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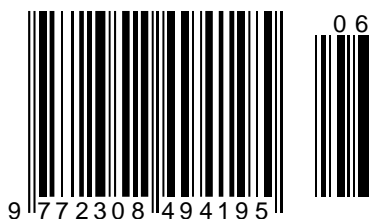
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21

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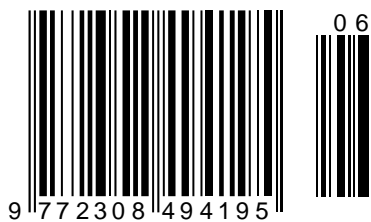
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ON THE FEASIBILITY OF THE FORMATION OF CULTURE COLLECTIVES OF ENTERPRISES FOR EFFECTIVE RESULTS MAKING DIGITAL PRODUCTION OF IMPORT-SUBSTITUTING PRODUCTS FOR CONSUMERS IN THE REGIONS OF SFD AND NCFD (message 3)

Abstract: *the authors considered that the range of products of mass demand in the USSR was not great, but the quality of consumer goods satisfied and allowed the manufacturer to solve its problems. Departure from the standards of production developed in the USSR allowed to expand significantly the range of goods, at the cost of quality loss. Increasingly, in stores and advertising there are Soviet brands that were not in the USSR them, as ordinary products. The wide use of digital production, built on the basis of physical impact on the object and requires a standardized reality of quality, will be able to bring the situation out of the impasse. History known as the history of quality management, essentially there is a history of standardization of production, concretization of quality into sample production.*

Key words: *production management, technical management, standardization, digital production, identified and production management, consumer, commodity, assortment, quality, economic development.*

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Introduction

Each company is unique in its business model, its value chain, for the consumer, its production culture, the construction of which involves the implementation of 25 steps, namely:

1. Change the old consciousness.
2. Violate the usual standards of thinking, management, organization of production.
3. To provide each employee with care, protection and opportunities for fruitful work and development.
4. Production culture is a single complex.
5. A Manager is a leader, a system designer, acting in partnership with employees.
6. Transition to system management.
7. There are goals - you need to "deploy" them.
8. It is necessary that the team worked meaningfully and with pleasure
9. A high standard of work with the consumer
10. Create an attractive production, economic and social environment
11. Infect others with your experience
12. Teach the team to think.
13. Create a structure and jobs for specific people.
14. To build a strategic dialogue.
15. Training as a form of teamwork.
16. To manage talent, it means you can manage all.
17. Give more than you need.
18. In the first place – the staff, the second – a business partner, and only then – profit.
19. To anticipate the needs of the customer.
20. Create an effective knowledge management system.
21. Be the inspirer of the business process.
22. Bring the idea to a specific result.
23. Verified gradual growth.
24. We must be open and honest with our Partners and share our experience so that we can be successful together.
25. To make the global world kinder and warmer.

Let not everything turns out at once and quickly, as we would not want it. But the main thing is to verify the path, take the first step, followed by the second, third, after which a whole chain of steps will necessarily appear, turning into a reliable road, which is called "building a culture of production at light industry enterprises".

Main part

There is no enterprise that does not have an external environment and is not in a state of constant interaction with it. Any enterprise needs regular receipt of initial products from the external environment to ensure its life. At the same time, each enterprise should give something to the external environment as compensation for its existence. As soon as the connection with the external environment is broken, the company dies. In recent years, due to the increasing complexity and competition, as well as a sharp acceleration of the processes of change in the environment, enterprises are increasingly forced to pay attention to the interaction with the environment, increasingly develop the ability to adapt to changes in the environment.

The key role in the development and implementation of the policy of interaction between the enterprise and the environment is played by management, especially its upper level. Questions of long-term strategy of interaction of the enterprise with the environment become the cornerstone of construction of all processes of management. Management no longer deals only with internal issues of the enterprise. Equally, and perhaps more, his gaze directed beyond the enterprise. Management tries to build effective interaction of the enterprise with the environment not only by influencing the processes taking place in the enterprise, but also by influencing the environment.

Strategic management, which solves these problems, comes to the fore in the complex of enterprise management processes. The external environment of the enterprise, the state of interaction with which is determined mainly by the quality of its management, can be represented in the form of two spheres.

The first sphere is the General external environment of the enterprise. This external environment reflects the state of society, its economy, the natural environment and is not directly related to a particular enterprise. The overall external environment is more or less the same for the vast majority of enterprises.

The second area is the so-called direct business environment of the enterprise. This environment is formed by such subjects of the environment, which are directly related or directly affect the activities of this particular enterprise. It is important to emphasize that the company, in turn, can directly affect them.

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The overall external environment is influenced by political, legal, socio-cultural, economic, technological, national and international processes, as well as environmental management processes.

The immediate business environment of the enterprise is created by buyers, suppliers, competitors, business partners, as well as regulatory services and organizations such as administrative authorities, business associations, trade unions, etc.

Managing the processes of interaction between the enterprise and the environment, management is faced with a number of serious problems caused by uncertainty in the state of the environment. In this regard, one of the most difficult tasks facing the management is to reduce the uncertainty of the company's position in the environment. This is achieved through the development of its adaptability to the external environment and the establishment of broad links with the environment, allowing the company to organically fit into the environment.[1]

Depending on how the company is adaptive to changes in the environment, there are two types of enterprise management:

1) mechanistic type of control; 2) organic type of control.

The mechanistic type of enterprise management is characterized by a set of the following characteristics:

- - conservative, inflexible structure;
- - clearly defined, standardized and sustainable objectives;
- - resistance to change;
- - power derives from hierarchical levels within the organization and from position within the organization;
- - hierarchical control system;
- - command type of communication going from top to bottom;
- - the content of communications is mainly orders, instructions and management decisions.

Organic type of enterprise management is characterized by:

- - flexible structure;
- - dynamic, not rigidly defined tasks;
- - readiness for change;
- - power is based on knowledge and experience;
- - self-control and control of colleagues;
- - multidirectional communication (vertical, horizontal, diagonal, etc.);
- - the content of communications are information and advice.

Each of these types has certain advantages.

Accordingly, each of these types can be given a certain preference depending on the nature of the environment and the level of uncertainty. If the environment is dynamic, if the level of uncertainty is high, the organic type of enterprise management is more effective. If the environment is stable and

uncertainty is low, preference may be given to the mechanical type of control.

Development of views on management: "one-dimensional" and "synthetic" teachings:

Starting to analyze the development of the doctrine of management, it should be remembered that the main task of management is to coordinate the efforts of all elements of the enterprise in the implementation of the success of its functioning.

It is useful to pay attention to the structure of the internal environment of the organization, highlighting elements such as goals, personnel, tasks, technology and structure.

It is necessary to remember about the presence of the external environment of the enterprise, clearly understanding that it opens access to resources and thus determines the possibility of its existence.

It is fatal to forget that "man thinks because he does." And, although the thought itself is not subject to time, its materialization is carried out in time and space and, most importantly, requires energy.

In other words, the development of thought is really possible only with the experience of its implementation.

Management practices are as old as the enterprise. On clay tablets Dating from the third Millennium BC, recorded information about commercial transactions and the laws of ancient Sumeria.

We will keep in mind that the Task is a goal in specific conditions. A task (task) is a prescribed work, series of works or part of a work that must be performed in a predetermined manner within a predetermined time frame. Tasks are assigned to a position, not to an employee.

Views on management developed as social relations developed, production technology improved, new means of communication and information processing appeared. However, management thought has always marked a milestone, from which there were broad changes in the practice of management.

Management thought is constantly drawn to the sphere of collective activity or management. If the first to distinguish subject and object plans, you get three areas of focus and exploration: tasks, people, and management activities. For the initial stage of development of the science of management was characterized by the emphasis on one of them (one-dimensional teachings), in the subsequent coverage of the number of factors studied increased (multidimensional, synthetic teachings).

To date, these two groups of important approaches are sufficiently developed and represent a jointly systemically defined science of management.

"One-dimensional" management teachings

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Among the most notable teachings of this group are: scientific management, behavioral studies and organizational theories.

The founder and main developer of the ideas of scientific management is Frederick Taylor (1856 – 1915). Starting with the worker, he went through all levels of the hierarchy to the chief engineer in the steel company. Taylor was an engineer, so it was perfectly natural for him (within the paradigm of his time) to look at human control as machine control. Based on the mechanistic understanding of the essence of human activity, his place in the organization, Taylor saw the solution to the problem of success of the enterprise in the rationalization of labor operations. Because for him the original was the study of the problem. At the same time, he believed that workers by their nature are lazy and can work well, at best, with economic stimulation. And therefore - managers have to think, and workers to work.

The basic principles of Taylor's scientific management are as follows:

- development of optimal methods and techniques for the implementation of work on the basis of scientific study of the time spent on individual operations;
- absolute adherence to scientifically sound standards and norms;
- selection, training and placement of workers on those jobs and tasks where they, realizing their abilities, can give the greatest return;
- pay by results of work (the greater the specific result, the greater the pay);
- use of functional administrators who carry out standard control in specialized areas;
- maintaining friendly relations between workers and managers in order to implement scientific management.

Without weakening attention to the scientific organization of labor, in the 20 - 30 years of the last century drew attention to the fact that labor productivity depends significantly on the social conditions in the organization, and can be significantly increased if working groups in the process of joint activities create special relationships - with signs of collectivism. The transfer of the center of gravity in management from tasks to people gave rise to the development of various behavioral theories of management[1].

So, Walter dill Scott advocated that managers should look not only through the prism of their economic interests, but also - social, recognizing their merits. Marie Parker Follet believed that a Manager should abandon formal interactions with workers, be a leader recognized by workers, and not relying on official power. Her interpretation of management as "the art of achieving results through the actions of others" focused on flexibility and harmony in the relationship between managers and

workers, based on the situation, rather than relying on functional prescriptions.

Abraham Maslow made a huge contribution to the development of the behavioral direction in the management. According to Maslow's teaching, a person has a complex structure of hierarchically arranged needs, and management in accordance with this should be conducted on the basis of identifying the needs of the worker and using appropriate methods of motivation.

The concrete opposition of the scientific direction and behavioral concepts in the form of their theoretical generalization is reflected in the theories of "X" and "Y" of Douglas Mcgrigor . There are two types of management, reflecting basically two diametrically opposed views of workers.

For enterprises of type "X" the following conceptual prerequisites are typical:

- the average person has an inherited dislike for work and tries to work;
- because of the reluctance of a person to work only by coercion, by means of orders, control and threats of punishment can be encouraged to ensure that he exercised the necessary action and expend reasonable effort to achieve their enterprise objectives;
- the average person prefers to be managed, tries not to take responsibility, has relatively low ambitions and wants to be in a safe situation.

For enterprises of type "Y" are characterized by the following prerequisites:

- the expression of physical and emotional effort at work is as natural to a person as it is during play or rest. External control and the threat of punishment are not the only means of inducing a person to work. The person in the activity is guided by a certain set of the values acquired in the course of education, carrying out self-control and self-condemnation;
- responsibility and obligations towards the objectives of the organization depend on the remuneration received for the results of work. The most important reward is the one that is associated with meeting the needs for self-expression and self-actualization;
- an ordinary person, raised in a certain way, is not only ready to take responsibility, but even strives for it.

At the same time, Mcgrigor stressed that many people have a willingness to use their experience, knowledge and imagination in solving the problems of the enterprise. However, modern industrial society makes little use of the intellectual potential of the average person.

If, caring about the success of the enterprise, Taylor focused on how best to perform the task, exploring the operations and functions, Mayo and behaviorists looking for answers to the same

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questions, referring to the nature of relations in the team, to the motives of human activity, the Faol tried to approach the problem from the perspective of improving the management.

Henri fayol (1841 – 1925) almost all his adult life (58 years) worked in the French company for the processing of coal and iron ore. He believed, based on personal experience, that with the proper organization of their work, each Manager can succeed.

Considering the enterprise as a single organism, fayol believed that any business organization is characterized by the presence of six specific activities or functions:[1]

- technical activities (production);
- commercial activities (procurement. Sales and exchange);
- financial activities (search and optimal use of capital);
- security activities (protection of corporate property);
- accounting (analysis, accounting, statistics);
- management (planning, organization, administration, coordination and control).

Having separated management into an independent activity and giving it five specific functions (planning, organization, administration, coordination and control), fayol developed fourteen principles of management, which he himself followed in his practice and on which, in his opinion, the success of management depends:

- Division of labor (improves skills and level of performance of work).
- Power (the right to give commands and be responsible for the results).
- Discipline (a clear and clear understanding between workers and managers, based on respect for the rules and agreements existing in the enterprise is mainly the result of management capabilities).
- Unity of administration (orders from only one Manager and accountability to only one Manager).
- Unity of leadership (one leader and one plan for each set of actions to achieve some common goals).
- Subordination of individual interests to the common interests (the Manager should seek by personal example and strict but fair management to ensure that the interests of individuals, groups and units do not prevail over the interests of the enterprise as a whole).
- Employee compensation (payment should reflect the state of the enterprise and encourage people to work with efficiency).
- Centralization (the level of centralization and decentralization should depend on the situation and be chosen to produce better results).
- Chains of interaction (clear construction of chains of following commands from management to subordinates).

- Order (everyone should know their place in the enterprise).

- Equality (workers should be treated fairly and kindly).

- Staff stability (staff should be in a stable situation).

- Initiative (managers should encourage subordinates to come up with ideas).

- Corporate spirit (to create a spirit of unity and joint action, to develop a team form of work).

While affirming the universality of the principles formulated, fayol stressed the need for flexibility in their application, given the situation in which the office is managed.[1]

Undoubtedly, the German lawyer and sociologist Max Weber (1864 – 1920), who developed the theory of bureaucratic construction of the enterprise and the management system in particular, made a huge contribution to the development of management thought.

Weber believed that a bureaucratic system should ensure that an enterprise operates like a machine, guaranteeing speed, accuracy, order, certainty, continuity and predictability.

According to Weber, the main principles of the enterprise construction ensuring these qualities should be the following:

- division of labour based on functional specialization;
- a well-defined hierarchical power distribution system;
- a system of rules and regulations governing the rights and obligations of employees;
- system of rules and procedures of conduct in specific situations;
- lack of personality in interpersonal relationships;
- admission to the enterprise based on the competence and needs of the enterprise;
- promotion based on the competence and broad knowledge of enterprises that come with seniority;
- strategy for lifetime employment;
- a clear career system ensuring upward movement for skilled workers;
- management of administrative activities consists in the development and establishment of detailed written instructions in enterprises.

"Synthetic" doctrine of management.

For "synthetic" doctrines the view of management as on the multidimensional, complex and changing phenomenon connected by a set of communications with internal and external environment of the enterprise is characteristic. The first successes of this understanding of management took shape as a systematic approach to the enterprise. The possibility of deep penetration into the system of internal and external relations and

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multivariate analysis of both the object and the subject of management activities was opened.

Undoubtedly, one of the most prominent theorists of our time in the field of system view of management should be considered Peter Draker. The center of Draker's ideas about management is a systematic teaching about management as a professional activity and about the Manager as a profession. This made it possible to organize the study of management in educational institutions and to open the training of managers.

One of the most famous theoretical propositions put forward by Draker is his concept of management by goals. Draker's idea that management should begin with the development of goals and then move on to the formation of functions, systems of interaction and process, radically changed the logic of management.

Among the "synthetic" drills on the management of a significant place is occupied by the situational theory. Situational theories provide guidance on how to manage specific situations. A step-by-step problem-solving algorithm is recommended. First, it is necessary to carefully analyze the specific situation, highlighting what requirements the situation imposes on the enterprise and what is characteristic of the situation. Secondly, an appropriate management approach should be chosen. Thirdly, management must create the capacity in the enterprise and the necessary flexibility to move to a new management style appropriate to the situation. Fourthly, the office should make appropriate changes to adapt to the situation.

