses for the operation of the goods are inversely proportional to the quality of the goods. They decrease as the quality of the goods, striving to zero. The concept of "optimal quality level" appeared. It corresponded to a minimum of quality cost for the supplier and the consumer. Total costs were defined as the sum of costs of the producer and the consumer.

The new economic reality was formed in the 1970s under the direct influence of the scientific and technological revolution. Increased technical complexity of the product, increased warranty period. These changes forced to abandon the simplified model of determining the cost of quality. The concept of quality cost was born, based on the reduction through more rational financing of quality costs and reducing the total cost of production of the product. The economy tried to make economical. The emphasis in quality management has shifted towards the solution of common problems of production development and its standardization. G. Taguchi generally called the quality measure its cost and gave the following calculations: one shirt washing costs 250 yen, usually during the service the shirt is washed 80 times. The cost of Laundry is 20 000 yen. If they can sew a shirt that is crumpled and dirty twice as slowly, the consumer's savings reach 10,000 yen. Suppose a new shirt will cost the manufacturer 1,000 yen more, and the sales will increase by 2,000 yen, the manufacturer will receive a profit of 1,000 yen, the consumer will benefit 8,000 yen. Society will also have savings of 9,000 yen plus a reduction in environmental costs, as there will be less waste from washing.

We are not against the manipulation of quality. Within certain limits, this forced measure testifies to the limitations of cognitive and other opportunities. The theory should not be conservative, but quality manipulation is a tactical level of management as opposed to the strategic value and significance of quality management. Manipulation is one of the management tools, and it must remain a private, changing business in the quality management system.

The second thing to keep in mind when analyzing the prospect of private self-quality control. The private initiative is conditioned by the General political and economic situation. Socialism could be built in a single country, to ensure the competitive ability of socialism was in this historical time impossible. Capitalism is still strong. The same situation awaits private producers. He will release a quality product. Will it be able to work steadily in an environment that is not ripe for such practices.

A quality product is not enough to be able to produce. It should be in demand by a mass buyer, and this situation is already a socio-economic policy. Quality products want to have everything and always. Only – this is an abstract desire. It exists as a dream, a fairy tale. Only as the abstract wishes acquire the status of concreteness of real opportunities will favorable conditions for the priority of "good taste", and the buyer will look for a quality product, and not look with envy in the basket of a rich but obvious minority. In the relations of the manufacturer with the buyer also has its own fields of Higgs. In nature, passing through them, the particles are endowed with mass and turn from energy particles into "real" particles. In the market of goods, the product passes through the fields of sellers of various ranks and acquires an unreal price, which is advertised as a real, appropriate quality. Until the domestic market is brought to a normal market state, which will have to wait a very long time, there will be no interest in the production of quality goods. It is quite acceptable to believe that among Russian manufacturers there are many honest entrepreneurs who have a sincere desire to feed, clothe and put on their fellow citizens as best as possible. Only who will allow them to do it. The market rejects them as "violators of the Convention". Legislators will pass laws in accordance with the order and price of lobbying – it exists legally; officials will make their comments through recommendations, instructions, etc. And in the market, as if in medieval Baghdad, everything will be calm again.

Of course, there is a certain niche in our market, which is used by the most respectable part of the middle class. The niche is insignificant because of the thin social stratum and its instability in the conditions of volatility of economic development. Nevertheless, this sector is, and under its requests manufacturers of quality products, for example, sausages for 1500 rubles per kilogram, shoes for 5 thousand or more, costumes from 15 thousand, also exist. But what does this market exclusive have to do with the characteristics of our economy as a whole? Is it, is thus an exception to the rule that only confirm. The problem of the status of the manufacturer of quality goods – the national scale and the potential of individual, relatively prosperous STRATO, refers to it

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as the fate of passengers fleeing in a boat, after what made the storm with their big ship.

We must remember that they have a market for more than three hundred years. During this time, there was a balance of market factors, and manufacturers have adapted to it. Perhaps the correlation of factors and is not perfect, but it reflects the objective market position of the manufacturer, the seller and the buyer. About our market, we said not all, but the main thing highlighted. We have the power in the market from intermediaries and speculators, often appearing in one person. Corrupt officials are connected with them. Therefore, the proportions of our market look different. Especially in terms of the cost of products sold. This part is a Klondike for everyone who feeds on the market, and a headache for real workers. Just because of its benefits no one refused. Without market regulation, no good intentions will find a quality road to the buyer, because we know where this road leads. And confirmation of all this drinking the fact of irresponsible on the verge of a criminal offense the attitude of producers to their duties, namely, the results of the inspection of trade inspection of the quality of sewing school clothes

For sewing school clothes should be used fabrics made of natural fibers, such as wool, linen, cotton. These fabrics are the most hygienic, have high hygroscopicity and good thermal control properties." According to the study, of the 98 manufacturers of school pants products only 14(!) meet the quality mark, is safe for health according to the requirements. Of the 30 manufacturers of shirts 28 had violations".

Hardly anyone from the devoted to the state of the domestic light industry, expected other results. It is not so much the depressing statistics as the comments of a specialist addressed to the consumer of garment production that amazes. Specialist through a journalist advises: "If the label does not contain information about the manufacturer – its name and location, fabric composition, release date – this is a reason to think (!) " so I want to ask the unknown, but responsible for the status of the interlocutor correspondent: "And the presence of this information can be perceived as a guarantee?" It is also significant that, judging by the lack of continuation of this test, all subjects of relations were in their interest. Checking – reported on the done work on preparation for the all-Russian day of knowledge, checked, having shaken off some awkwardness that didn't get to a track of national movement for a General holiday, continued to do everything as did before control check and during it. For unscrupulous and irresponsible manufacturers, regardless of what they produce – boots or missiles, the main thing is the triumph of bureaucracy, with which they will always find enough in common not to interfere with each other to live by known concepts.

The transition to self-regulation of technical characteristics is really possible within the boundaries of objective quality parameters only in the presence of two conditions:

- development of modern production technologies;
- the developed high professional culture, the system-forming factor of which is the personal form of responsibility.

Of course, non-state control over production, a kind of people's control, should be added to the basic conditions. The onf may be the center of such popular supervision, but there is a danger of its party registration. The real power of the onf lies in the status of an organization independent of inter-party relations, directly subordinate to the President. Top management, unfortunately, has gained experience in taming those who show independence, although in Russia, as in most Russian regional formations, there are all necessary conditions for the development of production in the national interest. If somewhere something is not enough, it does not serve as a basis for recession and recession.

In the mid-2010s, the country found itself in an economic situation similar to the late 1920s – early 1930s. Then the question arose: to be or not to be a new social order, the desired people (for the "chosen" always adapt to any situation). The answer was not hidden in the labyrinth, and L. M. Kaganovich did not need Ariadne's thread to get to the secret source in search of a solution to the problem. He needed the chief's blessing. And Stalin agreed that "personnel decide everything." From ourselves we will specify – "professionally prepared and politically responsible for result". The explanation is important, because democratic transformations in Russia miraculously removed the first professional responsibility for obvious defects in politics.

Policy has always been understood by everyone as an activity in the interests of the state. Political responsibility in a democratic society is the ultimate expression of professionalism. The failure to deliver on political promises and declarations is either a failure to engage in politics or to use political governance in private interests. 85 years ago the obvious for consciousness and was deceptive on practice. In vain, speaking of cruelty IV. Stalin, forget that every miscalculation in politics affects the situation of the people, not politicians, managers, consultants, advisers.

In the interests of restructuring the economy to increase the share of added capital in commodity production – in fact, modern industrialization - it is necessary to begin not with economic and not with scientific and technical actions – with a political Renaissance. Of course, modern times require different tools than those of the second half of the

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1930s, but the essence must be invariant. Political efficiency is the highest criterion of professionalism. To interpret this conclusion is better from the opposite. The actual reality didn't reach the declared changes – resignation of managers with the subsequent public characteristic depending on specific conditions and the sizes of discrepancy.

In Soviet times, was distributed to party slang "to put in a responsible position"! No one really knew what to do and how to do it, but everyone knew if you do not perform, it will be bad. For some reason, our responsibility was shifted to the market. Responsibility for the implementation of specific political directions, losing a personalized look, ceases to be a responsibility. The Duma is not responsible for anything. The government is responsible to the President and the Duma. The President is solely responsible to the people. Hence only worthy of a rating of national survey. Undoubtedly, the President was helped By his Patriotic policy – consistent, active. But, it seems that the main factor, though not obvious, the popularity of the President, unlike all those in power, is his practical capacity, motivated by high political responsibility.

Unfortunately, while the knots tied by economic incapacity and impunity will be untied by the President, and those responsible for solving the problems facing society will continue to openly delay time, hiding behind the uncertainty of the interpretation of modernization, our General task "to get off the dependence on raw materials" – 55% of tax revenues, will not be solved.

Personification of responsibility does not mean finding someone who is responsible for everything. Personification implies delegation of responsibility for obtaining the desired result. Here it is essential to realize that "team" is not a company of like-minded people, colleagues, partners; "team" is a chain of responsible, due to the specifics of the object and the problems of its modernization. Responsibility for the result should not be smeared in the bowels of the team. Responsibility even for the team result always has a personal expression, which our high managers do not want to recognize. It is this desire – to "push" everything on the specifics of the control object, the unpredictability of demand, the volatility of the currency, the incomprehensibility of changes in tariffs, etc., that can explain the pressure "from above", with which we are proved that management is a professional direction, not an add-on the subject originality and systemic position of a certain production.

A curious fact, however, not from the history of "light" industry. D. Mendeleev in the early XX century was instructed by the Government to deal with the secret of modernization of gunpowder in Germany. Without direct access to German

technology, the chemist requested monitoring of the movement of freight trains in those places where gunpowder is produced with tracking of the beginning and end of routes. On the basis of the information he deciphered the German recipe and developed recommendations for the Russian Government. If he had been a pure economist, a modern top Manager, the result would have been completely different. It would become entangled in the statistical and financial calculations of expenditure-income, moving away from the political, scientific and technical components. The most serious methodological mistake is to reduce economic policy to economic analysis.

Economic science emerged and developed in the context of politics as political economy. Today, economists in politics are guided not by political economy, but by Economics in politics. Instead of investing in the development of production, they hide money in foreign banks, reduce funding for education and self-education, increase the number of the poor, do not index pensions, refuse to help farmers, etc. the "Manila" nineties replaced the "buns" of the tenth.

The main and invariant superiority of Russia lies in the geographical position, combined with the absence of the danger of overpopulation of our space due to natural growth. We have a natural and solid margin of safety for centuries. Instead of pressing the past for irrationality in politics and Economics, we should pay tribute to our ancestors who managed to gather Russia and the peoples around Russia. What worries me is not so much the decline in production, the squandering of what has historically manifested its national specifics, folk traditions, as the possibility of losing the labor talent of the peoples of Russia, the systemic inefficiency of economic policy.

Progress does not happen without retreats, slowdowns, recessions. The policy is designed to help overcome obstacles to development through active, targeted actions. Politicians should stay ahead of the economic movement and guide it, stimulate domestic economic factors with political levers, and clear economic paths to efficient production. Instead, politicians continue to tie development plans to the price of oil, the ruble size of the European and American currencies, citing integration trends in the world and globalization.

The integration of transnational relations is an objective reality, but for all its objectivity, it does not deny the specifics of national economic advancement. Moreover, integration is objectively designed to promote national development. Why can't we do it the way it's supposed to be? This question arises from a logical comparison of the policy in the field of strengthening the defense capability, the restoration of the international authority of the country in the most difficult circumstances of the formation of a new

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world architectonics with the fact that from year to year the Russians are watching and fully feel themselves in the rest of the economy – The second "presses on the gas and brakes" at the same time.

The protracted recession in the Russian economy has: two ways of explaining. The first – the people have lost the ability to work well, wasted "human capital", the second – the managers are helpless. The media claim that politicians know their business, keep events under control, take the necessary measures and promise changes for the better in the near future. Therefore, the reason is the poor performance of the performers and the unfavorable global situation.

How naive do you have to be to plan economic policy, based on sincerity, selflessness, sympathy of competitors? The Russian President has long said that our Western partners do not want to strengthen Russia, they need an obedient Russia, such as the Baltic republics, formerly part of the USSR. I do not want to grieve politicians responsible for the economy, but, following Aristotle, forced to state: "Friends in the East, too, on his mind" – in the sense of "Plato is my friend, but the truth is more expensive." They will help us as they benefit from such assistance.

It is time to understand that all economic and political unions in the modern world are an attempt to achieve national gains in the environment of transnational relations, i.e. partners can be counted on as long as they benefit from this cooperation. The conclusion is that it is necessary to face your own economy. Only in this way, albeit with great stress, will be able to solve their problems. For example, there are no objective reasons that would justify the decline in production in light industry for a quarter of a century.

Light industry, closely related to agriculture, is really dependent on the work of the latter. Only such interaction should be approached historically specifically, based on scientific and dialectical analysis. There are old meteorological accounts showing that out of 10 calendar years in Russia 5 are unfavorable for the development of agricultural production (2+3 and 3+2). The definition of the five-year plan as a planning measure was based on this pattern.

The problems of agriculture and light industry are not in their specifics, they have always been political. In the US, Europe, farmers have a lot of our problems. The difference is that there the farmer is a national problem among the most important, basic. Its consideration is relevant to the existence of politicians. On how a policy contributes to the resolution of the estimated public policy. A farmer and a politician are bound by economic policy. They balance on one tight economic tension "rope" of viability.