One of the most popular system concepts of management is the theory of "7-S", developed in the 80-ies. (USA). It was observed that an effective organization is generally formed on the basis of seven interrelated components, each of which needs to be modified accordingly to the other six. These key components are as follows:

- strategy – plans and directions of actions that determine the allocation of resources, fixing the circumstances for the implementation of certain actions in time to achieve the goals;
- structure – the internal composition of the enterprise, reflecting the mutual position of organizational units, the hierarchical subordination of these units and the distribution of power between them;
 - systems – procedures and routine processes taking place at the enterprise;
 - staff – key personnel groups existing in the enterprise and characterized by age, sex, education, etc.;
 - style – the way managers manage an enterprise, including organizational culture;
 - qualification – distinctive capabilities of key people in the enterprise;

- shared values – the meaning and content of the main activities that the company brings to its members.

In 1981, the American Hive Ouchi, on the basis of Japanese management experience put forward the theory of "Z", as if complementing and developing the ideas of Mcgrigor and leveling the position of situational theories. The starting point of the concept of Ochi is the provision that the person – is the basis of any enterprise and it primarily depends on the success of the enterprise. On this basis, Ouchi formulated the basic provisions and rules of effective management of people.

The ideas of the theory of "Z" in a compressed form are as follows:

- long-term recruitment;
- group decision-making;
- individual responsibility;
- slow differentiated assessment of personnel and their moderate step-by-step promotion;
- indirect, informal control by clear and formalized methods;
- non-specialized career;
- comprehensive care of employees.

This review of the management teachings shows that the practice constantly highlights new and new problematic facets of the management of joint activities that arise with its progressive development. Science, in turn, timely and effectively responds to the needs of practice, while putting forward a kind of guidance, very useful for practitioners, so directed four-step model of success, namely:[5]

1. Decide what you want (formulate and set a goal for yourself).
2. Do something.
3. See what happens.
4. If necessary – change the approach until you achieve the desired.

To set the right goals means to be able to "formulate the result correctly."

Basic principles of formation and choice of the purposes:

1. Choose goals that deserve to be achieved.
2. Choose a goal that you can achieve on their own.
3. Formulate your goal in affirmative terms.
4. Express your goal accurately, in sensory categories.
5. Relate your goal to the context (situation).
6. Soberly assess the consequences of achieving your goal.

The subconscious mind plays an important role in everything we do. Business and organizational methods for achieving the objectives (formalized) are usually omitted this factor. The same applies to individual goals, chosen in a logical, systematic way, the "left hemisphere".

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To think in the affirmative is the principle of the correct formulation of the result.

Regretfully, usually focus on trying to avoid the unwanted instead of thinking about the desired and achieve the desired. They have formed an "aggressive-defensive", "denying" character instead of "asserting". In the end, the "denying person" experiences the scenario that he would like to avoid, because it is he who is fixed strategically and implemented. We can call such a system of "avoidance" prudence, realism, prudence and so on. It is most effective in achieving internal goals, but when it comes to conscious goals "...?.."it often leads to incomprehensible at first glance blunders. Therefore, the first principle of a correctly formulated result States: "I Express my goal in affirmative terms."

Principles of balanced self-renewal

Perhaps we have begun to understand that if we want to change something, we have to start with ourselves. And in order to change ourselves effectively, we must first change our perception.

The principles of NLP (neuro-linguistic programming) involve taking into account all four dimensions. This means that we must regularly and consistently develop them in the most reasonable and balanced way. Spending time on self-renewal requires us to take initiative.

Effective skills are well-understood principles and behaviors. To turn something in your life into a skill, you need three components: Knowledge, Skill, Desire.

Knowledge is a theoretical paradigm that determines what to do and why. Skill determines how to do. And desire is motivation – I want to do.

In traditional for our case the scheme of formation of the range the differentiation based on classification of footwear on three signs was put:

- purpose (household; special);
- sex and age (basis - GOST 3927-88. Shoe pads – booties, for toddlers, children, preschool, for school girls, girls, for school boys, boys, women, men);
- operating conditions (occupation, seasonality, climate zone).

Based on other sources, shoes for their purpose can be divided into household (everyday, model, home) and special (production, sports, orthopedic, medical).

However, this division of the range has a number of significant drawbacks. It does not identify populations with different styles, standards of living and taste preferences. The division by sex and age implied different anthropometric characteristics of consumers depending on age and sex, but did not take into account age differences in lifestyle and priorities of needs.

The needs of the population in goods are laid historically. They are determined by the level of

development of social production, well-being and culture of society and can change over ti

Characteristics of the range includes such a thing as mobility. According to the definition of marketing mobility – urgent execution of decisions, research in a strictly defined time frame.

Application of the term "mobility" in relation to the Shoe range is the rapid changeability of models of the range, depending on market conditions and consumer requirements for shoes.

Each era is characterized by adherence to certain tectonic forms, color, scale, proportions, etc. This stable character of formal means of artistic expression is called the style of the era. Under the style of art is understood historically established stable community of figurative system of means and methods of artistic expression, due to the unity of the ideological content of the art of the era. The main condition for the formation of style – the unity of attitude and means of expression. The factors influencing the formation of style include: [1]

- socio-economic relations,
- prevailing philosophical ideas,
- outlook,
- aesthetic ideal of the era,
- life style,
- natural and climatic conditions,
- customs etc.

For a long time, used, there was a clear division into four main styles: romantic, classic, sports, folk. In recent years, these four styles were added to the existing fifth style in shoes – ethno.

In marketing practice, there is also a principle that takes into account the degree of extravagance or conservatism of consumers. According to their reaction to new phenomena, consumers are divided into five categories:

- supernovacore (2,5 %);
- innovators (13.5 %);
- ordinary (34 %);
- conservatives (34 %);
- superconservative (16 %).

According to domestic and foreign researchers, such differentiation should also be taken into account when forming the structure of the assortment [2].

According to the degree of commitment to consumer brands can be divided into the following groups:

- unconditional adherents are consumers who constantly buy goods of the same firm;
- tolerant adherents are consumers who are committed to two or three product brands;
- fickle followers are consumers who transfer their preferences from one brand to another;
- the Wanderers are consumers who show no commitment to any firm.

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This division of consumers is useful when the goods are bought at short intervals, for example, once a week or a month.[3]

The principle of economic differentiation of consumers is practically recommended to carry out according to the level of income and the presence of a property (car, real estate, etc.). One of the most common ways of such differentiation of products used in foreign markets is the division of the range by price points. For stable markets, economic differentiation involves a combination of economic and semantic properties of products, and quantitatively has established shares of segments. Such a close combination of properties is not typical for our regions, where the level of income does not imply a single cultural basis and psychology of the consumer. Therefore, it is obvious that borrowing the Western structure of consumers is impossible. [4]

The method of dividing groups of people by their belonging to a particular consumer type is known as the scale of Values and lifestyle (VALStm). This version of the classification was originally developed in 1978 by Arnold Mitchell of SRI International (formerly Stanford research Institute). [5]

The VALStm system allocates resources that include the full range of psychological, physical and demographic potential on which the consumer relies. The concept of resources includes education, income, self-confidence, health, desire to buy, intelligence and energy.

Summing up the information obtained as a result of the study, a structural scheme of the formation of mentality, presented in the figure. The proposed structuring can be used in the planning of the industrial range for the regions of the southern Federal district and the southern Federal district. And only in interrelation of all above considered factors it will be possible to claim about high stability of financial results of activity of the Shoe enterprises of the regions of SFD and SKFO United in the innovation center [6].

The formation of a range of shoes, taking into account its competitiveness, is a complex process, carried out taking into account the action of a number of factors, the study of which should be based on the analysis of the existing Shoe market, as well as on the forecasting of trends in the social, economic and industrial fields.

The location of a person to people, individual processes, the environment, their work, the organization as a whole plays a very important role in the establishment of normal human interaction and organizational environment. The same phenomenon or action, which has exactly the same manifestation and has the same effect on people, can cause a different reaction due to the fact that people

have a different location to this phenomenon or action. Reflecting the feelings of a person in relation to a particular object, the location makes his decisions and actions individual. It is important to emphasize that usually a person has a certain location to each object or phenomenon that he encounters in life.

The arrangement is characterized by the fact that it is, first, invisible, as it lies in man. Only its consequences are visible on the "surface". Second, location stems from those feelings, which harbors man to the object. Third, the location as it is a point located on the axis with the poles "like" — "do not like". Fourth, location affects human behavior and manifests itself in the fact that it behaves in accordance with a priori positive or negative attitude to the phenomenon, object, process or person[1].

Is it acceptable in the framework of scientific analysis to compare the real object with the phenomenon of folk classics, for example, the market with the fabulous cave of Aladdin? It is not easy to answer this question, because thinking is quite specialized, and specialization is fixed in certain traditions that formalize the approach. Scientific editing requires adherence to the requirements characteristic of the science of the method of presentation of the content of thoughts. Neo-positivists generally tried to build a special language of scientific communication, however, unsuccessfully. The conflict was resolved practically by the scientists themselves, most of whom actively involved in scientific publications imaginative thinking, rightly believing that thinking is a single flow of movement of concepts and images, logical and extra-logical, real and fantastic, imaginary. Cognition in any expression is a progressive process, connecting the continuous with the discrete, the usual with the unusual. Normalized thinking relatively, conventionally, organized artificially. The appeal in scientific thinking, including its printed forms, to images created outside the scientific specialization of knowledge, of course, is technologically conditioned.

Thinking cannot exist outside culture, it is a product of cultural progress. The multidirectional development of culture is the basis of its wealth, and the contradictions of cultural thinking are dialectically United. Comparing the richness of the fairy cave with the richness of the developed modern market, it is possible to clarify a lot, both in economic knowledge and the dynamics of the transformation of economic theory, in particular, to explain why modern scientists economists persistently distance themselves from the political nature of economic science, contrasting the economic theory of classical political economy.

Will, tenacity, resourcefulness provided Aladdin access to cave wealth. No intricacies are not able to stop a focused person. There is no

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unknowable, there is still unknown. The market is a complex economic mechanism, but it can be understood and managed. The riches 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 the market element, which serves as a fertile ground for those who prefer the force of law. The fundamental difference between the riches of the cave and the market was that the robbers were not going to add anything else, and Aladdin had to be content with what he received. The wealth of the market, on the contrary, will grow and with them the problems, the main of which is the realization of commodity revenues. What should be the product to the buyer swept it off the shelves? What kind of buyer would you like to see on the market?

If the "buyer" is considered outside the socio-economic context, the answer to the second question looks very clear. The market is waiting for a buyer with high solvency. There are such buyers in Russia, but their share does not exceed 7 percent, and they rarely go to the usual market for the masses, more by accident than by necessity. The mass consumer is extremely economical and it is hard to "rock" him to buy. It requires a certain type of product that can charm, and the supply of goods – "cultural packaging". It is necessary to attract the buyer, to bewitch. As a reflection of the desire to understand the specifics of the status of demand for goods in the market, it is necessary to consider the revival of interest in the concept of "attractiveness of goods". It is significantly more specific in content compared to the closer and pseudo-scientific concept of "the relevance of the product market." It has less economic statistics, formal features that allow to measure the pressure, but in full there is a "human factor" that determines the market dynamics.

The concept of "attractiveness of the goods" concretizes in the characteristics of the goods at the same time its consumer value – the degree of "exchange" for money and the realism of the price set by the seller. With the concept of "attractiveness", turned vector in the direction of the buyer, and have to be friends with the manufacturer and the seller. It ties together the interests of all the main subjects of the free market. This function of "attractiveness" explains the active promotion of the concept in the group of those economic categories that reveal the potential competitiveness of the product in the market. This nomination individual authors tend to interpret as traditional actions in the interests of the application of advertising production, which is impractical because of the one-sidedness that prevents the achievement of a systematic understanding of the value of the attractiveness of the product in the reproduction process. Advertising production is really present here, but as an

accompanying factor, that is confirmed by the usual place of advertising in the market.

The growing interest in research in economic policy to the concept of "attractiveness of goods", in our opinion, shows the regularity of the restructuring of mass production from the existing simplified type to a new, sometimes contrasted to it method of organization – lean production (prudent, sparing production), focused not on the abstract diversity of customer needs, and on the specific architectonics of consumer needs and solvency of potential buyers. Economic science is called upon through the study of the architecture of the market to become a direct productive force, to objectify thus the main consequence of the scientific and technical revolution of the middle of the XX century.

The history of the allocation of the market of goods in the area of special attention of economists and sociologists is associated with the birth and development of mass production. The time of mass factory production is calculated with the Industrial revolution, which laid the scientific, technical and organizational prerequisites for such development of labor productivity, which was sufficient for a real opportunity to meet the demand for vital goods of the main part of the population through the provision of work and sustainable wages. It is this combination of production and consumption that launched the development of reproduction on a national and then transnational scale.

Prior to the industrial stage, the subsistence economy does not fully correspond to the concept of "reproduction", it was determined by the local demand for the produced product and was essentially closed to the producer, not contributing to the proper degree of national progress. Hence the cult of wars of conquest, aimed at looting near and far neighbors, feudal fragmentation, constant redistribution of property. War and military action carried out functions of the market. The market worked in addition to politics, was not permanent.

It is also appropriate to emphasize that the development of the market and the formation of the classical image of reproduction, are obliged not only to scientific and technological progress, the change of the way of organization of production, but also the competition of products in the market, the differentiation of the market structure. In the history of the market the dialectical law of interrelation of quantitative and qualitative changes is seen. When the manufacturer began to work on the market, the product turned into a product. The status of the product has changed, and the requirements for it have changed. In order for the product to be sold for its intended purpose, it had to attract the attention of the buyer. A product is not a product for sale, but a product that can interest the consumer. The term "tradable goods" reflects just the movement of

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goods, its demand by the buyer. "Tradable goods" - locomotives of the market.[2]

The sign of "attractiveness" belongs to the basic characteristics of the product, and is a "relic" its property, strengthened its position. Unattractive product to produce unprofessional, absurd. Home it was possible to get, accustomed to consume something prepared, grown or produced, buyers have always a reason and vote with their coin, so necessary to continue production.

In modern times, synonymous with "attractiveness" is the concept of "presentation". Hence, perhaps, went the expression "prominent product", that is, the one that accumulates attention, "catches" the eye. The ability to make a product "visible", "attractive" requires both the manufacturer and the seller of high qualification, professional imagination, presentation skills. It is a costly business, but the costs are recouped by the result. The demand for "attractive", "prominent" goods is high, accelerates the receipt of working capital, stimulates the increase in production, consolidates the relationship of the seller with the manufacturer, gives the growth of production stability, which serves as a good advertisement to the manufacturer on the market, eliminates part of the direct payment of advertising services, which are becoming more expensive because of their pretentiousness.

Even a panoramic-historical review of the system position of the concept of "attractiveness" indicates its versatility and complexity of manifestation. The fact that the term "attractiveness" is not so often found in journal publications should not introduce consciousness into the state of the question regarding the actual significance of this trait of marketability in the ongoing economic restructuring to the level of lean production. It is no coincidence that answering the question of the Levada center, asked in April 2017: "What first of all inspires you with a sense of pride for Russia?", 1600 citizens of the country from 137 settlements of 48 regions of the Russian Federation "economic progress" put on the penultimate place, having given the last "relative" - "health care system".

Marx began his study of the bourgeois mode of production by analyzing the contradictory nature of goods. The product is objectively characterized by the presence of consumer and exchange value. The first determines its demand in the market, the second – the measure of such demand. Cost objectifies labor costs – the quantity and quality of labor produced. Labor also manifests itself through the contradiction born of the commodity essence of capitalist reproduction. On the one hand, he is the creative, creative force of man – the facet of his essence, on the other, he necessarily alienates this human essence, because the product of labor, which has absorbed the creative force, is produced for someone else's consumption. Marxism deduces from the

theory of alienation the social impasse in the development of bourgeois society. In his main work Marx developed not only the theory of the development of capitalism, it was important for him to bring to a working form the dialectical-materialistic method of scientific analysis. Hegel's dialectic was local. Hegel has restricted the development of the dialectical movement of the spirit. Marx saw in dialectics a universal way of development, so in capital he thoroughly traced the dialectics of production, emphasizing the materiality of the nature of the goods created by labor. The quality of the goods is created by the contradictory nature of the goods and is manifested through its relation in the form of essential features. Dialectical materialism is based on the recognition of the materiality of goods. Intangible goods – a kind of semi-finished product, "transitional form" to practical expression, materialization. However, the materiality of the goods is specific.