There is nothing similar in Russia. Let us recall the history of the last Ministers of agriculture. In the USSR there was a Ministry of light industry, which emphasized the importance of the industry. What prevents in terms of import substitution and declarations of importance to develop their own production to restore equality in industrial management. "Calico land" without the light industry is still that the native nature without the birch trees or lyrical poetry without creativity Esenin.

Reformers of the 1990s, the fate of the Fatherland and the domestic industrial identity least worried. They built their business on the ease of maximum profit and placed the walrus away from the land of their ancestors. Light industry has traditionally been a difficult problem for management. Managers need to be, above all, patriots, otherwise the industry is not easy to raise. It is also necessary to understand the national importance of "long money". The compensation for the difficulties would be the sustainability of demand.

What is the essence of policy inefficiency in the economy of the end of the past and the beginning of the new century? This is question No. 1, and it is not so much about who is to blame. We are interested in the essence of the political paradigm developed by those who were "at the helm". Question №2 – what should be changed and how, apparently, it is necessary to do to raise the national industry, the production of clothing, footwear, leather goods, textiles, accessories, not least?

The answer to question 1 is simple – no one was going to develop a paradigm of economic policy aimed at radical transformation of the basis. The way of reforming (not without the help from outside) decided to choose from ready samples. The model was proposed to take the Swedish experience, the Polish "shock therapy", the reforms in Portugal and Argentina. Such innovators, brave scientists, wise organizers as Gaidar, Chubais, Koch, Burbulis did not come up with the idea, which usually starts a responsible owner - what I have to copy something.

Politics is not done according to the state of the senses. Like it or not - the level of everyday perception of the world. With this approach, it is harmful to be in the "political kitchen". Economic policies do not qualify as "good" or "bad", "effective" or "ineffective". It has the right to be called either "useful" or "harmful". The price of such a policy is too high, and the responsibility is not limited to the professional form. Politics is politics. It is antipolitical and unprofessional to make politics a source of one's own income.

Whatever the economic situation, it is extremely dangerous to absolutize the importance of economic criteria, to endow them with the property of

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universality. Engels strongly opposed attempts to reduce Marx's doctrine of social development to "economic materialism", "economic determinism". The economic basis is the basis of social organization, but not the system-forming factor of its improvement.

Society – a system of human relations, carried out in the dynamics of economic activity. Activity is a means of social life of people. Activities that necessitate different kinds of relationships – a way of manifestation and development of man. Relations are designed to ensure such human development. About the fact that the form of ownership should be changed, at the end of the XX century did not say only dumb, but that the relations born by the form of ownership, pull the distribution of the produced product, or its monetary equivalent, that the exchange can not be completely trusted to the market, control functions should be maintained for the state, rebuilt democratically, that in a perverse bureaucratic form the state remains a generator of corruption, tried to keep silent, understanding the delicacy of property reform.

The majority of the population does not have relevance in who the owner is, not everyone wants to try on the functions of the owner – to spin, spin, fight, risk. Distribution, on the contrary, concerns everyone, both poor and non-poor.

The most difficult component of economic reforms is to achieve satisfaction in society with the distribution of the national product. The health of society depends on this satisfaction, not on the form of ownership. And we have come to an important conclusion – the quality of reforms is evaluated not by the changes themselves, but by the ability to give social life the features of stability.

Integration, globalization is not a panacea for development. They do not cancel the competition, which are not the only winners. More losers. Hence the relevance of the old truth, the meaning of which became clear in dialectics. Movement in any conditions becomes self-movement. The Chinese rationally closed themselves and won. The victory ensured them: Eastern caution and skepticism about the merger. They realized before us that integration and globalization are types of "pyramids" and conditionally useful for national development. From the outside it might seem that the Chinese reformers abandoned the mentality of the curse: "to live you in time of change." From the inside, everything looked traditional – politicians did not betray a sharp movement of the national scale, hurried, but with constant binding of actions to the state economic order, reforms in the economy subordinated to traditional political dominants, did not repent and did not try to please. No one thought seriously about any economic shocks. Finance as a circulatory system of the economic organism was taken into the "state

gloves", introduced tightening for economic and corruption crimes, equating many of them to dangerous actions against the state, did not invent new parties – updated the existing, as before, special attention was paid to personnel policy. The Chinese took into account the Soviet party experience of "growing" personnel, which was based on the principle of progressive promotion depending on business efficiency and lifestyle.

In seventy years of Soviet history there were isolated cases when random people were in the management of the economy. They could be just by chance, confirming their exclusivity, the capacity of the political personnel paradigm. Taking into account the economic disadvantages of excessive centralization in the management of the national economy, we can afford the following thesis – the socialist economy of the Soviet type was not rationally built, but it contained a significant reserve that enabled the new revolutionaries not to repeat the old Bolshevik techniques – to help one and Rob others.

The Bolsheviks in the image of revolutionaries look at all odious policy of nationalization of property in a more favorable light in comparison with those who in the 1990s squandered the national treasure and very reluctantly changes their interest in what is happening today. The result of the revolution of 1917 was the industrialization and rise of light industry, folk crafts, the result of the counter-revolution – 25-year depression of the economy, the struggle for the existence of textile, footwear, clothing production, the decline in the organization of training of qualified personnel across the spectrum – from workers to engineering. In such circumstances, it is time to abandon the abstract political ideals of the dem reformers and closely develop a "road map" of the revival of the light industry in the hope that the crisis emphasizes the relevance of the rationality of "brainstorming" in contrast to the "economic schools" in the trend. What is this "map" is based on the historical experience of the XX century, when all the major events occurred.

1. The priority should be sustainable interests of national promotion. I would very much like to say about development, but it is not available on a national scale now. You need to "lick your wounds." Today, the most economically optimistic assessment is within the framework of achieving stability of economic indicators stabilization. Doctors in such a situation are encouraging: the condition is "stable severe". Unfortunately, the economy cannot be put into an "artificial coma" that helps to overcome the crisis at the expense of more economical expenditure of vital forces. We are interested in the first point of the road map. Doctors strive to mobilize the vital potential of the body, to help reveal the reserve of the will to live. Our economy is able to fight for survival, it has a lot

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of smart, knowledgeable, dedicated patriots, however, with each lost year their number decreases. According to the doctor of Economics, Professor of the HIGHER school of Economics V. Inozemtsev – one of the permanent authors of the AIF, about 400 thousand people leave the country every year. Naturally, not all for permanent residence, someone to work under the contract, in search of temporary work. First of all, you need to help energetic people, to light the green light at the end of the tunnel. To rely on officials developed over a quarter-century type, who are confident that hanging over them was not the sword of justice, and a safe Deposit box of a senior bureaucrat to receive remuneration, do not have. Possible option – onf. The Russian President regularly communicates with its interested activists. Communication is productive.

Academician A. G. Aganbegyan testified that the year of economic recession due to poor management requires much more time to restore the economy. Act on the starting segment should be so that enough strength to finish and would remain for the next stage. We should not hope for great achievements. Wonderful transformations can be expected in private enterprise. There is a chance here. In the General process, the role of the case is insignificant. To refuse to believe in luck, however, is unwise. There is opinion, that "bad luck" those who bad luck. Successful alignment may induce through professional activity, character, faith in a successful outcome, and even in the highest justice. Faith, which accompanies the mind, has not prevented anyone from striving to do a good deed.

All inter-state unions must be considered solely in the national interest, otherwise you will lose. An economic agreement is an international condition, which is really to try to use for its own promotion, both at the level of the company and the industry. However, it should be understood that if you fail to benefit from the terms of the contract you, it will get your competitors, who turned out to be more savvy. A compromise option is not excluded, when the profit is mutual and temporarily divided in proportion to the participation. The main thing to know – the agreement in any form of competitors leaves competitors, it gives competition a civilized look, limiting arbitrary actions. For the leaders of China says production. In 2014, the Chinese sewed 14 billion pairs of shoes – 2 pairs for each inhabitant of the Earth. Chinese leaders, therefore, at meetings, at the signing of the protocols I know the type. Our harder – in the absence of similar figures are waiting for assurances of friendship and mutual assistance. Good, good-neighbourly, mutually beneficial relations are the only real reality of the progressive movement. Everything else is virtual reality.

2. The stake on the full support of light industry, as well as most areas of investment of public funds

(financial, legal, political, humanitarian), contains risk, but within acceptable values. History has tested Russia as an independent state, and as part of the USSR on the ability to create a variety of high-quality products of national demand in sufficient quantities. Strengths of domestic light industry products: material quality, hygiene, compliance with national ergonomic and climatic conditions, a variety of range. In the 1980s, with the development of cooperation, there were positive changes in the design attitude. Clothing and footwear, since the 1930s, became available to all groups of the population.

In Russia, you can produce almost all kinds of materials needed for the light industry. Production of certain types of raw materials is limited in volume, which in principle is regulated by scientific and technological progress. The development of science and technology supplemented natural materials with artificial, synthetic ones. In the country there were scientific schools within agricultural production and light industry, the system of specialized vocational education was created. Personnel were trained in schools, technical schools, universities, some educational institutions disappeared in the course of democratic reforms, but the experience of training remained. He's not difficult to resuscitate. Preserved industrial centers, enterprises. Just in those places where the percentage of unemployed is high. The revival of light industry enterprises will lead to the activation of the socio-cultural environment, regional traditions, faith in the future of the population. People's social optimism will return.

In favor of purposefulness to develop the production of goods necessary to meet the physiological needs of man, are the size of the consumer market. They guarantee the stability of the production load orders for the relevant products.

3. The creative potential of specialists is still high. He's quite competitive. Domestic artists, designers, engineers, organizers have a high international rating. Often they are more and better known abroad than in their home country. Like all creative people, they seek to diversify the development of production, taking into account the specifics of the market, aware of the importance of monitoring the interest and opportunities of the mass consumer. We have moved away from state regulation of quantity, quality, price of manufactured products, which was quickly used by people random for the industry. Those who, having privatized enterprises, understood this as a way to improve personal income and sought to squeeze out the maximum margin, are guilty of the collapse of the industry no less than their "senior" partners, who determined the fate of the economy created by the people with the help of incompetent reforms. Oligarchs and oligarchic capitalism are also a historically developing

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phenomenon. It is a mistake to reject the socially positive meaning of their existence. It is one thing for oligarchs-financiers, oligarchs-media moguls, who made fortunes on speculation, mediation, wild production of carbon raw materials, another – those who developed real production with a significant share of added value, i.e. thought about the future.

After the Gaidar economic forum and the Congress of Industrialists (2016), the oligarch O. Deripaska spoke very politically Mature: "2016 is the last year when the state will be able to use the reserves to help production, from next year we must begin to help the state." There is confidence that the opinion of one of the most active and experienced domestic oligarchs is not his exclusive view on the interaction of the state and economic entities.

Escape from Russia in the future – the lot of those who are opposed to Russia, hiding in the "white furry fur" abstract democratic idea of world unity, along with his greed. In the West, they are not needed, their finances are in demand there – not as impressive by Western standards as in the plundered Fatherland, and anti-Putin views.

The history of Russia is rich in examples of smart, Patriotic economic policy, namely large owners who were ahead of the actions of public administration bodies, endowed with professional political responsibility for the development of production. It seems that those who are directly responsible for financial and production policy, having studied the historical experience, are waiting for the production itself to put forward "locomotives" to promote the existing composition. D. Gref, who came out of the named sector of the government to the heads of Sberbank, openly said at the said "Gaidar Forum" about the need for an active government policy to plan to overcome the crisis in the economy, investment of Finance in real production, control over the use of state loans by banks. Frightened by the "wrong" – not a cyclical crisis, banks do not want to risk even "short" loans in the interests of production. They "protect" speculators in the market and became ordinary speculators, blowing in the financial turnover of state loans, leaving manufacturing enterprises without credit, or prescribing lethal rules of calculation.

Light industry enterprises in this situation is somewhat easier to act. First, the replacement of equipment is not so costly. For example, it costs \$ 5 million to equip a physical laboratory with basic modern equipment. Secondly, you can do "short" money, which joins the interests of the financier and the manufacturer. But at the same time, light industry enterprises are more dependent on the rapidly changing market conditions, therefore, it is necessary to be able to spin quickly, to be able to use centrifugal forces – to diversify production. "Diversification" is a

multidisciplinary word. In dictionaries emit 4-5 meanings. In the context of our study, three are relevant: "Diversification of production" as the spread of economic activity in new areas, the branching of production, the expansion of the range of products; type of marketing strategy, providing for the expansion of products, the production of which is not associated with the main direction of production activities of the enterprise and credit diversification – the distribution of investments.

Diversification currently "works" in the mode of "most favored nation", of course, with a creative approach, balanced risks and skillfully built monitoring. We mean the beginning of the transition in the development of mass production from the first type to the second – "lean production", which can be translated as "sparing" or "prudent production".

This type of production fundamentally changes the very purpose of the production process. At the same time, the traditional task of manufacturing a large number of similar products that meet the requirements of regulatory documents, from which the consumer must choose the most suitable for him, is replaced by the task of manufacturing exactly such a product, which is necessary for this consumer and in the required volume and at a certain time

A new type of organization of mass production shifts the study of planning optimization to the study of the originality of market demand as a total expression of individually different wishes. The market is personified depending on a large number of indicators involved, which requires increased diversification of production. The nature of the market is changing, and entrepreneurs are obliged to respond to this transformation adequately and quickly.