The quality of natural phenomena is indeed identical with their material nature, but the commodity, even in its ultimate form-materiality - is something different from that created outside and independent of human existence. Work in the commodity materializes the rational essence of man – feelings, thoughts, ideals. The product expresses the reasonableness of human reality, therefore in the concept of "quality of goods" the spirituality of a person must be imprinted, confirming that the goods are created by a person for a person. In our opinion, the market quality of goods is designed to reveal the unity of values through a combination of the natural nature of the material and its artificial transformation by human creative activity. The quality of a product, along with its functionality, is determined by its attractiveness.

Attractiveness is a highly significant pricing factor. The part of the price that depends on attractiveness can be considered as the economic equivalent of attractiveness. This part is measured by the size of demand. Getting a product with new features is costly and limited by physical nature. This way to surprise the consumer is associated with the risk of reducing competitiveness due to the high cost. It is easier and more perspective to manipulate consciousness. For this purpose there are ready psychological mechanisms and necessary scientific knowledge. If the product is in a form not produced the desired impression, not attracted, it can be made attractive, modulating in a certain context, for example, acting on the psyche of subcultural perception. How many pop stars we have without proper voice and vocal culture. Moreover, they are attracted to their performing a "skill", they are trying to copy the clothes, accessories, shoes. They form the taste of certain social groups, indirectly affecting the market position of goods. There is no data to

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enroll in public colleges and universities of the arts, go on "factory of stars".

"Attractiveness" has such reserves, which managers still have a very unprofessional idea about. There is no doubt that in the future, marketers will go beyond the currently defined education of the spectrum of knowledge and push production managers, assortment. Market management does not demand as it is now, the doctrine of Z. Freud about "it", "ego" and the conditions for achieving "superego"; the theory of "collective unconscious" K. Jung; ideas E. Fromm about the importance of the ability to wonder for consciousness and the role in real life dreams.

The prospects of the market and production are associated with the activity that managers will show in relation to the concept of "attractiveness of the goods". The most difficult for them will be the process of restructuring thinking from a utilitarian, pragmatic warehouse, formed by the paradigm of minimizing costs to get the final margin, to a new principle: to get legally and morally the maximum margin. Going into more mathematical methodology, economists are losing the specificity of the political economy analysis requiring to act on the background of prospects. More often it is necessary to return to the works of classics – W. petty, A. Smith, D. Ricardo. "Classics" understanding the present, thought about the future, correctly believing that the science limited to the current course of events reminds the ship anchored, constructed as a means of movement. "The fathers of" economic science" were philosophers, their heirs fell into accounting.

Economists can be understood. In conditions of instability of world development, it is extremely dangerous to look forward beyond the nearest corner. The crisis of 2008, the consequences of which still make the world economy storm, is a man-made affair. The path was paved by Nobel laureates, they wanted the best. As usual. It is time for economic science to return to thinking scales – not only spatial, but also temporal. Research of the present, to carry out with a reserve for a reasonably foreseeable future, combining them with related Sciences, including V. I. Vernadsky's doctrine of the noosphere. Eh. Deming back in the 1950s, developing the philosophical foundations of quality management, in the section "Seven deadly diseases" in the first place put planning, not focused on the production of such goods and services that require the market, while the American specialist was aware of the complexity of the situation. [2]

The lack of sufficient to control the development of the concept of "attractiveness of goods" brings to mind its philological roots, the interpretation of "attractiveness" in classical sources. V. I. Dahl "to attract" identified with "to attract", emphasized the physical meaning of the term,

putting aside the physiological and psychological sides of attraction – "to attract morally, by feeling, by the power of persuasion..., to attract, to attract, to carry away". F. Brockhaus and I. Efron did not include this term in their collection. Britannica also bypassed it, which is difficult to justify, taking into account the desire of the publication to make changes in the text taking place in the world.[2]

Continuing the discussion of attractiveness, we will come to the sign of "originality". Usually it is with originality, its specificity, arousing interest in the phenomenon, associate the attractiveness of the product, which generally corresponds to the views. At the same time, we must try not to absolutize the position of "attractiveness" in the commodity market.

The fate of the product on the market is determined by its demand. "Demand" is a 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 needs of the buyer. Epicurus differentiated needs on the basis of two features – naturalness and necessity. According to the ancient thinker, needs are divided into three types: "natural and necessary", "natural and not necessary" and "unnatural and not necessary".

In Epicurus' judgments there is a clue to understanding the status of the goods. There are goods objectively necessary, their necessity is born by natural need for them. The buyer is obliged to buy such goods – 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 necessary, but also pleasant to the senses, but not to buy such goods is allowed only in two cases, when there is nothing to pay and nothing to change[4].

Naturally-necessary goods – "running" in the market always. If they linger in warehouses, or in the market place, there is but one reason – the price of inaccessibility, the greed of the speculators occupying the market. Shoes – a typical representative of the group of naturally necessary goods, along with clothing and household utensils. The main function of the Shoe lies in its ability to protect the lower limbs from mechanical and thermal damage. Design shoes reglamentary first of all its functional aspects. The aesthetic side of the design is built over the basic function. A characteristic feature of the Shoe halls of modern stores are different kinds of actions, allegedly aimed at reducing prices. When the third pair is promised to be handed free of charge in a trading institution, it means that the price of the first and second allows you to painlessly compensate for the losses associated with the "gift". They pay their price "gift". The more obvious argument in favor of the definition of the situation with pricing as one-way does not exist. Oil and gas companies put

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into pricing the cost of research in difficult, often extreme circumstances that require the creation of special equipment, specific materials. The unknown and undeveloped is associated with high risks, unpredictable scientific and technical losses. Everyone understands that there is a speculative approach, a priori overestimating the loss of production of the product, but the lack of flawlessly developed methods for calculating the inevitable investment in design; the level of scientific and technical support, the need for risky actions, significantly mitigate the critical reaction.

"In the war as in the war," called the writer-soldier, burned in self-propelled gun, his famous story, extrapolating his approach, we repeat after: "In the market as in the market." By freeing the market relations between the producer of the goods, the consumer-buyer and the seller-intermediary, the government made life easier for itself and, it is possible, made it comfortable at the expense of the producer and consumer. Pricing in the market economy objectively involves such factors as the cost of goods, consumer interest of the buyer, the solvency of demand and payment for the participation of the seller. But we are talking about proportional complicity. The strength of market factors cannot be calculated by formulas describing the forces in mechanical motion, a parallelogram of forces is not obtained here, but the proportionality of participation in the formation of the final price can be obtained with a given degree of accuracy. And it was high time to carry out this operation that politically and economically to be defined where there passes a border of the civilized market and the market built "on concepts".

For what and whose market freedom do liberals – politicians fight, why are distortions in market pricing treated as natural costs of development, normal for democratic governance? Why do not combine empty shelves of Soviet-era stores with queues? That there was no contrast with the clogged shelves of current stores and the lack of buyers? The deficit really was until the 1990s, but it was primarily due to the high level of purchasing power, the affordability of most goods. Demand was ahead of production. Now, on the contrary, the offers of sellers clearly exceed the real possibilities of buyers, which hurts domestic producers, as they sell imported cheap goods that are dangerous to health.

As a result of another political and economic imbalance, lending is flourishing, creating the illusion of purchasing power. Russian consumers are driven into a financial trap by economic policy. The essence of the situation is not in the economic illiteracy of the population, but in the ideological primitivism, spread everywhere and aggressively. Students are taught to remember, students are not taught to think scientifically, calling it the modernization of education. Life is the ability to act

effectively on the basis of real possibilities. Substitution of the reality really existing, earned, on virtual-subject, life on loan, inevitably leads to spiritual nihilism, moral decomposition and crisis of the personality.

The primary reasons for the consumer one-dimensionality of the individual should be sought in the anarchy of the uncivilized commodity market. What's next? The answer must be sought in the same place, that is, where all the need to meet – in the market. Economic policy priorities are designed to determine the role of the market: will it become a brotherly burial of native producers or a trigger for the rise of domestic production? But manufacturers do not have to contemplate what is happening, to criticize politicians and to claim for favorable conditions of development. By their status in society, they are faced with the vital need to look for new factors of promotion, to think about the reserves that are not yet involved in the process.[5]

An enterprising entrepreneur is determined in decision-making by the state and trends of the existing market. But dialectically organized thinking will not allow him to be in the grip of market conditions when developing a business plan designed for the foreseeable future. No matter how arbitrarily formed, anarchically free market is, it is regulated by the movement of production. Everything in production is connected by a common knot. "All is one", claimed the ancient dialectics, and was looking for something that makes all one. The market today requires one thing, tomorrow the situation will be different, however, we can not exclude the repetition of today. Therefore, we need a preliminary, comprehensive, better systematic approach. The system is better, because it allows you to join the essence of what is happening, involves the allocation of the system-forming factor. The system-forming factor of economic analysis of market production was and will be the product. Not by chance. Marx in capital began with the commodity, called it the cell of the economic organism of capitalism, and built from the contradictory nature of the commodity the contradictions of the movement of the bourgeois mode of production.

In the market compete not so much the goods themselves as the minds and will of producers, of course equipped with capital. Goods – the visible side of the market, objectifying in specific physical forms and actions the power of the entrepreneurial spirit. Here we have to turn again to dialectics, its demand to look for a source of development in contradictions and not to be surprised to transformations of opposites, spirit – in material, material – in spiritual. The fundamental and universal conclusion of dialectics about the concreteness of truth clarifies that what is true now will become a delusion later. When? Naturally there is a question. The answer must be sought in the

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trends of movement. It is necessary to start with a comprehensive study of what everything is made of. For us it is a product, its necessary and additional (superstructure) features.

Production of goods due to the market. Once the market was formed by excess product and manifested itself in the form of fairs. Now the goods are made under the needs of the market. The market, in turn, accumulates consumer needs in real terms. By chance, antique products or something very unusual new appear on the market. Theoretically, taking into account the reasonableness of human activity, its rationality, the mutual interest of the manufacturer, the seller and the buyer, it can be concluded that all goods will find their consumer. If the market will accumulate unrealized goods, it will lose its function and die as a market – a place of purchase and sale. Almost the way it sometimes happens. Only the market is not something abstract, existing beyond time. It represents a form of concrete temporal reality. The time factor is especially important in the market.

The market is the most important link that ensures the timely reproduction of goods. Market shares are not born out of fantasy. Sellers agree to bear certain costs, to sequester into their expectations precisely because of the need to do everything on time. Otherwise, the losses will increase, the financial costs will join the status. The credibility of the market players themselves will be at risk. In the context of these arguments, the idea Matures that the main function of the market is not to make people buy at all, but to make them buy as quickly as possible. A civilized market is designed not only to sell goods in a timely manner, but also to be a factor in accelerating the development of production of goods. How exactly can this be done?

The paradox of the market is that the future of the market is cloudless, all the problems of the market are always modern, they will remain modern as the resolution of some and the growth of others. How can you be so sure? From the analysis of the objectively real Foundation of the history of the market. The basic market commodity is the one that provides the naturally necessary human needs. Out of the market to satisfy that, which is a public-private reproduction impossible. The market is a socially necessary condition for human life and its progress. The market should not only be, it is historically imputed to be a factor in the development of society. Accordingly, the market is supposed to be a developing reality, and society is supposed to take care of the development of the market.

Let us return to the specific structure of the commodity market and continue its analysis, starting from the original idea of the "basic product". Satisfaction with its help of basic human needs requires decoding with the involvement of ideological achievements. It can be done in a

different way, simplistically, only simplification will lead to the prevention of "common sense": "simplicity is worse than theft." In economic analysis, it is dangerous to underestimate or overestimate anything. Human reality is dualistic, embracing the biological and social. In the first approximation, it is easy to separate the biological and the social in a person.

Biological – meeting the needs of the body in nutrition, maintenance of water-salt balance and exchange, the normality of gas exchange, protection of temperature conditions of life, reproduction of offspring, movement in space through self-movement.

Social – satisfaction with working conditions, development of thinking, consciousness, speech, cultural progress.

Biological and social are combined on the basis of the need for communication and are realized in communication through activities. Social and interpersonal communications also require their market expression. Biological and social features of human reality are multifaceted. They are not set once and for all, grow, there are synthetic forms of manifestation. So the prospects of the market of naturally necessary goods and services are provided, as well as market competition, following in the Wake of its function to promote mass availability of buyers to the products offered.

The development of the market is consistent with the development of man, his personal expression, new trends of social movement. The XX century added sport, scientific activity, space, cinema, international tourism to the traditional sectors of the market. Terror has been transformed into terrorism largely through market penetration. Market services of terrorists are actively used by the United States and regional States to strengthen their political position. Especially when such actions have a desirable effect on traditional market and exchange trading, for example, hydrocarbons.

The development of the market is in the direction of increasing its autonomy. This vector is given special attention by representatives of financial capital, who are well aware that the market represents the optimal conditions for speculative shares. Finally, the market in the XX century has become a favorite subject of economic science, seeking to prove that the market concentrated forces of economic movement. The market has become a symbol of the new economy, its leaders do not mind to give this symbol a scale of social and historical significance. The desire to present modern society as a "consumer society", "post-industrial society" should be understood this way.

The market is not only the place where speculation has acquired the size of a mass legal phenomenon, he eventually became the subject of speculation. Market speculation and speculation on

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the phenomenon of the market – an objective reality, necessarily generated by the market, its, so to speak, the downside, the costs of development.

No matter how important to the history of the market are the naturally necessary goods that guarantee the stability of the market movement in the foreseeable future, one should not overestimate the importance of their natural necessity. The natural necessity of the commodity series indicates the nature, characterizes the essence of the object. But the nature and essence of the goods do not act directly, they are mediated by the phenomenon transformed by the production of the form of existence of the material.

Low temperatures, high humidity, the need to protect against injury, to comply with the workplace and the specifics of the performance of official duties, will lead a person to the store and make him a potential buyer of the goods, which he lacks, but will be forced to buy only in one case, if nothing else will be nowhere.

This situation is not quite fabulous, but it looks somewhat unlikely for modern Russia. Our buyer has a choice, both at the price, and on appeal. 9 out of 10 are chosen primarily for the price, based on the contents of the purse, then focusing on the satisfaction of aesthetic claims.

Sellers can not panic, no crisis will not deprive the market of customers. Their problem: from whom exactly the consumer will buy. He will buy what he sees a combination of the need to purchase goods, free funds, or rather, the price of the price tags, and the appearance of the goods, including the art of service. The formula for buying is simple – "the relevance of the need plus the charm of the offer." The specific content of the components should be filled by specialists, based on the experience of market relations. Myself recall that the demand for ordinary, non-exclusive, copyright, market, is of two kinds: natural and artificial, provoked by the promises of the manufacturers and the advertising process.

The domestic consumer, hooked on the effect of "pop culture" "mass media", lost the independence of taste along with the ability to think. The national color is largely lost, the cult of globality is flourishing, the market is littered with foreign consumer goods and counterfeit products, to which it is impossible to make a qualitative assessment.

The market has a specific cultural picture that is difficult to understand. The state is not seriously interested in the culture of the buyer. The previous experience of cultural education and upbringing has been expelled. "The Holy place is never empty" and instead of the state came organizations from the structure of civil society, which have neither official powers nor effective mechanisms, nor the required financial resources. Scientists economists convince entrepreneurs that it is necessary to cut off

everything that is not directly part of production, reducing costs, increasing profitability. In doing so, entrepreneurs drive themselves into the trap of spontaneity and the vagaries of the market element, abandoning the levers of demand management.