To change the paradigm that integrates the policy of organization and management of production, its restructuring is not enough, but a serious modification in the planning of enterprises has long been necessary. And it began, maybe still in the minds of producers and owners, but this is a natural introduction to practice. The study of the mosaic of market demand complicated the search for new markets. The desire to capture the market in 2016 is unreasonable, as well as the dream to overtake China, and we can catch up only in a dream. Fortunately, you can surpass in different ways. The most primitive option is to do something more, more promising – to get ahead, to squeeze into the structure of the market, where its density is not so great. The General Director of the Novosibirsk company "clothes Factory" N. Treshev sure to really squeeze into the ranks of the production of "high quality sewn" from a fairly expensive fabrics, interesting design. In the 1990s, Russia was flooded with "Bush legs", and nothing seemed to be able to displace them from the market. At the present time they are not even remembered.

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Our poultry industry won. Why should we be afraid of Chinese consumer goods intervention? We need protectionist measures within the WTO, the SCO, but in principle they are not the essence of the matter. Movement is productive due to its independence from external factors. Sustainable development is a consequence of self-movement. If cash conditions do not contribute to the development, it is necessary to look for reserves in the process, "removing" the negative effect of external circumstances.

The state is obliged to make a turning point in the fall of the prestige of professions related to the light industry, to create attraction for those who decided to devote themselves to this interesting business. Owners are looking for reserves to raise wages. It is on the VAT in 2018 did not exceed 16 thousand rubles, which is half the salary of the average for the region. The Director of the group of Shoe companies A. Titov sees the output in the transition of production to automated systems. Last year, the companies spent 350 million rubles on the purchase of Italian and Taiwanese equipment. the Forecast of development of production of A. Titov connects with increase of production of footwear of a mid-price segment that allowed to attract qualified specialists, to carry out retraining of a personnel backbone and to increase a salary on average to 35 thousand rubles. In favor of the forecast, A. Titov also works to reduce the presence of Turkish products in the domestic market.

We must also take into account the fact that China's economic growth will inevitably lead to an increase in wage costs. This will emphasize the relevance of logistics calculations. As a result, the Chinese will lose their economic attractiveness, and it will be possible to compete with them in the segment that interested A. Titov. Russian Industrialists have such a trump card as their raw materials of natural origin. We hope that the promised investments in agricultural production will reach farms and fields.

The market for the light industry is growing due to social and cultural progress, in particular, due to the development of professional sports, increasing the demand for those who choose sports as a way to a healthy lifestyle. At the end of 2015, the newspaper "Sportexpress" published an interview with the Chairman of the Russian Outdoor Group A. Grebtsov. "The outdoor market is served by mountaineering, tourism, extreme sports, special forces, rescue units, polar services and troops. These are areas that require heavy-duty, frost-resistant, waterproof equipment that meets the latest international standards of safety and comfort." A. Grebtsov reported interesting details, in particular, he compared the technological base of production of quality products in Russia, Europe and Asia. We are "somewhat behind", in his estimation, from the Asian potential, but with Europe "we Can definitely compete... in Russia there are about 30 (!)

companies that know how to sew well." After the introduction of the import ban for the state order and the state defense order, the share of materials from the member States of the Customs Union supplied to the law enforcement agencies of the country increased from 50% in 2018 to 83% in 2018. In 2018, the trend of increasing the percentage of materials produced on the territory of CPAS used for the production of clothing and equipment should be of the order of 85-90%. The reversal of the state order in the direction of the domestic production opportunities for allied chemical industry (raw material for yarns, fabrics, membranes, insulation). Grow the production of fabrics, tailoring, that will pull the design of the equipment. D. Manturov believes that it is important to consolidate the achieved results:

- □ make clear to large retail chains the importance of the acquisition and placement of products in Russia, of course, given they are of good quality;
- □ to place the first orders for the production of those "who already stood on his feet and knows how to sew". They proved their worth;
- □ assist companies with obtaining European certification of materials, otherwise foreign firms will not be interested in them, and the goods produced here will not get to the West;
- □ actively support companies with collective stands at international exhibitions;
- □ provide subsidies to such enterprises for loans for the purchase of raw materials. The share of these loans in total lending should be between 50 and 85%;
- □ exempt modern imported equipment from import duties and VAT. Machines used in sewing shops, 90% imported;
- □ introduction of subsidized leasing.

As you can see, D. Manturov's program systematizes the main and primary steps in the direction of the light industry to regain its former importance. But Heraclitus was right in saying that one cannot enter the same river twice. The rise of the light industry should be carried out on a new technological, economic and legal basis.

4. The reforms of the 1990s opened the floodgates for a flood of Chinese goods. The purchasing power somehow reached its price. Shuttles trampled on the border with the Eastern neighbor whole avenues, and in fact with them and thanks to them formed a cultural perception of the goods. First bought from despair, then, because cheap. And instilled a primitive taste, bordering on bad taste. In modern times, it is necessary to work thoroughly on the culture of consumer demand – to educate the buyer. We have repeatedly stressed in our publications that the understanding of the quality of natural and artificial phenomena is not identical. Consumer goods

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are produced by man and for man. It alienates the human essence, including the socio-cultural status of the individual. Consequently, the understanding of quality should include the subjective perception of the properties of the goods through feelings and reflection. Perception of quality should not be allowed to "drift", to give sensual elements or simplistic thinking. It is important to learn not only the art of modern design, to sew shoes, clothes, it is necessary to help the consumer to understand all this, to direct his aesthetic and hygienic ideas, to make him empathize, to feel satisfaction from the purchased goods.

Conclusion

The wise Buddha laid down four key steps in the eightfold path: correct understanding; making the right decision; finding the right words and, finally, the

right actions aimed at implementing the right decisions. The fate of the light industry now depends on what will be this last step. Its execution is a function of the Government. The political paradigm is very simple – we should not compete with anyone in the struggle for the world market, especially with the Chinese. The Chinese rightfully want to put on and dress the whole world. One fifth of the world's population lives in China. Our task is quite different. We need to make sure the Chinese don't put on shoes or dress us. Translate consumer demand on the domestic production, to sell the goods produced in the country. The task is quite within our power, as the manufacturers say. And the Government needs to do its direct work consistently and in a timely manner, and not deceive the public in the light industry, as happened with the sewing of school clothes.

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DESCRIBING LOGGING POLICY FOR IT COMPANY TO IMPROVE SYSTEM MAINTENANCE FOR COMPUTER PROGRAMMERS AND SYSTEM ADMINISTRATORS

Abstract: The article describes a logging policy for an IT company to improve the quality of application monitoring for developers and system administrators. It also describes the recommended improvements for the logging open source library to integrate it into the new logging policy.

Key words: logging, Kotlin, monitoring, quality of system maintenance.

Language: English

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Introduction

Every day new products are born and requirements for IT products will certainly grow due to the growth of the market. So, computer programmers and system administrators have to monitor the system in real-time by different monitoring systems like Prometheus with Grafana and common logging files, that's can be used in ELK stack (ElasticSearch + Logstash + Kibana). Thus, it's very important to think about the structure of logging: How we should write it? In which places and how often we should logging? How to write logs which will be understood by other employees, not only programmers, who wrote this piece of code? Do we need a common logging policy to our company to maintain the quality of the system at a high level and

that the logs remain homogeneous in the entire application?