"Prudent housekeeper", replacing the current irrationally arranged mass production, focused on the absolutization of the freedom of choice of goods by the consumer, when the range is obliged to satisfy the request here and now, otherwise the seller will lose customers and will question the continuation of its business, "tied" to the knowledge of the needs of a particular buyer. Of course, this knowledge is specific, it is indicative, relative, conditional, more like a knowledge assumption, but still knowledge, unlike the abstract type of installation: the buyer came for the goods and he must buy it, we are obliged to help him. How exactly? We do not know, so we initiate his desire with an assortment. Certain logic and ethics are present in such reflections. The price of this logic – a high level of costs and load on the natural environment-deters from support. They will not be written off, distributed to consumers, increasing the purchase price.

"The attractiveness of the goods" can become a magnet that initiates the interest of the buyer. No wonder Vladimir Dal has interpreted "attraction" as "attraction," "magnetism." The economic system is formed by production relations, radical transformations of the existing system of the economy therefore will not happen, there will be a restructuring, a reboot that changes not the system, but the order of functioning of the system, the vector evolution of economic policy. The economic system will be optimized by rationalizing costs, minimizing the cost of the range.[6]

Does the consumer benefit? Apparently, Yes, provided that manufacturers and sellers do not skimp on the research work of consumer demand. Here, the simplest research can not do, it will require a deep analysis and integration of different approaches – economic (marketing), sociological, cultural, ergonomic, sanguine, focusing research on regional and national characteristics. The prospect of real participation in the process of students of different levels will open, accelerating their qualification formation.

The transition from good to better in any field of activity is associated with an increase in the cost of implementation, including the financing of risks. In our view, the analyzed transition to a new economic policy should meet the expectations – to reduce costs, losses, environmental burden, but the result will be largely determined by the construction of scientific, technical and educational policies, as good intentions often because of poor management end with worse results.

Formation of the range is preceded by development of the assortment concept by the

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enterprise. It represents the directed construction of optimum structure of Shoe high-quality production, thus as a basis are accepted on the one hand, need of ensuring the most effective use by the enterprise of raw, technological, financial and other resources to make products with low costs, and with another – satisfaction of requirements of certain groups of consumers taking into account their features and opportunities.[7]

To create competitive high-quality products Shoe companies need to expand and update the range, to provide high dynamics of turnover of models, to increase the volume and increase the efficiency of modeling and design development, quality and satisfaction of the population with shoes.

When developing or updating the range of footwear company must take into account not only their capabilities, but also the presence in the market of shoes of similar purpose competing firms, as well as the preferences of buyers in certain market segments.

It is impossible to speak about quality or competitiveness of footwear in General without taking into account needs of buyers of a certain group in the markets of the corresponding type. Shoe markets are a diverse set of buyers with different tastes and preferences [8].

Activities to identify potential groups of consumers of specific types of goods is called market segmentation. [9] Segmentation focuses on differences in the behavior of different types of buyers (consumers) in the relevant markets. For Shoe companies segmentation of buyers is the basis for adjusting the existing structure of the range of shoes or for the development of new models.

Thus, segmentation of footwear markets is an important component and the beginning of work to ensure the competitiveness of modern shoes. Its practical significance lies in the fact that the specification of types of consumers creates the prerequisites for adjusting and updating the structure and range of shoes, improving technology and organization of production.

The footwear market is an integral element of economic relations, the main participants of which are, on the one hand, Shoe manufacturers, and on the other – consumers. As a product in this market is shoes, which is one of the most complex groups of non-food products with a very diverse range.

Footwear is one of the most important goods produced by the light industry of the Russian Federation and imported from abroad. From the correct definition of the number and quality of models produced by Shoe companies, the competitiveness of the range depends on the degree of satisfaction of consumer demand, profitability and profitability of organizations. The result of the interaction of the components of the market (demand, supply, prices for shoes) is the ability to

offer the most to meet the demand for products at a specific price. [10]

Thus, the importance of the footwear market is to meet the needs of the population. Accordingly, the development of the market leads to an increase in the level of security of an individual member of society. Markets consist of buyers, and buyers differ from each other in a variety of parameters: according to their needs, financial and other opportunities, location, buying views and buying habits. In this sense, the southern and North Caucasus Federal districts are of the greatest interest for market segmentation due to the homogeneity of the total consumer, who reacts to the goods in the same way and how to evaluate them for purchase. The characteristics of the regions with market segmentation are presented in tables 1 and 2, and their geographical location – in figure 1. Given the climatic characteristics of the two districts, namely, a relatively mild and humid climate in the winter, high temperatures in the summer and comfortable conditions in the autumn and spring, it is necessary to take into account these features to form an assortment policy for the manufacture of such a range of shoes to guarantee its demand and demand not only due to price policy, but also providing consumers, especially children, comfort and prevention of pathological deviations of their feet. Unfortunately, today the filling of the market with imported products does not provide the elimination of these problems, which provokes the import substitution of shoes to meet the demand of consumers of these subjects in such shoes that would satisfy them in all aspects, and manufacturers – to obtain sustainable technical and economic indicators with a guarantee of social protection of the population of these regions. [11]

When segmenting the market, enterprises divide large heterogeneous markets into smaller (and more homogeneous) segments that can be served more efficiently, according to the specific needs of these segments. Shoe companies for the successful implementation of the products in the first place it is necessary to produce a segmentation of the consumer market and to determine the target segment of this market.

In a General sense, market segmentation refers to the process of dividing the market into groups of consumers on predetermined grounds, which allows you to concentrate funds on the most efficient segment of the market. A market segment is a homogeneous set of consumers who react equally to a product and the ways of its presentation. [12]

Target segment (market) – a segment selected as a result of market research of a product or service, characterized by minimal costs for the means of product promotion and providing the company with the main share of the result of its activities (profit or other criteria for the purpose of entering the market).

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Segmentation of the footwear market in the southern Federal district and SKFO can be carried out both on the basis of one, and with the consistent application of several indicators, clearly presented in figure 1.

The results of segmentation of the analyzed basic footwear market of the southern and North Caucasus Federal districts can be presented in the form of a table of ratings. The segment that eventually gained the minimum amount of seats is the most attractive.

The analysis of tables 1 and 2 revealed one Republic, a Federal city, two regions and three regions where the largest segmentation of the

consumer market of the two districts is observed: the Republic of Crimea – 2.25. Sevastopol – 2,4. Rostov oblast is -2.5%, Krasnodar Krai – 2,65 %, Astrakhan oblast was 2.7 %, Volgograd oblast – 3,25 %, Stavropol territory – 5,4 % [13].

However, during the segmentation it is necessary to consider the purpose of segmentation. [14]

When creating new enterprises in the regions of the southern Federal district and SKFO for the production of footwear products, it is necessary to proceed from the demand for the entire range of shoes to provide consumers of these regions with demand and competitive products.

Table 1. – Criteria of segmentation of the footwear market for subjects of SFD and SKFO

Субъект сегментирования	Объект сегментирования	Сегментация по численности	Сегментация по уровню доходности	Сегментация по размеру средней заработной платы
Все предприятия, производящие либо собирающиеся производить обувь на территориях Южного и Северо-Кавказского федеральных округов	Южный и Северо - Кавказский федеральные округа РФ	Чем больше количество населения сегмента, тем выгоднее для предприятия	Чем выше доходность каждого жителя, тем больше шанс на приобретение продукции предприятия	Чем выше заработная плата жителя, тем больше шансов, что он потратит её на обувь

Table 2 - Results of segmentation of the consumer market of the southern Federal district by the method of the sum of places taking into account weighting coefficients

Наименование территориальной единицы	Население тыс. чел.	Площадь, км ²	Рейтинговые позиции			
			доходность, балл×0,45	зарплата, балл×0,30	численность, балл×0,25	Сумма баллов, %
Южный федеральный округ, в. т.ч.						
Республика Адыгея	451,5	7792	3,6	2,1	2,75	8,45
Астраханская область	1018,6	49024	0,9	0,3	1,5	2,7
Волгоградская область	2545,9	112877	1,35	0,9	1,0	3,25
Республика Калмыкия	278,8	74731	4,95	2,4	3,25	10,6
Краснодарский край	5513,8	75485	1,8	0,6	0,25	2,65
Республика Крым	1907,1	26100	1,3	0,5	0,45	2,25
Ростовская область	4236,0	100967	0,65	1,25	0,6	2,5
Город федерального	416,3	864	1,65	0,55	0,2	2,4

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значения Севастополь					
Всего	16368,0	447821			

Table 3 - results of the segmentation of the consumer market of the North Caucasus Federal district the method of sum of places according to the weight coefficients

Наименование территориальной единицы	Население тыс. чел.	Площадь, км ²	Рейтинговые позиции			
			доходность, балл×0,45	зарплата, балл×0,30	численность, балл×0,25	Сумма баллов, %
Северо - Кавказский федеральный округ, в т.ч.						
Республика Дагестан	3015,7	50270	4,5	3,9	1,25	9,65
Республика Ингушетия	0,473	3628	5,4	1,8	2,5	9,7
Кабардино-Балкарская Республика	0,862	12470	2,7	3,6	1,75	8,05
Карачаево-Черкесская Республика	0,468	14277	4,05	3,3	3	10,35
Республика Северная Осетия - Алания	0,704	7987	2,25	3,0	2,0	7,25
Ставропольский край	2,802	66160	3,15	1,5	0,75	5,4
Чеченская Республика	1,394	15647	5,85	2,7	2,25	10,8
Всего	9718	170439				

As a result of segmentation it is defined that the population of two districts is distributed on the territory unevenly. The income of the population is much less than the average in Russia. When forming a range of shoes should also take into account the fact that a large proportion of the population – rural residents. In addition, it is necessary to take into account the national characteristics of the inhabitants of these subjects, their traditions.

For effective work of the domestic enterprises on production of competitive children's footwear it is expedient to provide use of innovative flexible technological processes, use of the universal and multipurpose equipment, various methods of fastening of a bottom of footwear, to develop pad

production, production of technical equipment, accessories, production of auxiliary materials that will allow to reduce significantly costs of its production and to increase competitiveness not only in the markets of the southern and North - The Caucasus Federal districts (SFD, SFD), but also in the domestic markets of other regions of Russia, ensuring its steady demand and implementation, thereby providing less painful and more effective replacement of one Shoe model to another, ensuring the formation of new jobs within small and medium-sized enterprises, that is, their social protection. Table 4 presents the criteria for evaluating the profitability of footwear production.

Table 4 – Criteria for evaluating the profitability of footwear production

Вид обуви	Выпуск, покрывающий затраты на производство, %/пар	Прибыль от продаж, тыс.руб	Убыток от продаж, тыс.руб.
1	2	3	4
Мужская обувь			
Зимние ботинки (модель А)	100	15752	2825,44
	80	12601	2260,23
	60	9451	1695,22

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Весенние полуботинки (модель Б)	100	15426	2730,7	–
	80	12340,8	1727,51	–
	60	9255,6	724,44	–
Летние туфли (модель В)	100	15512	1713,77	–
	80	12409	943,54	–
	60	9307	123,47	–
Осенние полуботинки (модель Г)	100	13433	2068,81	–
	80	10746,4	1161,72	–
	60	8059,8	254,64	–
Детская обувь				
Зимняя обувь (модель А)	100	31020	2962,09	–
	80	24816	800,84	–
Осенняя обувь (модель Б)	100	34844	2068	–
	80	27875,2	104,54	–
Весенняя обувь (модель В)	100	30810	1422	–
	80	24648	–	340,72
Летняя обувь (модель Г)	100	26488	1537,63	–
	80	21190	–	1324,72
Женская обувь				
Летние туфли (модель А)	100	12656	1648,68	–
	80	10125	739,69	–
	60	7594	–	169,31
Осенние ботинки (модель Б)	100	11925	2490,13	–
	80	9540	1329,09	–
	60	7155	168,05	–
Зимние сапоги (В)	100	10362	4508,29	–
	80	8290	2913,36	–
	60	6217	1317,64	–
Весенние туфли (модель Г)	100	14235	14235	–
	80	11388	11388	–
	60	8541	8541	268,84

When developing a strategy for the production of competitive leather products, footwear production will be organized using not only mechanized innovative technological processes using nanotechnology, but that is especially in demand for the regions of the southern Federal district and the southern Federal district - the use of manual labor, which is due to the desire of manufacturers to meet the demand for exclusive products not only for the elite, but also for the mass consumer [15].

The system of assortment formation includes the following main points:

- identification of current and future needs of customers, analysis of ways to use shoes and features of consumer behavior in the relevant market;
- evaluation of existing competitors' analogues;
- critical evaluation of products manufactured by the company in the same range, but from the position of the buyer;
- deciding which products should be added to the range and which should be excluded from it due to changes in the level of competitiveness; whether products should be diversified at the expense of other

areas of production of the enterprise that go beyond its established profile;

- consideration of proposals for the creation of new models of shoes, improvement of existing ones;
- development of specifications of new or improved models in accordance with the requirements of customers;
- exploring the possibilities of producing new or improved models, including price, cost and profitability;
- carrying out tests (testing) of footwear taking into account potential consumers for the purpose of clarification of their acceptability on the main indicators;
- development of special recommendations for the production units of the enterprise regarding the quality, style, price, name, packaging, service, etc. in accordance with the results of tests that confirm the acceptability of the product characteristics or determine the need to change them.

Assortment planning and management is an integral part of marketing [16]. Even well-thought-out sales and advertising plans will not be able to neutralize the consequences of mistakes made earlier in the planning of the range. The optimal structure of

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the assortment should provide maximum profitability on the one hand and sufficient stability of economic and marketing indicators (in particular, sales), on the other hand. For strategic management of the marketable products required to study the demand for manufactured shoes and together with specialists from the sales, production and logistics to develop solutions to removing models from the production and updating of assortment; explore markets in different regions, and different forms of marketing to explore potential customers; to study the reaction of customers on an experimental batch of footwear in specialised stores; together with the planning and economic Department to develop provisions for its own pricing policy, to study the impact of prices on the implementation for different regions, to develop a policy of motivation of wholesale buyers for the volume of orders, long-term contracts, etc.; to predict possible changes in the situation and to develop solutions for the strategy of behavior in new conditions; to coordinate conflicting requirements of production and sales; to organize and study the effectiveness of advertising. Achieving the maximum possible profitability is ensured by continuous monitoring of economic indicators and timely decision-making on the adjustment of the range. Stability of marketing indicators is provided, first of all, by constant monitoring of the market situation and timely response to changes, and even better - taking proactive actions. In addition, it is important that there are not too many product names. For the majority of Russian enterprises the main reserve of assortment optimization is still laid in a significant reduction of the product range. Too large assortment has a bad effect on economic indicators – there are many positions that in terms of sales can not even reach the break-even level. As a result, the overall profitability falls significantly. Only the exclusion of unprofitable and unprofitable items from the range can give the company an increase in the overall profitability by 30-50%.

In addition, a large range of sprays the strength of enterprises, complicates the competent offer of goods to customers (even sales staff are not always able to explain the difference between a particular position or name), disperses the attention of end users. [3-4]

Here it will be appropriate to recall the psychology of human perception of information. The reality is that the average person is able to perceive no more than 5-7 (less often up to 9) semantic structures at a time. Thus, a person, making a choice, first chooses these 5-7 options on the basis of the same number of criteria. If the seller offers a greater number of selection criteria, the buyer begins to feel uncomfortable and independently weeds out the criteria that are insignificant from his point of view. The same thing happens when choosing the product

itself. If a person has a hundred almost indistinguishable (for him) goods, and he needs to buy one, he either refuses to buy, because he is not able to compare such a number of options, or prefers what he has already taken (or what seems familiar). There is another category of people (about 7%), lovers of new products, which, on the contrary, will choose something that has not tried. [17]

Thus, from the point of view of the buyer (to ensure a quiet choice of perceptible options), the range should consist of no more than 5-7 groups of 5-7 names, i.e. the entire range from the point of view of perception should optimally consist of 25-50 names. If there are objectively more names, the output consists only in additional classification. It is generally accepted that the buyer needs a wide range. This widest range is often referred to even as a competitive advantage. But in practice it turns out that for the producer the wide range is hundreds of product names, and for the consumer – 7 names already more than enough. Thus, the consumer does not need a wide range, and the necessary diversity for it. If the company is aimed at a wide range, it is enough to analyze sales to make sure that the sales leaders are 5-10%. All other positions are sold very little, the demand for them is small, although the costs differ little from the costs of the leaders of sales. It turns out a situation where several items "feed" the whole wide range of enterprises. And this is not always justified in terms of ensuring the completeness of the range (favorite argument sellers), ie the presentation of different names to cover the maximum possible options for customer needs. In practice it turns out that completeness is quite provided even if to reduce the existing range twice and even three times. The main thing in this case is to correctly classify the entire product and to ensure that the range of products were presented from each possible group of this classification. Moreover, the more grounds for classification the company will be able to allocate, the more balanced the decision will be. Thus, the classification of goods can be to meet the needs of customers, the functional purpose of the goods, the profit from sales. Of particular importance in this situation is the role played by certain positions of the range. To do this, the products can be classified into the following groups: A – the main group of goods (which bring the main profit and are in the growth stage); B – supporting group of goods (goods that stabilize sales revenue and are in the maturity stage); C – strategic group of goods (goods designed to ensure future profits of the company); G – tactical group of goods (goods designed to stimulate sales of the main commodity group and are in the growth and maturity stage); D – developed group of goods (goods not present on the market, but ready to enter the market); E – goods leaving the market (which do not bring profit and they must be removed from production,

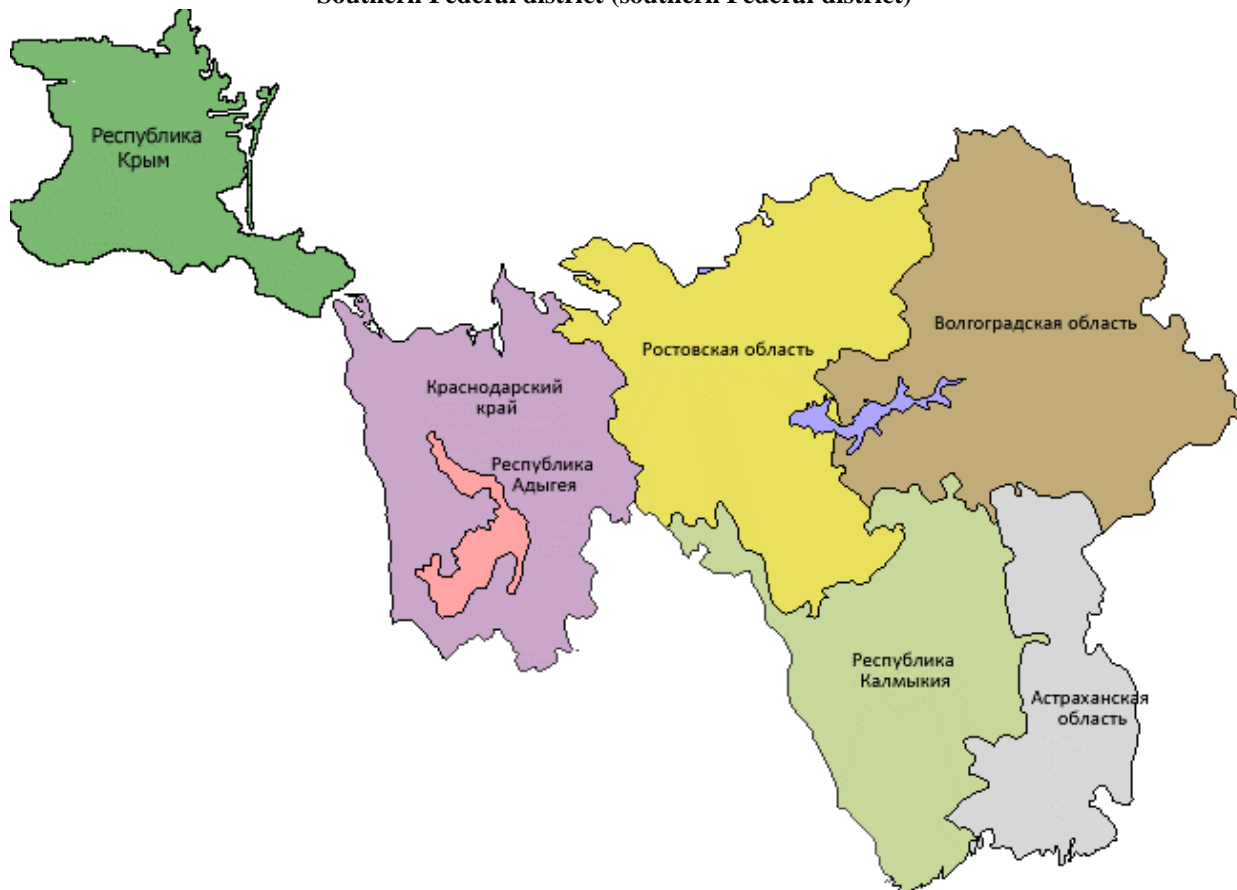
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removed from the market). After that, it is necessary to determine the share of each group in the total output. For the stable position of the enterprise in the structure of the range of products group A and B should be at least 70%.

Thus, it gives the opportunity to evaluate the existing product set for the enterprise and correlating it with the resulting profit, to evaluate the correctness assortment planning, balanced.

The implementation of the measures proposed by the authors will lead to the elimination of the deficit on domestic children's shoes, making it not only and not so competitive, and in demand, but most importantly – safe and comfortable for the foot of the child, guaranteeing him protection from the formation of pathological deviations.

Southern Federal district (southern Federal district)

№	Флаг	Субъект Федерации	Площадь (км ²)	Население (чел.) [1]*	Административный центр
1		Республика Адыгея	7 792	451 480	Майкоп
2		Астраханская область	49 024	1 018 626	Астрахань
3		Волгоградская область	112 877	2 545 937	Волгоград
4		Республика Калмыкия	74 731	278 733	Элиста
5		Краснодарский край	75 485	5 513 804	Краснодар
6		Республика Крым	26 100	1 907 106	Симферополь
7		Ростовская область	100 967	4 236 000	Ростов-на-Дону

Impact Factor:

ISRA (India) = 3.117	SIS (USA) = 0.912	ICV (Poland) = 6.630
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№	Флаг	Субъект Федерации	Площадь (км ²)	Население (чел.) [1]*	Административный центр
8		город Севастополь	864	416 263	
		ЮФО	447 840	16 367 949	Ростов-на-Дону

* Примечание – на 01.01.2018 г.

The number of children in the cities of the southern Federal district with a population of more than 100 thousand (01.01.2018)

Город	Население	Дети	Девочки	Мальчики
1	2	3	4	5
Ростов-на-Дону	1 119 875	223 975	134 385	89 590
Волгоград	1 016 137	203 227	121 936	81 291
Краснодар	853 848	170 770	102 462	68 308
Астрахань	531 719	106 344	63 806	42 538
Севастополь	416 263	83 253	49 952	33 301
Сочи	401 291	80 258	48 155	32 103
Симферополь	336 460	67 292	40 375	26 917
Волжский	325 895	65 179	39 107	26 072
Новороссийск	266 977	53 395	32 037	21 358
Таганрог	251 050	50 210	30 126	20 084
Шахты	236 749	47 350	28 410	18 940
Армавир	191 007	38 201	22 921	15 280
Волгодонск	170 558	34 112	20 467	13 645
Новочеркасск	170 233	34 047	20 428	13 619
Керчь	148 932	29 786	17 872	11 914
Майкоп	144 055	28 811	17 287	11 524
Батайск	122 247	24 449	14 669	9 780
Камышин	112 501	22 500	13 500	9 000
Новошахтинск	109 020	21 804	13 082	8 722
Евпатория	106 202	21 240	12 744	8 496
Элиста	104 005	20 801	12 481	8 320
Всего	7 135 024	1 427 004	856 202	570 802

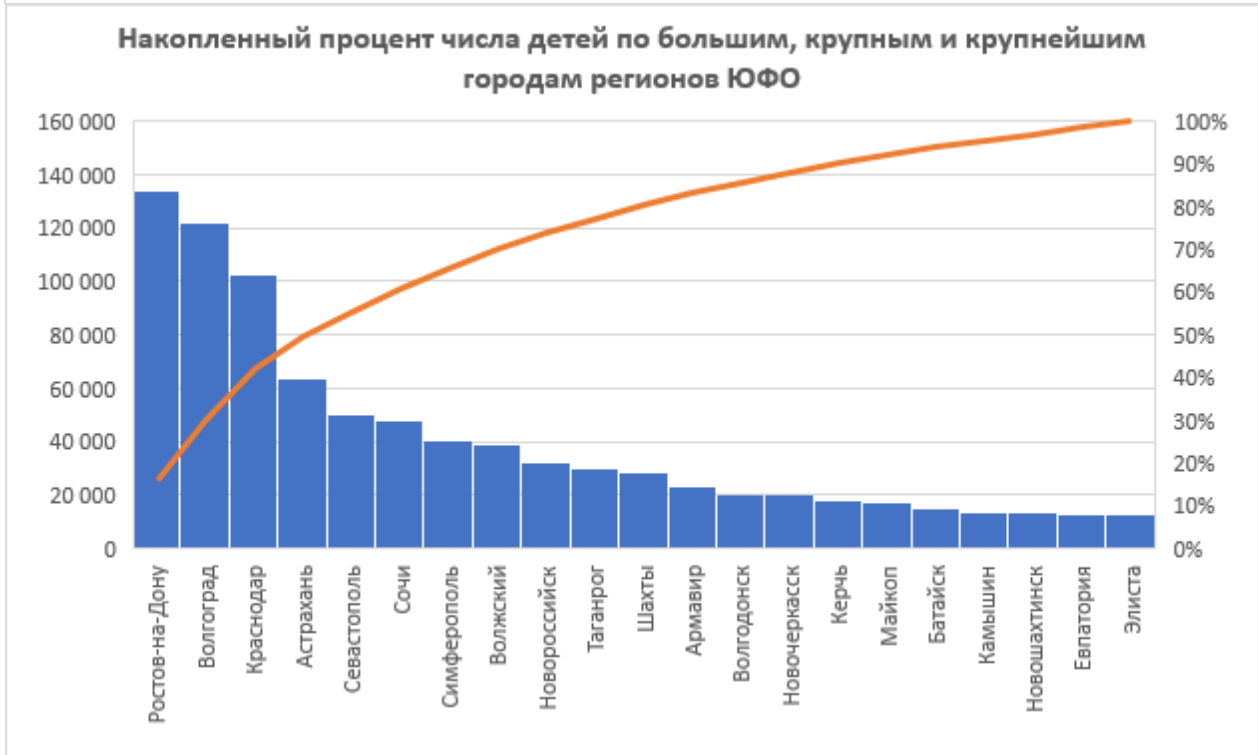
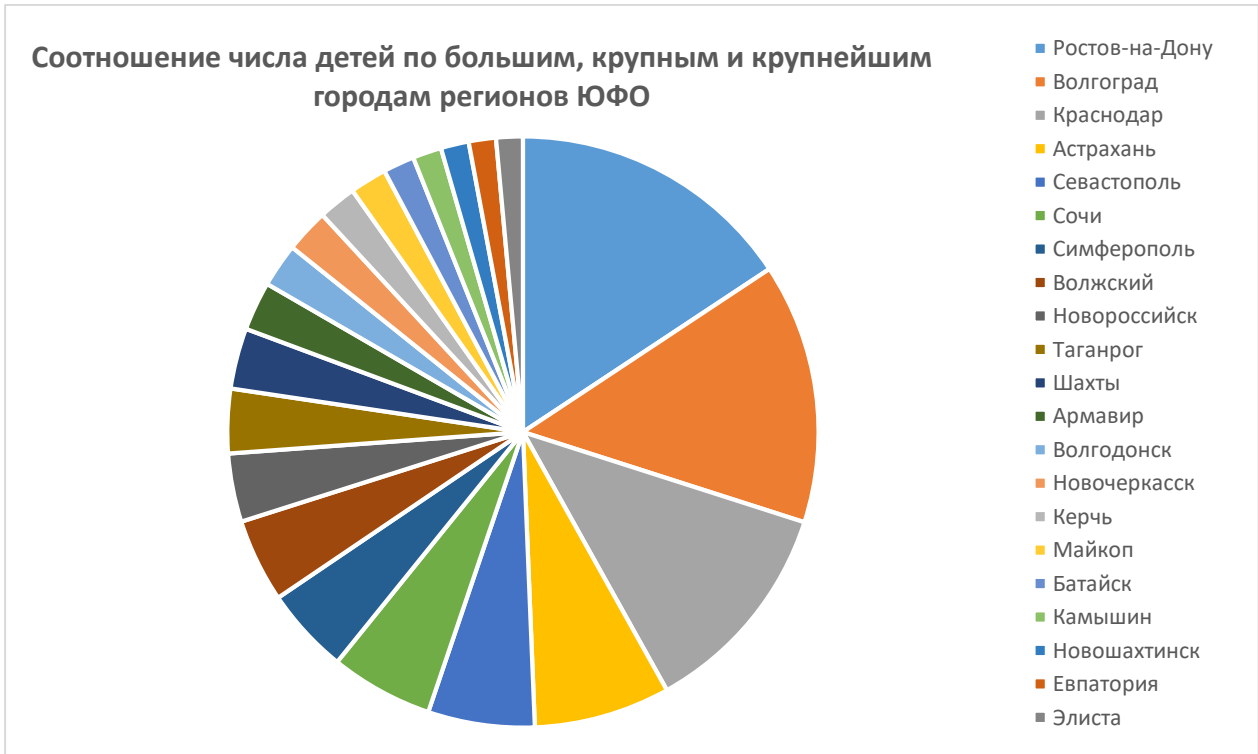
The number of children in the regions of the southern Federal district (01.01.2018)

Субъект Федерации	Население	Дети	Девочки	Мальчики
1	2	3	4	5
Краснодарский край	5 513 804	1 102 761	661 657	441 104
Ростовская область	4 236 000	847 200	508 320	338 880
Волгоградская область	2 545 937	509 187	305 512	203 675
Республика Крым	1 907 106	381 421	228 853	152 568
Астраханская область	1 018 626	203 725	122 235	81 490
Республика Адыгея	451 480	90 296	54 178	36 118
Город Севастополь	416 263	83 253	49 952	33 301
Республика Калмыкия	278 733	55 747	33 448	22 299

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ЮФО	16 367 949	3 273 590	1 964 154	1 309 436
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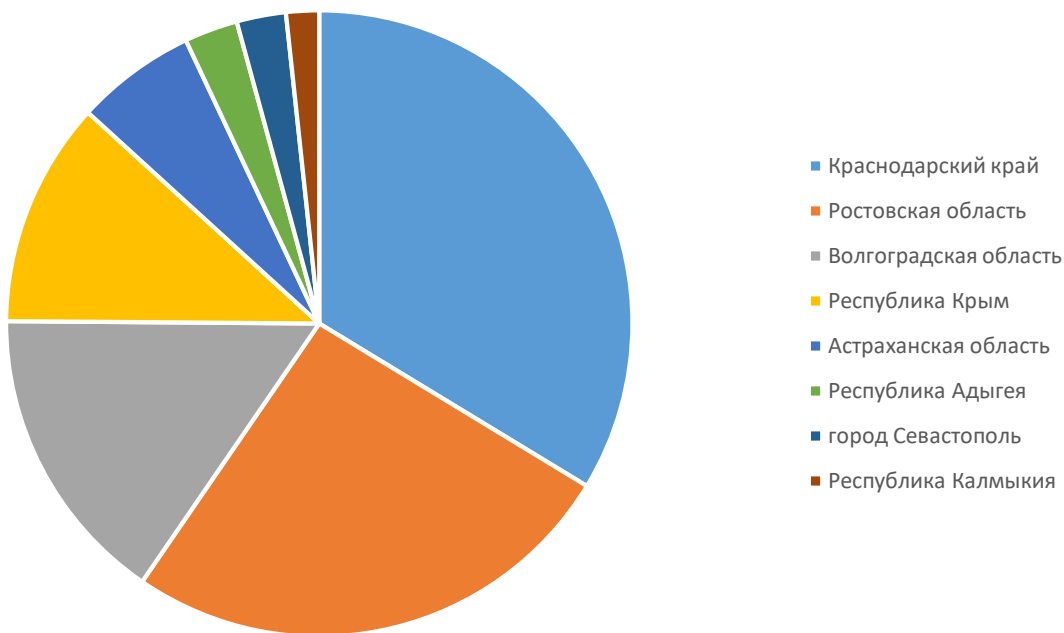


Thus, about half of the children from the twenty major cities of the southern Federal district live in four of them – Rostov-on-don, Volgograd, Krasnodar and Astrakhan.