Modern realities force companies to develop their logging policies, that extends to the entire product and to each developer. So, this article offers a logging policy (that was introduced in one FinTech company) for IT company and modifications for logging library (Slf4j with Log4j) to integrate it into the mentioned earlier logging policy. [1, 2]

Describing API of the improved logging system

We assume the library has a LogTag class which is responsible for a separate tag (EXCEPTION, START, FINISH ...) and related information - a serial number and a description. The LogTags class wraps

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the LogTag and stores all the listed tags (LogTag) for a particular entry. LogTags operates with methods to add new tags, remove tags from the set, intersect tags and provide tags toString() representation as an ordered and formatted string.

The LogTiming class proposed to be responsible for storing the operation duration time in milliseconds inside a variable type of Long. This class not only stores the duration of the operation but also provides a method for forming a textual representation of the current object.

The LogTuple class is a common tuple which stores a single key and its associated value. The LogTuples class is a wrapper for LogTuple, that is, it stores a set of tuples. The methods of the LogTuples class allow you to operate on tuples — add a new tuple, form a set of tuples from the Mapped Diagnostic Context — provide a textual representation of a set of tuples for a logging entry. [3]

The LogMessage class is a representation of the complete log entry, which contains LogTiming,

LogTags, LogTuples, the cause exception and, accordingly, the text message itself with the necessary parameters. It is this class that forms the complete line for passing it to Log4j for further processing.

The Log class is the util class for quickly creating a LogMessage object with a single tag value, timing, tuple, exception, or message.

In the new logging policy, all logging operations are performed through the logger package ru.payment.system.logging.base. It applies the delegation pattern to the standard log4j logger, but takes as its parameters a new object of the LogMessage class, described earlier. [4]

Describing the logging policy key feature

The first feature requires logging all exit points from the method with messages, that describes a business task that was completed before method completion (see Figure 1).

```
fun createCustomer(customer: CustomerDto): Long {
    val params = MapSqlParameterSource()
        .addValue( paramName: "phone", customer.phone, Types.VARCHAR)
        .addValue( paramName: "data", mapper.writeValueAsString(customer), Types.OTHER)
    return dbTemplate.queryForObject(createAccountQuery, Long::class.java)!!.apply { this: Long
        logger.info(Log.message( text: "Successfully created new customer").tuple("id", this))
    }
}
```

Figure 1 - first feature of logging policy

The second feature requires logging all GET HTTP requests with logging all URL parameters in the first line of the controller method, that receives a

request. It information needs to state a fact of receiving an incoming request with correct parameters (see Figure 2).

```
@GetMapping( ...value: "/get_user_accounts_by_phone")
fun getUserAccountsByPhone(@Size(min = 11, max = 16) @RequestParam phone: String): ResponseEntity<List<AccountDto>> {
    logger.info(Log
        .message( text: "Receive GET request to extract accounts by phone")
        .tuple("phone", phone)
    )
    return ResponseEntity.ok(accountRepository.getUserAccountsByPhone(phone)).apply { this: ResponseEntity<List<AccountDto>>
        logger.info(Log
            .message("Successfully extract user accounts by phone")
            .tuple("phone", phone)
            .tuple("accounts", this)
        )
    }
}
```

Figure 2 - second feature of logging policy

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The third feature requires logging full POST HTTP request encoded body if that request is responsible for creating a new entity in the system. So

in log files developers and system administrators will be able to monitor of creating new entities with predefined fields (properties) (see Figure 3) [5].

```
@PostMapping( ...value: "/create_account")
fun createNewAccount(@Valid @RequestBody account: AccountDto): ResponseEntity<Long> {
    logger.info(Log.message( text: "Receive POST request to create new account")
        .tuple("newAccount", account)
        .tag(LogTag.RX))
    return ResponseEntity.ok(accountRepository.createNewAccount(account)).apply { this: ResponseEntity<Long> }
    logger.info(Log.message( text: "Account successfully created").tuple("id", this))
}
}
```

Figure 3 - third feature of logging policy

The four feature requires logging full POST HTTP request encoded body with existing entity fields (what was and what will be), if that request is

responsible for updating exists entity in the application (see Figure 4).

```
@PostMapping( ...value: "/freeze_account")
fun setFreezeAccount(@PositiveOrZero @RequestParam accountId: Long): ResponseEntity<Boolean> {
    logger.info(Log.message( text: "Receive POST request to freeze account").tuple("accountId", accountId))
    logger.info(Log.message( text: "Old freeze value of account")
        .tuple("accountId", accountId)
        .tuple("oldFreeze", accountRepository.getUserAccountById(accountId)?.isFrozen!))
    return ResponseEntity.ok(accountRepository.freezeAccount(accountId)).apply { this: ResponseEntity<Boolean> }
    logger.info(Log.message( text: "Successfully freeze account").tuple("accountId", accountId))
}
}
```

Figure 4 - four feature of logging policy

The fifth feature requires logging all outgoing requests with tag - TX, so it will speed up the search by tag if computer programmers or system administrator want to see outgoing requests in detail.

In demo payment service there is no outgoing requests.

The six feature requires logging all incoming requests with tag - Rx, with the same meaning as in fifth feature description (see Figure 5).

```
@GetMapping( ...value: "/get_user_accounts_by_phone")
fun getUserAccountsByPhone(@Size(min = 11, max = 16) @RequestParam phone: String): ResponseEntity<List<AccountDto>> {
    logger.info(Log
        .message( text: "Receive GET request to extract accounts by phone")
        .tuple("phone", phone)
        .tag(LogTag.RX))
    return ResponseEntity.ok(accountRepository.getUserAccountsByPhone(phone)).apply { this: ResponseEntity<List<AccountDto>> }
    logger.info(Log
        .message( text: "Successfully extract user accounts by phone")
        .tuple("phone", phone)
        .tuple("accounts", this))
}
}
```

Figure 5 - six feature of logging policy

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The seventh feature requires logging all exception cases with tag - EXCEPTION to monitor extraordinary cases by special useful tag. This tag very

important for system administrators while the deploying microservice on production to decide if need rollback for this release (see Figure 6).

```
fun getUserAccountById(id: Long): AccountDto? {
    val params = MapSqlParameterSource()
        .addValue( paramName: "account_id", id, Types.INTEGER)
    return try {
        dbTemplate.queryForObject(getAccountByAccountIdQuery, params, mapper)
    } catch (ex: DataAccessException) {
        logger.info(Log
            .message( text: "Cannot extract user account")
            .tuple("id", id)
            .cause(ex)
            .tag(LogTag.EXCEPTION)
        )
        null
    }
}
```