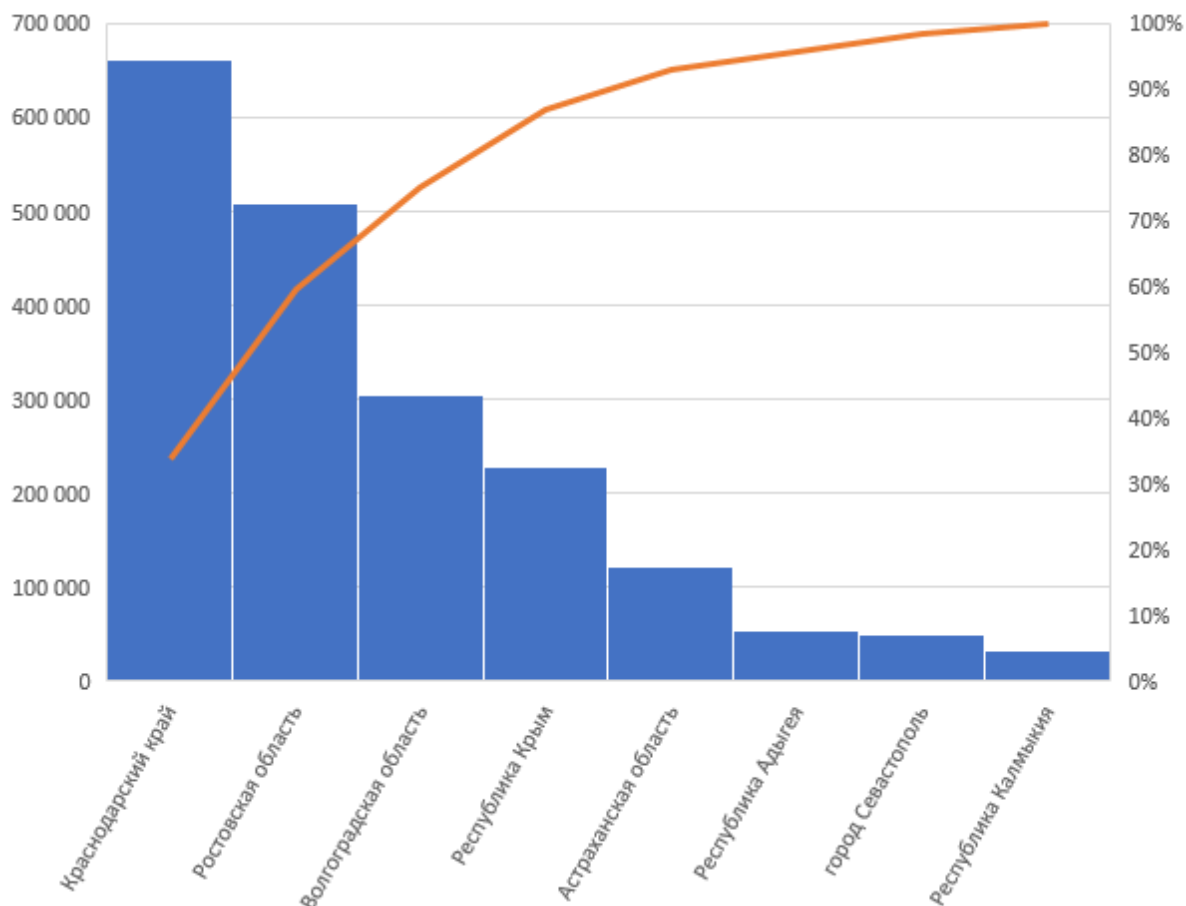
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Соотношение числа детей по регионам ЮФО



Накопленный процент числа детей по регионам ЮФО



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Thus, most of the children (76 %) are concentrated in three regions of the southern Federal district of eight – Krasnodar region, Rostov and Volgograd

regions, which also explains the leadership [2] of these regions in the market of children's clothing in the southern Federal district.

North Caucasus Federal district

№	Флаг	Субъект Федерации	Площадь (км²)	Население (чел.) [1] *	Административный центр
1		Республика Дагестан	50 270	3 015 660	Махачкала
2		Республика Ингушетия	3628	472 776	Магас
3		Кабардино-Балкарская Республика	12 470	862 254	Нальчик
4		Карачаево-Черкесская Республика	14 277	467 797	Черкесск
5		Республика Северная Осетия — Алания	7987	703 745	Владикавказ
6		Ставропольский край	66 160	2 801 597	Ставрополь
7		Чеченская Республика	15 647	1 394 172	Грозный
		СКФО	170 439	9 718 001	Пятигорск

* Примечание – на 01.01.2018 г.

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The number of children in the cities of the North Caucasus Federal district with the population more than 100 thousand (01.01.2018)

Город	Население	Дети	Девочки	Мальчики
1	2	3	4	5
Махачкала	587 876	70 545	47 030	587 876
Ставрополь	429 571	51 548	34 366	429 571
Владикавказ	307 478	36 898	24 598	307 478
Грозный	287 410	34 489	22 993	287 410
Нальчик	239 040	28 685	19 123	239 040
Пятигорск	145 448	17 454	11 636	145 448
Хасавюрт	138 420	16 610	11 074	138 420
Кисловодск	129 993	15 599	10 400	129 993
Черкесск	123 128	14 776	9 850	123 128
Дербент	122 354	14 683	9 788	122 354
Невинномысск	117 891	14 147	9 431	117 891
Каспийск	110 080	13 210	8 806	110 080
Назрань	113 288	13 595	9 063	113 288
Ессентуки	105 881	12 706	8 470	105 881
Всего	591 573	354 945	236 628	2 957 858

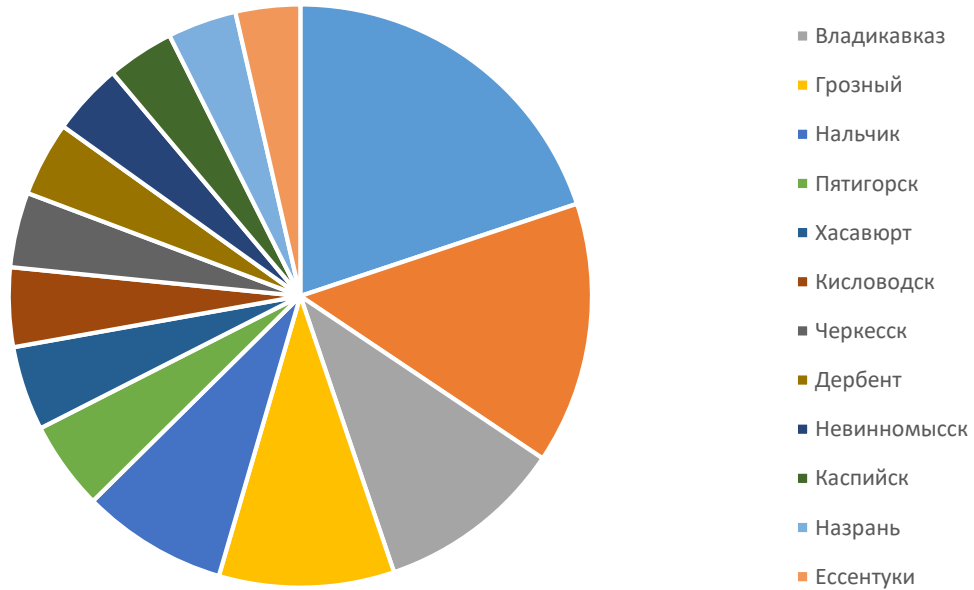
Number of children in the regions of NCFD (as of 01.01.2018).

Субъект федерации	Население	Дети	Девочки	Мальчики
1	2	3	4	5
Республика Дагестан	3 015 660	603 132	361 879	241 253
Ставропольский край	2 801 597	560 319	336 191	224 128
Чеченская Республика	1 394 172	278 834	167 300	111 534
Кабардино-Балкарская Республика	862 254	172 451	103 471	68 980
Республика Северная Осетия — Алания	703 745	140 749	84 449	56 300
Республика Ингушетия	472 776	94 555	56 733	37 822
Карачаево-Черкесская Республика	467 797	93 559	56 135	37 424
СКФО	9 718 001	1 943 599	1 166 158	777 441

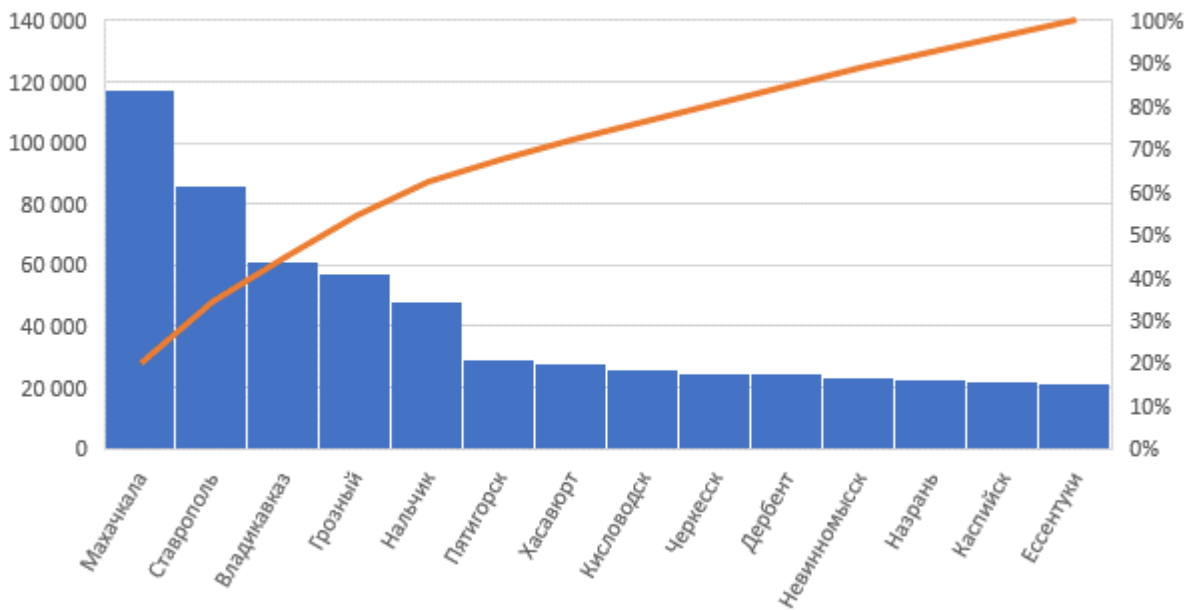
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Соотношение числа детей по большим, крупным и крупнейшим городам регионов СКФО



Накопленный процент числа детей по большим, крупным и крупнейшим городам регионов СКФО

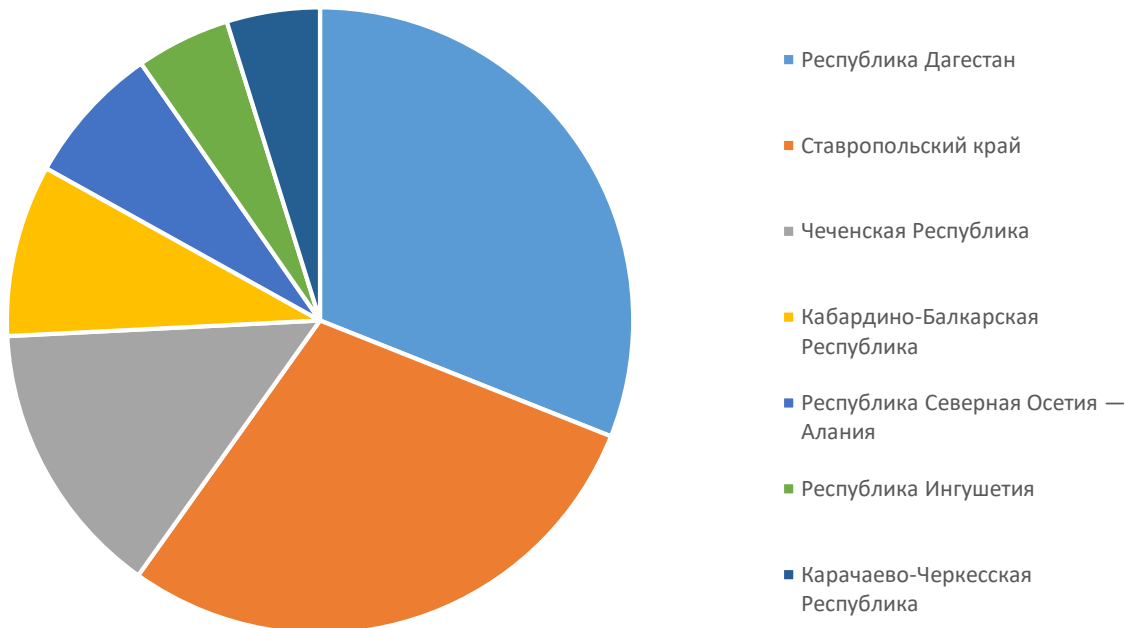


Thus, about half of the children from fourteen major cities of the regions of the North Caucasus Federal district live in four of them – Makhachkala, Stavropol, Vladikavkaz and Grozny.

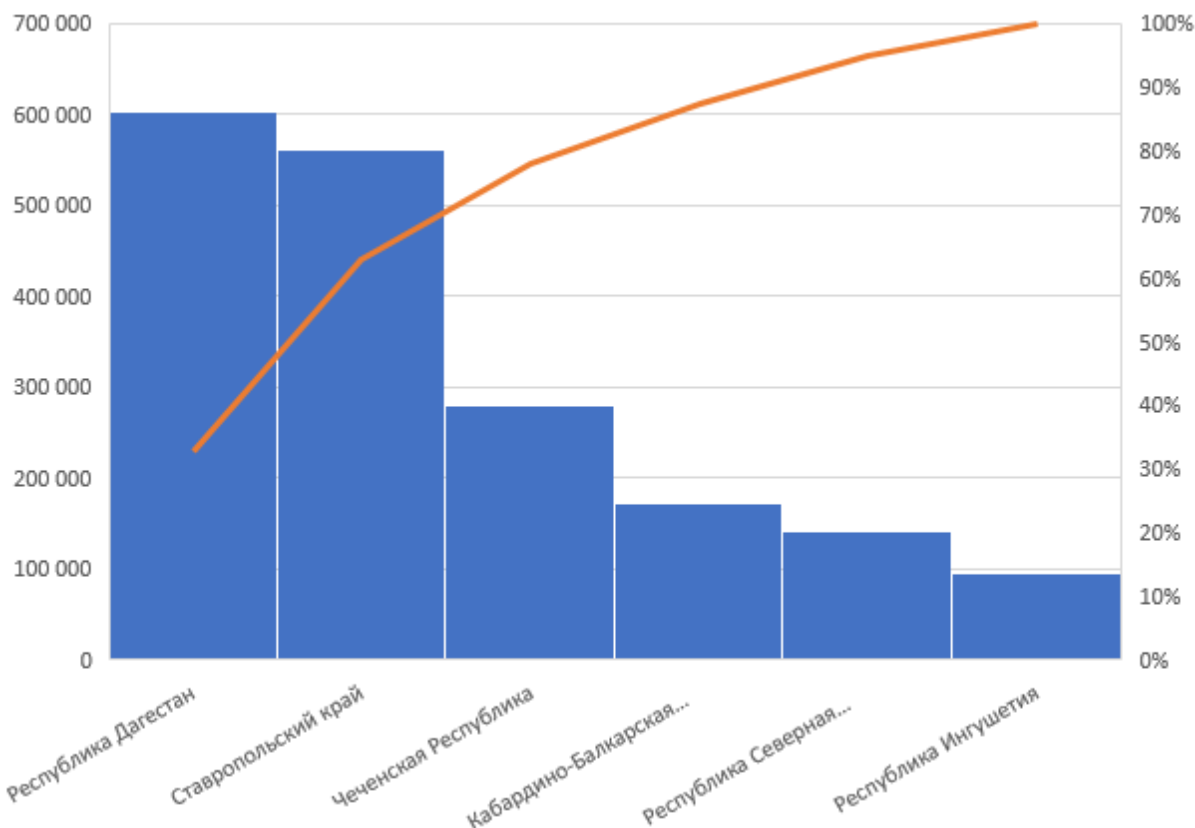
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Соотношение числа детей по регионам СКФО



Накопленный процент числа детей по регионам СКФО



Thus, the majority of children (74 %) are concentrated in three regions of the North Caucasus

Federal district of the seven Republics of Dagestan and Chechnya and Stavropol Krai.