Figure 6 - seventh feature of logging policy

Advantages of the new approach

With the introduction of the logger and the new policy into operation, the following advantages can be distinguished compared to the usual logger Slf4j and informal logging:

- 1) there is a convenient opportunity to quickly search for tags using Linux utilities grep and less; [6]
- 2) there is an understandable plan for logging and clear requirements for log entries, so the trace becomes homogeneous and structured;
- 3) the obligatory condition of additional parsing of log entries in CSV format (using the strategy developed when modifying the logger) allows you to build analytical repositories that can easily parse and use incoming format (CSV); [7]
- 4) system behavior has become easier and more convenient to monitor - each team member knows which log file to look at and what information can be obtained from it;
- 5) due to a clear plan and requirements for logs, unnecessary (unnecessary, irrelevant) logs became less. Thus, disk space is spent more efficiently;
- 6) due to the clear structure of the logs and the CSV format, the possibility of abandoning monitoring systems, such as Prometheus and Grafana, has appeared. Logs can be parsed in real time and display graphics on the screen; [8, 9]
- 7) It has become easier for system administrators to maintain working components — the fact of an error is important for them, and not the stack trace (which usually has large sizes and does not fit in one terminal session), which carries an informative load only for developers;

Disadvantages of the new approach

When introducing a new logging policy and a modified logger, several weaknesses were also identified:

- 1) a new dependency must be added to the project with a modified logger;
- 2) the need to bring a new logging API for each developer in the team;
- 3) teams need a tougher and more attentive review code to keep the logging system in a homogeneous state;
- 4) The “old” Slf4j API is still available for developers and they can use it by mistake;

All these drawbacks lose their significance against the background of the advantages that we get for monitoring the whole application (microservice) within a large team of developers and system administrators whose work and time are expensive. [10]

Conclusion

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When introducing and operating a new logging policy and a modified library, the quality of monitoring components inside the system was significantly improved, the work of system administrators (who do not know the business code and the tasks performed inside the components as thoroughly as the developers know) was greatly facilitated. Due to a large amount of work on implementation and maintenance, first, the new approach will be extended to new components that are not yet in production, as well as to the most key places of the legacy system (which perform key tasks in the payment system). Over time, an increasing number of components and modules will apply a new approach to logging, which has proven successful for industrial development.

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SECTION 1. Theoretical studies in math.
UDC 514

METHODS OF USING THE PARABOLA QUADRATIC EQUATIONS TO SOLVE A PARAMETER

Abstract: In this article it is shown that solving the quadratic equations with parametric quadratic functions is simpler than any other method, and can easily be absorbed by the students.

Key words: Parameter, square function, root, parabola, inequality, graph, coordinate system, problem and solution.

Language: English

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Introduction

In this article, we have tried to show that the equation of square equations with parametric quadratic functions, ie parabola, is much simpler and easier to absorb from students. The relative position of the equation roots and the coordinate axis of the parabola was taken into account. By using this method, the solution to the problem is clearly defined by a drawing or graphic solution. We hope that giving this method to the general public will be a good result.

Materials and Methods

Brief Theoretical Data: Many paramagnetic equations belonging to square triangles are more convenient than solving them by other methods, depending on their position at the end of the axis. In this article, we have tried to study this subject in detail. We have looked at the method of solving such issues

depending on the intermediate point of the square function. We use x_1 and x_2 a square function

$$f(x) = ax^2 + bx + c$$

with roots, its discriminant

$$D = b^2 - 4ac$$

and parabola point. The following are some of the properties:

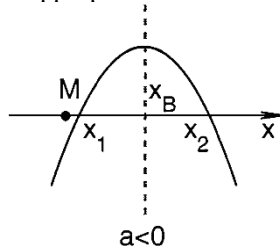
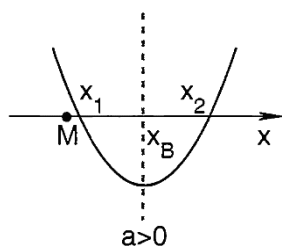
Properties-1: Both roots of the given

$$f(x) = ax^2 + bx + c$$

square function are for the case that is greater than M,

$$\begin{cases} x_1 > M \\ x_2 > M \end{cases} \Leftrightarrow \begin{cases} D \geq 0 \\ x_0 > M \\ a \cdot f(M) > 0 \end{cases}$$

relationships and the following scheme are appropriate.



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Properties-2: Both roots of a given

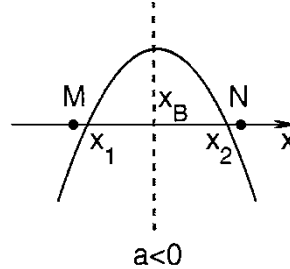
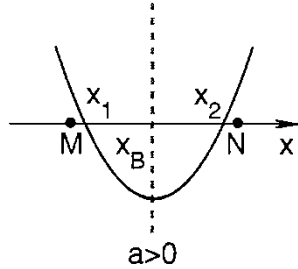
$$f(x) = ax^2 + bx + c$$

square function are also (M; N) for the position located in the interval

$$\begin{cases} D \geq 0 \\ x_0 \in (M; N) \\ a \cdot f(M) > 0 \\ a \cdot f(N) > 0 \end{cases}$$

$$x_1, x_2 \in (M; N) \Leftrightarrow$$

relationships and the following scheme are appropriate.



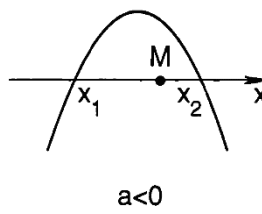
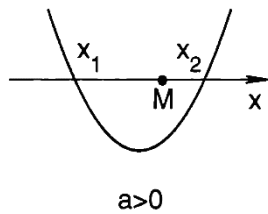
Properties-3: For a given position, M is the space between the roots of the

$$f(x) = ax^2 + bx + c$$

square function

$$x_1 < M < x_2 \Leftrightarrow a \cdot f(M) < 0$$

relationships and the following scheme are appropriate.



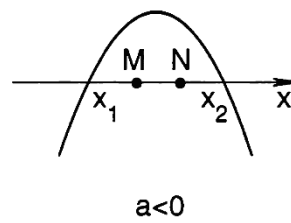
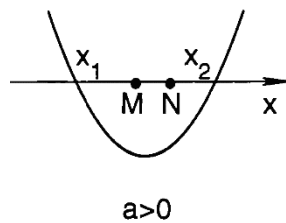
Properties-4: The given (M; N) interval is for the position located in the root of the

$$f(x) = ax^2 + bx + c$$

square function

$$x_1 < M < N < x_2 \Leftrightarrow \begin{cases} a \cdot f(M) < 0 \\ a \cdot f(N) < 0 \end{cases}$$

relationships and the following scheme are appropriate.