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Light industry of the Russian Federation is the most important multi-profile and innovative attractive sector of the economy, ensuring the preservation of the country's status as an independent and sovereign industrial power, strengthening its defense, economic, social and intellectual security. It helps to improve the life of the population, restore and maintain human health, improve the environment, solve the problems of socio-economic development of the regions and Russia as a whole.

The absence in the regions of the southern Federal district and skfo enterprises of industry and filling the markets of domestic products not only provokes a deficit, but significantly worsens the social situation of those living in these regions, as for the majority of the population it was the only source of income, as these enterprises were the city-forming and provided the entire infrastructure of life of the population, provoking not only employment, which in itself is very important, but also ensured the flow of funds in these regions to solve all social problems.

The hope of the regional and Federal branches of government that everything can be solved through the ruthless exploitation of natural resources, which is not only criminal, but also the way to nowhere. And talk about the fact that our domestic products are not in demand at home.

The way out of this situation - competently developed range and assortment policy as a whole within the framework of unity of all branches of government, namely: municipal, regional and Federal in Union with producers will offer consumers of their regions not only popular and competitive products, but what is especially important – economically justified and guaranteeing enterprises a stable TEP, providing them with prevention from bankruptcy and guaranteeing them stability.

After the crisis of 2008, the world has spent a lot of effort trying to return the economies to the same rapid growth as before. But the assumption that the problems caused by the crisis are temporary is wrong, and we should accept this and understand that the economy in the new "post-crisis world" will work in a new way. The founder and President of the world economic forum in Davos Klaus Schwab writes about this in his article on Project Syndicate.

Schwab identifies six features of this new world.

-Economic growth in it will be slower, but potentially more sustainable than before the crisis.

-Technological change will be the driving force of growth, with its impact being larger and deeper than, for example, the industrial revolution and its consequences in the nineteenth and twentieth centuries.

"The current industrial revolution will hit economies like a tsunami, almost without warning and with ruthless force," warns the columnist.

-The pace of change will be high due to the interconnections in the modern world, changes will affect simultaneously the economic structures, governments, security mechanisms and everyday life of people.

-Every standard needs to be revised, every industry risks being turned upside down. If you need an illustration, look at Uber, which has changed not only the commercial transportation industry, but also retail in General: goods and services are "uberized" – consumers use, but do not own them.

"3D printing will change the industry because the supply chains will have to disappear or transform.

"Gone are the days when a big fish ate a small one. In the post-crisis world will be dominated by fast fish, slow will die," writes Schwab.

"Economic growth will be driven not by capital and natural resources, but by human imagination and innovation.

According to the economist, despite the difficulties that will entail a new round of technological progress, its overall impact will be positive.

The decline in the production of children's shoes, as well as shoes of other age groups, is primarily due to the lack of quality and affordable leather. The reduction of subsidies to agriculture, as well as the reduction in the number of cattle in the farms of Kalmykia, Krasnodar and Stavropol regions and a weak base for processing of raw hides, in turn, leads to a decrease in the growth rate of production of hard and chrome leather.

As a result, the domestic market, as the southern Federal district and the skfo, and Russia as a whole, began to fill imported from abroad children's shoes, which, with rare exceptions, does not even have a certificate of quality and now children are forced to wear shoes made of artificial and synthetic leather.

Thus, the restoration of the production of children's shoes is quite an urgent task facing shoemakers and has great social and economic importance for the southern Federal district and the southern Federal district.

For the revival of the production of children's footwear in the South Federal district and North Caucasus Federal district, first and foremost, the necessary organizational and financial support to the Shoe enterprises at the level of the RF government, regional and local authorities, in the form of lower VAT, the provision of irrecoverable loans at concessionary interest rate with payments deferred for 3 years, support the provision of quality and affordable footwear materials.

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Despite the fact that the industry producing children's shoes is undergoing a painful process of restructuring, the elimination of obsolete and inefficient capacity, unfair competition with imports, and often simply in the fight against smuggling, today in the light industry has formed a healthy core of several dozen largest enterprises and hundreds of medium and small firms that have found their place in the market, have established the production of demanded products.

The strategy for the development of light industry until 2025, adopted by the Government of the Russian Federation, sets real, achievable goals for the light industry, namely [1]:

- to carry out an inventory and assessment of the technical level of production facilities that still exist. This is necessary in order to prioritize and predict the renewal of production.

- abolish for three years import customs duties and VAT on imported technological equipment for textile and light industry, which is not produced in Russia.

- introduce differentiated taxation of fixed assets depending on their service life, thereby stimulating the renewal of their active part.

- exemption from taxation of the part of profit that is directed to the modernization of production.

- creation of an industry leasing company in the country, possibly with the participation of state capital, in the likeness of the company "Agropromlizing»

- considering that the worn-out fixed assets of the enterprises practically have no collateral value, to achieve that Federal Executive authorities and subjects of the Russian Federation acted as guarantors of implementation of the most significant technical projects.

The next problem is the creation of conditions of fair competition for Shoe companies, excluding the huge scale of illegal import of cheap low-quality products from abroad. This requires an increase in customs duties on imported shoes.

It is impossible not to recognize that the situation in the footwear industry of the southern Federal district and skfo, not least - the result of the inability of many managers of Shoe enterprises of the southern Federal district and the southern Federal district to quickly adapt to the new requirements of the market, to the competition with Russian and foreign manufacturers.

When developing a range of children's shoes, it is necessary to take into account the factors that shape consumer demand: compliance with the main fashion trends, economic, social and climatic specifics of the southern Federal district and the southern Federal district.

By its natural and climatic conditions of the southern Federal district and North Caucasus Federal district occupy a unique position in the Russian

Federation. Geographical location, proximity to three seas and diverse terrain with the presence of high mountains determine a significant diversity of climate. In the Eastern part is clearly manifested continental temperate climate: winter is cooler, summers are hotter (the average temperature in July ranges from +25 to +28 0C, January – 4 – 8 0C), rainfall is not great; on the black sea coast is dominated by a humid subtropical climate with high rainfall, the average temperature in January is + 2 – 5 0C.

Such soft natural and climatic conditions of our region suggest a great demand for shoes spring–autumn and summer socks (sandals, shoes, boots, autumn boots and boots). Winter shoes are less in demand. In the use of textile and artificial materials along with natural and in combination with them, as well as technology "patchwork" is the most relevant for such shoes, allows you to fully meet consumer demand for families with different income levels.

However, with the development of textile production fabrics became more accessible, and there was no practical need to use fabric cuts one hundred percent. Patchwork has been forgotten for a long time, and its return to our days, of course, is not due to the fact that this technique can reduce production costs. This is especially true for children's shoes. The use of patchwork in the production of children's shoes will reduce its cost, expand the range of products through the introduction of new materials, make children's shoes comfortable and easy. The introduction of patchwork technology in Shoe enterprises will significantly reduce the cost of basic and auxiliary materials, to attract home work.

The range of children's shoes should focus on buyers with different levels of income, for this in the production of shoes you need to use leather for the top of different quality: expensive, such as Chevy or cheaper – pig leather chrome tanning, shoes from which you can wear to the "exit", and coming home to take off to the child's feet rest.

Also in the development of the range should be taken into account the fact that girls in the southern Federal district and skfo born more than boys, so that shoes for girls should be produced in a larger volume than shoes for boys.

If manufacturers of shoes for children will be guided by all of the above recommendations of the authors, the buyers will be able, depending on their financial situation, to give preference to products of a price category, made taking into account the climatic characteristics of the southern Federal district and the generic characteristics of its population.

It should be noted that now the requirements of parents to the hygienic properties of children's shoes, as well as to its correctness from the point of view has the naturalness of the upper material, because many manufacturers from the low-cost segment of

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the market, seeking to reduce the price, make of genuine leather only insole and lining. To children's foot remained healthy, in shoes for children—sliders should be all thought out, down to the details.

If you think that the average height of the foot is completed by about 18 years of age, you can imagine how important it is to have a suitable and good for health shoes from the beginning.

Tight and short shoes make it difficult to walk, presses the leg, disrupts blood circulation, causes pain and over time changes the shape of the foot, disrupts its normal growth, deforms the fingers, promotes the formation of difficult healing ulcers, and in the cold season – frostbite, increases sweating. Too loose shoes are also harmful. Walking in it quickly tires, and there may be scuffs, especially in the lifting area.

Teenagers are not recommended to walk in narrow shoes. Wearing it often leads to curvature of the fingers, ingrown nails, the formation of corns and promotes the development of flat feet. Flatfoot is observed in long walking in shoes without any heels, for example, in Slippers. Everyday wearing shoes with high heels (above 4 cm) is harmful for teenage girls, because it makes it difficult to walk, shifting the center of gravity forward. The emphasis is transferred to the fingers.

The sole should bend well. The rigid sole complicates walking (the bending angle is limited,

the heel of the Shoe is tightened from the heel), reduces the performance of the ankle muscles, increases the temperature of the skin of the leg and sweating.

As much as it is necessary to ensure maximum mobility of the front part of the foot, it is also necessary to ensure maximum stability of the heel. The heel should be strong, not allowing sliding of foot. The heel should protect, densely cover a heel, to prevent its deformation.

Children's shoes should have a reliable and comfortable fastening on the leg, which does not prevent movement. For this purpose different types of fastening are used:

Dear Respondent!

What indicators would You prefer in the analysis and study of the status of the concept of "Attractiveness of the goods", taking advantage of the privileges - to assign them an appropriate rank from the arithmetic series – preferable from 1, rather than preferred - a higher figure, ensuring compliance with the requirements of the arithmetic series, namely, not allowing the omission of numbers in the arithmetic series. If you have difficulties in choosing preferences, you can use the "related ranks", assigning two or more factors the same rank, but here it is necessary to comply with the requirements of the arithmetic series. [5-6]

Table – Analysis and study of the status of the concept of "Attractiveness of goods»

№	Показатели привлекательности товара	Ранг
1	Ощутимость потребности в покупке товара	
2	Надёжность товара	
3	Ответственность производителя за качество товара	
4	Завершенность товара	
5	Вежливость обслуживания	
6	Доверие к продавцу, производителю	
7	Впечатляющий гарантийный период	
9	Общение с продавцом	
10	Взаимопонимание с продавцом, его заинтересованность	
11	Доступность к товару	
12	Культура обслуживания	
13	Ценовая доступность	
14	Покупательская удовлетворенность	
15	Уровень подготовленности потребителя совершить покупку	
16	Уровень заинтересованности производителя в формировании привлекательности товара	
17	Покупательская возможность потребителя	
18	Авторитет производителя	
19	Потребительская коммуникация	
20	Наличие мнения о ранее сделанной покупке идентичного товара	
21	Потребность у потребителя в покупке привлекательного, оригинального товара	

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22	Актуальность данной покупки для покупателя	
23	Возможность последующего обмена товара	
24	Наличие нескольких нужных функций у товара	
25	Современный дизайн	
26	Способ оплаты за покупку	
27	Простота эксплуатации товара	
28	Организация и доступность сервисного сопровождения приобретенного товара	

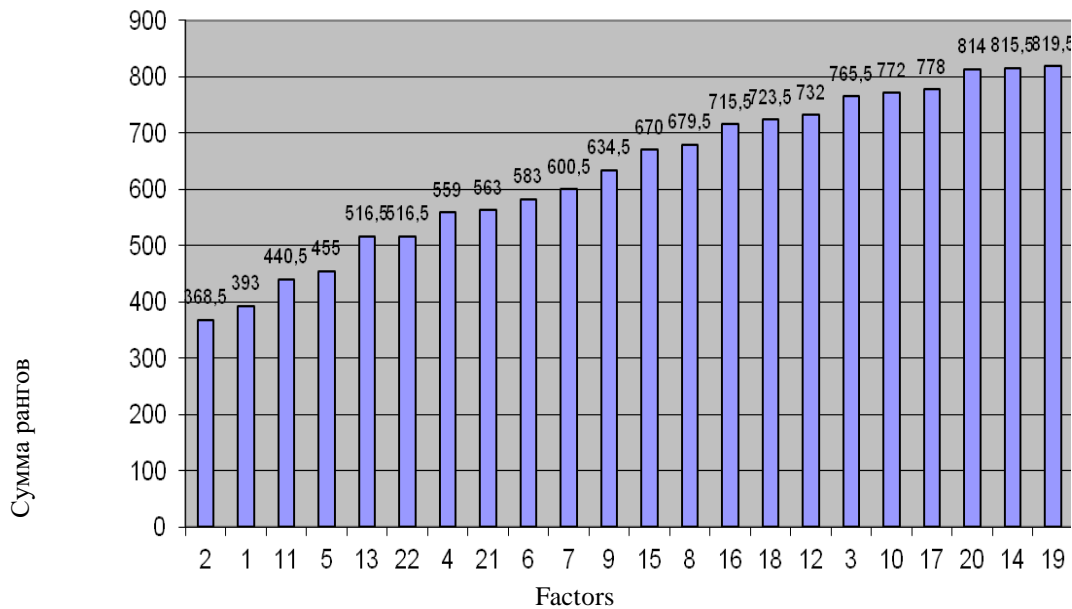


Figure 1 - - Results of processing a priori ranking of children-respondents to assess their competitive potential on the criteria of competitiveness and demand for children's shoes made for them

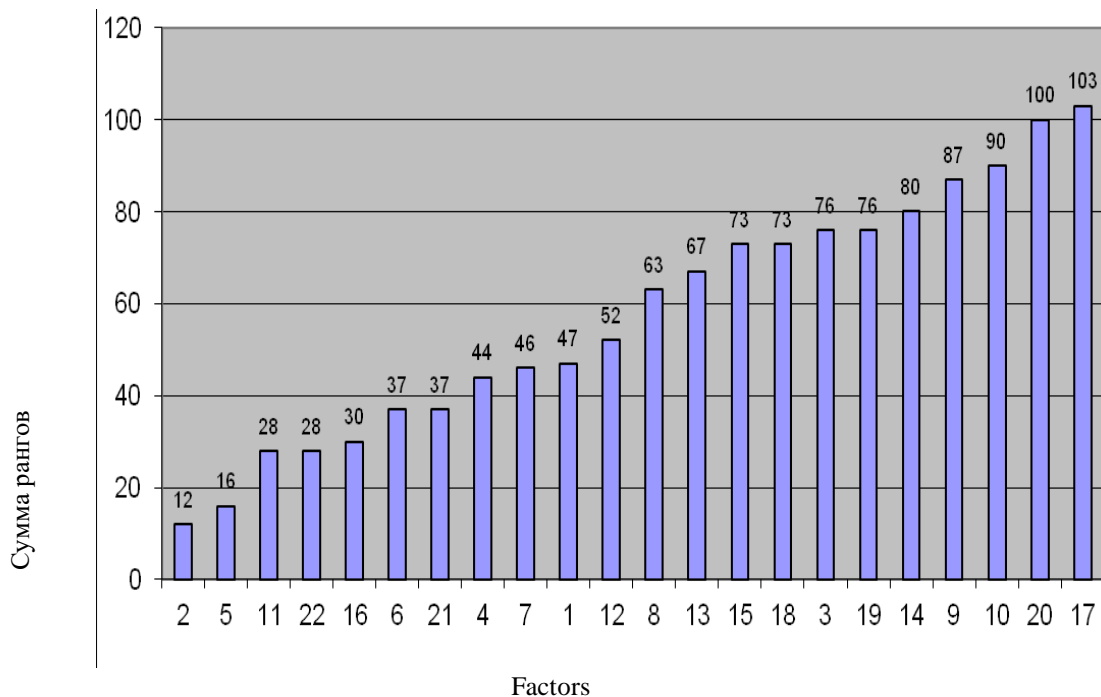


Figure 2 - - Results of processing a priori ranking of children-respondents to assess their competitive potential on the criteria for ensuring competitiveness and demand for their children's shoes without heretics, i.e. without those respondents whose opinion does not coincide with the majority of survey participants

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JIF = 1.500	SJIF (Morocco) = 5.667	OAJI (USA) = 0.350

Dear Respondent!