Properties-5: One of the roots of the given

$$f(x) = ax^2 + bx + c$$

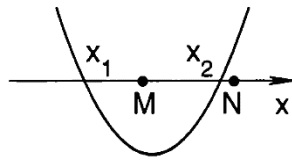
square function (M; N) separates the other roots from the interval to the left of the interval

$$x_1 < M < x_2 < N \Leftrightarrow \begin{cases} a \cdot f(M) < 0 \\ a \cdot f(N) > 0 \end{cases}$$

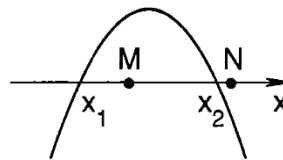
relationships and the following scheme are appropriate.

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$a > 0$

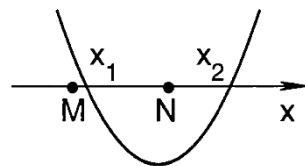


$a < 0$

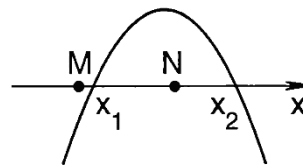
Properties-6: One of the roots of the given square function (M; N) separates the other roots from the interval to the right position

$$M < x_1 < N < x_2 \Leftrightarrow \begin{cases} a \cdot f(M) > 0 \\ a \cdot f(N) < 0 \end{cases}$$

relationships and the following scheme are appropriate.



$a > 0$



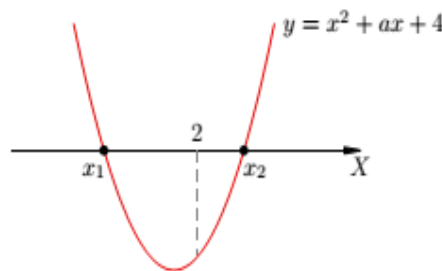
$a < 0$

Practical results

Let's take a look at some of the solutions to the problem by using the square function graph. In this case, we want to point out that solving problems is easier than any other situation.

Problem-1: What values of the parameter a are one of the roots of the $x^2 + ax + 4 = 0$ quadratic equation is smaller than 2, and the second one is greater than 2.

Solution: x_1 and x_2 the roots of given quadratic equations. Drawing on a case-law is a drawing.



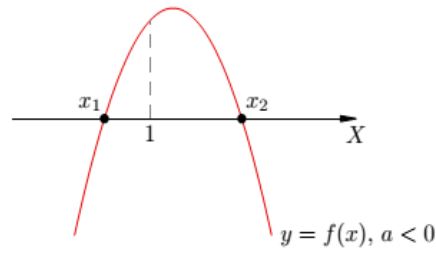
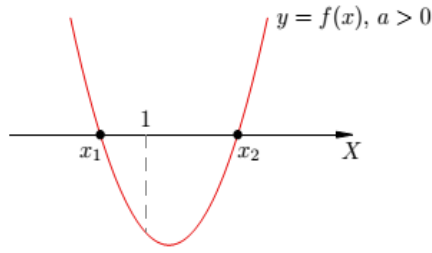
From this drawing it is clear that $f(2) < 0$. Then, $f(2) = 4 + 2a + 4 < 0$, and we get $a < -4$ result.

Problem-2: In what values of parameter a one of the $ax^2 + 2x + 2a + 1 = 0$ quadratic equation roots is smaller than 1 and the other is greater than one.

Solution: The case is over. If $a > 0$, the parabola branches are upward, $f(1) < 0$, and if $a < 0$ then $f(1) > 0$. For the two cases, draw the following graph.

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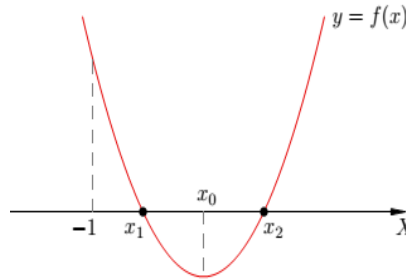
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Since the case $a > 0$ and $f(1) < 0$, and case 2 holds for $a < 0$ and $f(1) > 0$, we can write $a \cdot f(1) < 0$ a general inequality for both cases. In this case, $a(3a + 3) < 0 \Leftrightarrow -1 < a < 0$ we get the result. The answer is: $a \in (-1; 0)$.

Problem-3: The values of parameter a vary in the roots of the $x^2 + 2(a - 2)x - 4a + 5 = 0$ equation and the two values are greater than -1.

Solution: We also use the above idea. We do not calculate the roots of the equations, the condition of the case is that the equation roots are lying -1 the right axis from the right axis. Taking this into consideration, we draw the drawing on the terms of the case:



Based on the experience gained from solving the above issues, we can write the following statements:

$$\begin{cases} D > 0 \\ f(-1) > 0 \\ x_0 > -1 \end{cases} \Rightarrow \begin{cases} 4(a-2)^2 + 4(4a-5) > 0 \\ 1 - 2a + 4 - 4a + 5 > 0 \\ 2 - a > -1 \end{cases} \Rightarrow \begin{cases} a^2 - 1 > 0 \\ a < \frac{5}{3} \\ a < 3 \end{cases} \Rightarrow \begin{cases} a > 1 \text{ yoki } a < -1 \\ a < \frac{5}{3} \\ a < 3 \end{cases}$$

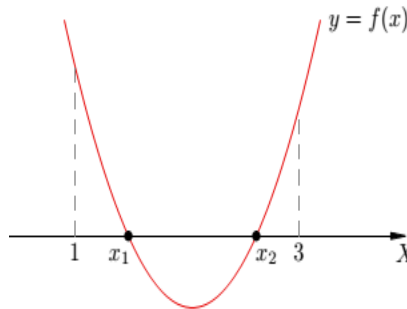
The answer is: $(-\infty; -1) \cup (1; \frac{5}{3})$.

Problem-4: What values of the parameter a lies in the roots of the $x^2 + ax + 4 = 0$ equation (1; 3)?

Solution: Give

$$f(x) = x^2 + ax + 4$$

a function. Draw a drawing on a case-law.



As shown in the drawing, the $f(x)$ square rows are between 1 and 3, in that case

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$$\begin{cases} D \geq 0 \\ f(1) > 0 \\ f(3) > 0 \\ 1 < x_0 < 3 \end{cases} \Rightarrow \begin{cases} a^2 - 16 \geq 0 \\ a + 5 > 0 \\ 3a + 13 > 0 \\ 1 < -\frac{a}{2} < 3 \end{cases} \Rightarrow \begin{cases} a \geq 4 \text{ yoki } a \leq -4 \\ a > -5 \\ a > -\frac{13}{3} \\ -6 < a < -2 \end{cases}$$

The relationship system will be appropriate.

From now on $a \in \left(-\frac{13}{3}; -4\right]$ we find that.

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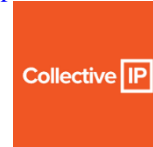
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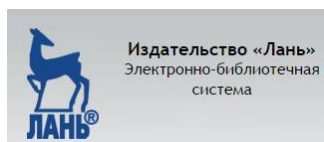
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