What factors would You prefer as a buyer when assessing the competitive potential of enterprises in the regions of the southern Federal district and the southern Federal district, producing shoes for children, taking advantage of the privileges - to assign them the appropriate rank from the arithmetic series – preferably starting with 1, rather than

preferred - a higher figure, ensuring compliance with the requirements of the arithmetic series, namely, not allowing the omission of numbers in the arithmetic series. If You have difficulties in choosing preferences, You can use the "related ranks", assigning two or more factors the same rank, but here it is necessary to comply with the requirements of the arithmetic series.

Table – Criteria for assessing the competitiveness and demand for children's shoes through the eyes of ordinary buyers

№	Перечень факторов по оценке конкурентного потенциала предприятий регионов ЮФО и СКФО	Ранг
1	Масса	
2	Цвет	
3	Качество детской обуви	
4	Функциональность детской обуви	
5	Характеристика материалов для верха обуви	
6	Соответствие направлению моде	
7	Цена	
8	Характеристика материалов для низа обуви	
9	Комфортность	
10	Высота приподнятости пяточной части обуви – до 40 мм	
11	Высота приподнятости пяточной части обуви –свыше 40 мм	
12	Ремонтопригодность	
13	Гарантийный срок на детскую обувь	
14	Каким видам детской обуви отдается предпочтение : зимней	
15	Осенней	
16	Весенней	
17	Летней	
18	Прочность крепления низа обуви	

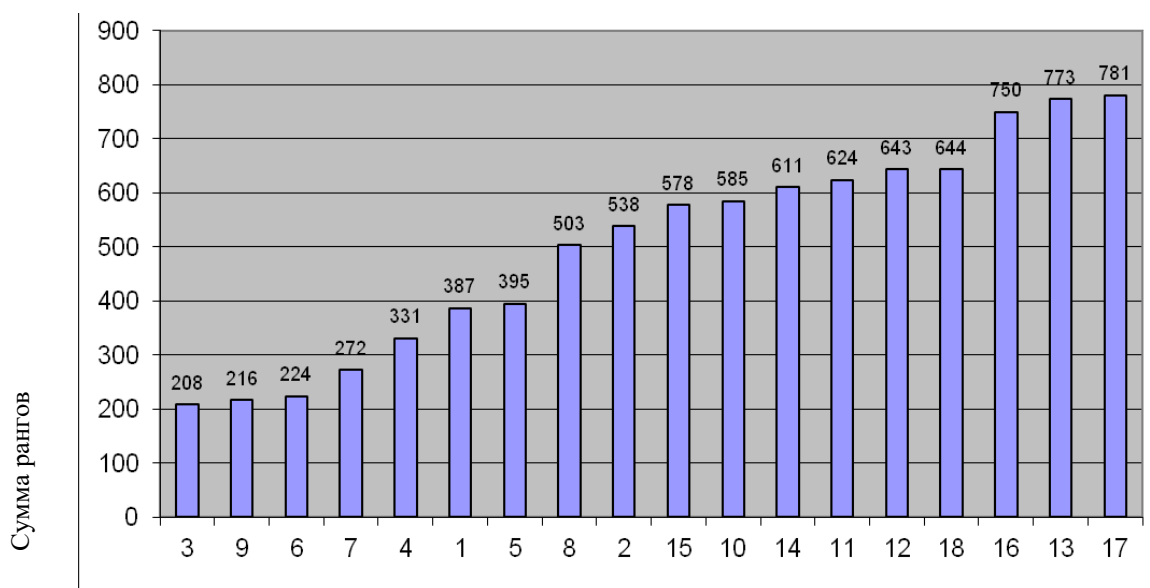


Figure – the Results of processing a priori ranking of random buyers to assess their competitive potential on the criteria of competitiveness and demand made baby shoes

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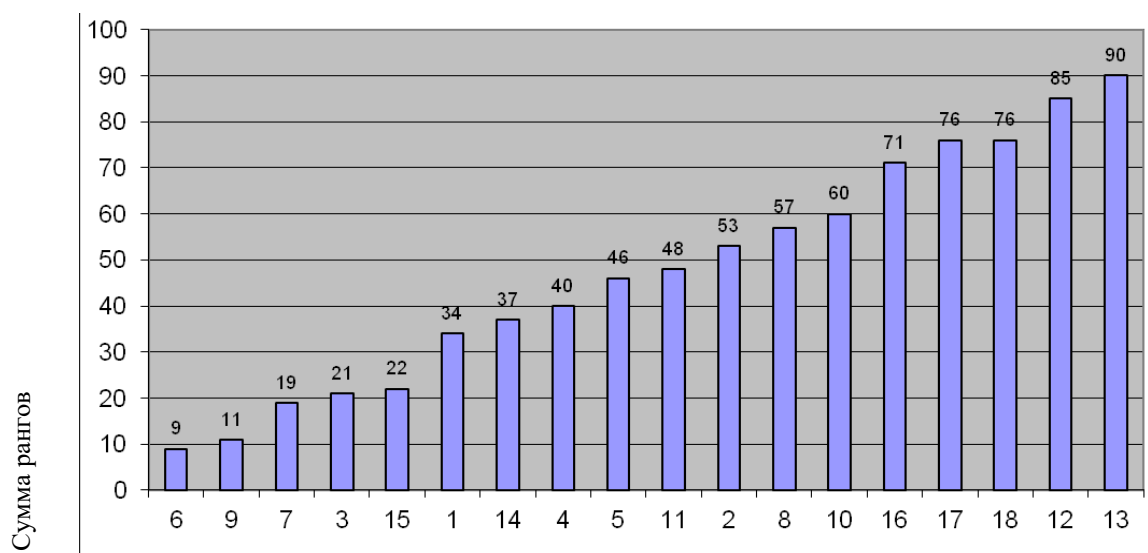


Figure – the Results of processing a priori ranking of random buyers to assess their competitive potential on the criteria for ensuring the competitiveness and demand for shoes made by a child without heretics, i.e. without those respondents whose opinion does not coincide with the majority of survey participants

Dear Respondent!

What are the factors You would like manufacturers children's footwear preference in the evaluation of the competitive potential of enterprises in the regions of SFD and NCFD, taking advantage of the privileges is to assign them a corresponding rank of an arithmetic series beginning with 1 preferred and not preferred - the higher the figure,

while fulfilling the requirements of an arithmetic series, namely, not allowing skipping of numbers in the arithmetic series. If You have difficulties in choosing preferences, You can use the "related ranks", assigning two or more factors the same rank, but here it is necessary to comply with the requirements of the arithmetic series.

Table – Criteria for assessing the competitiveness and demand for children's shoes through the eyes of Shoe manufacturers by enterprises of the SFD and SKFO regions

№	Перечень факторов по оценке конкурентного потенциала предприятий регионов ЮФО и СКФО	Ранг
1	Масса	
2	Цвет	
3	Качество детской обуви	
4	Функциональность детской обуви	
5	Характеристика материалов для верха обуви	
6	Соответствие направлению моде	
7	Цена	
8	Характеристика материалов для низа обуви	
9	Комфортность	
10	Высота приподнятости пяточной части обуви – до 40 мм	
11	Высота приподнятости пяточной части обуви -свыше 40 мм	
12	Ремонтопригодность	
13	Гарантийный срок на детскую обувь	

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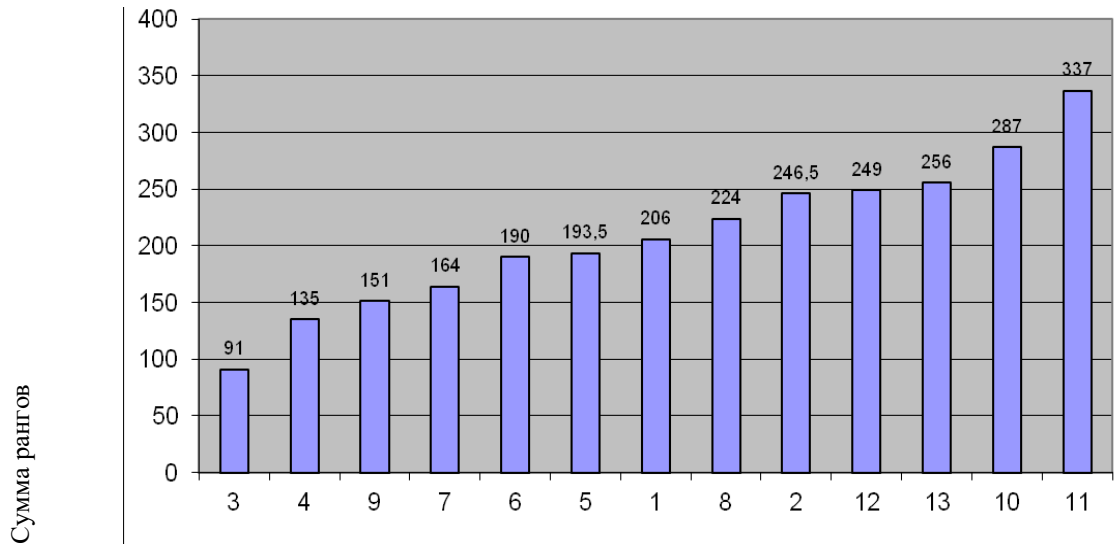


Figure – Results of processing a priori ranking of manufacturers to assess their competitive potential on the criteria of competitiveness and demand for manufactured baby shoes

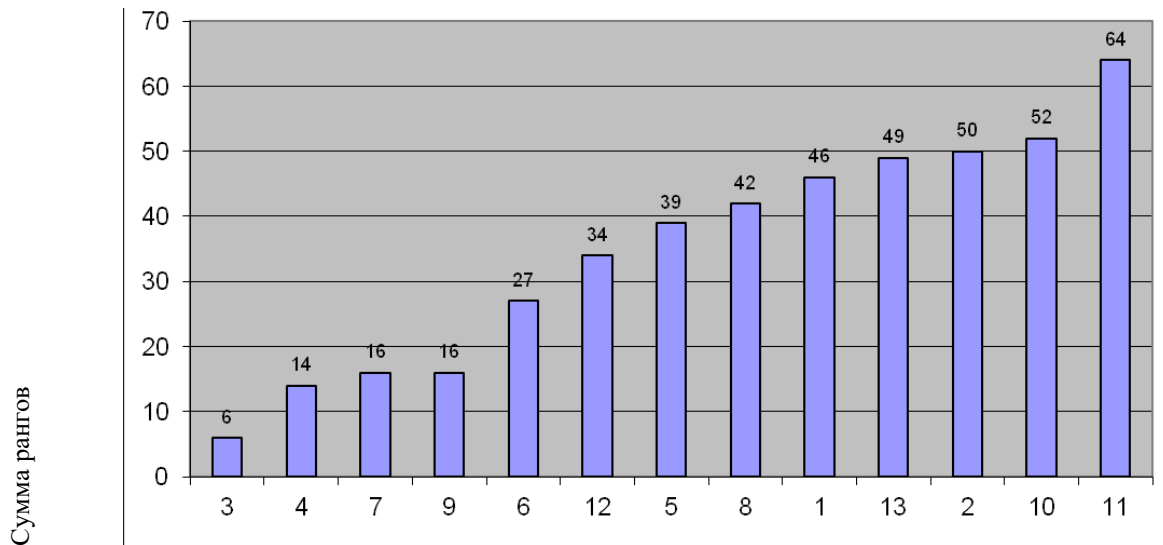


Figure – Results of processing a priori ranking of manufacturers to assess their competitive potential on the criteria for ensuring the competitiveness and demand made baby shoes without heretics, i.e. without those respondents whose opinion does not coincide with the opinion of the majority of survey participants

Dear Respondent!
 What factors would You - the parents - preference in the evaluation of the competitive potential of enterprises in the regions of SFD and NCFD, taking advantage of the privileges is to assign them a corresponding rank of an arithmetic series beginning with 1 preferred and not preferred - the higher the figure, while fulfilling the

requirements of an arithmetic series, namely, not allowing skipping of numbers in the arithmetic series. If You have difficulties in choosing preferences, You can use the "related ranks", assigning two or more factors the same rank, but here it is necessary to comply with the requirements of the arithmetic series.

Table – Criteria for assessing the competitiveness and demand for children's shoes through the eyes of parents

№	Перечень факторов по оценке конкурентного потенциала предприятий регионов ЮФО и СКФО	Ранг
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1	Масса	
2	Цвет	
3	Качество детской обуви	
4	Устойчивость окраски применяемых для верха обуви материалов к сухому и мокрому трению и к воздействию пота	
5	Гибкость	
6	Прочность крепления низа обуви	
7	Цена	
8	Комфортность	
9	Деформация подноски и задника	
10	Ремонтопригодность	
11	Гарантийный срок на детскую обувь	

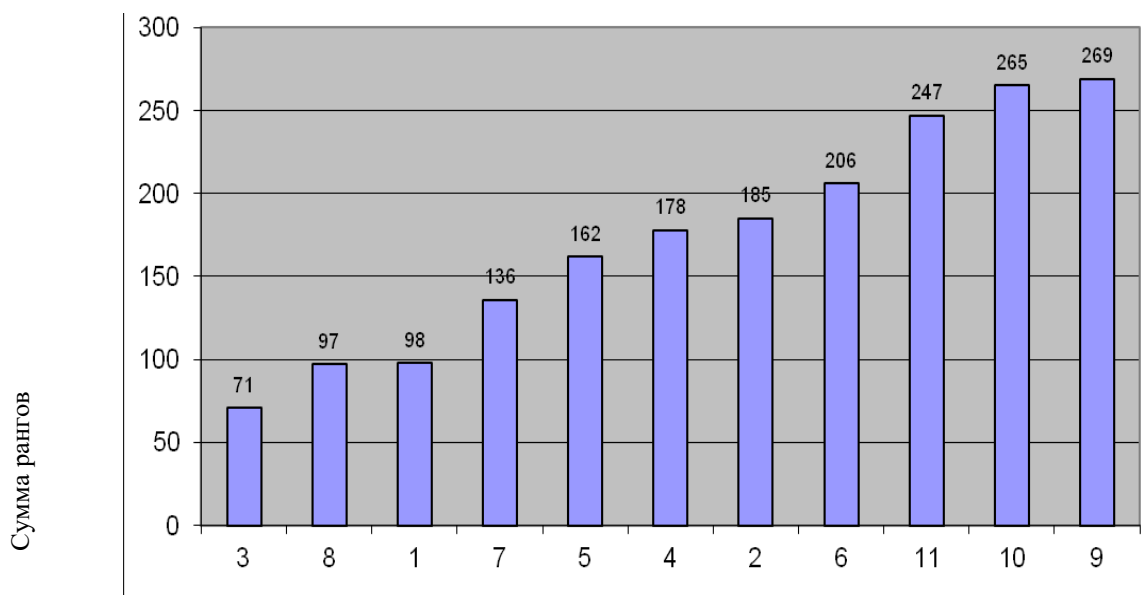


Figure – Results of processing a priori ranking of parents to assess their competitive potential of the criteria for ensuring the competitiveness and relevance of manufactured baby shoes

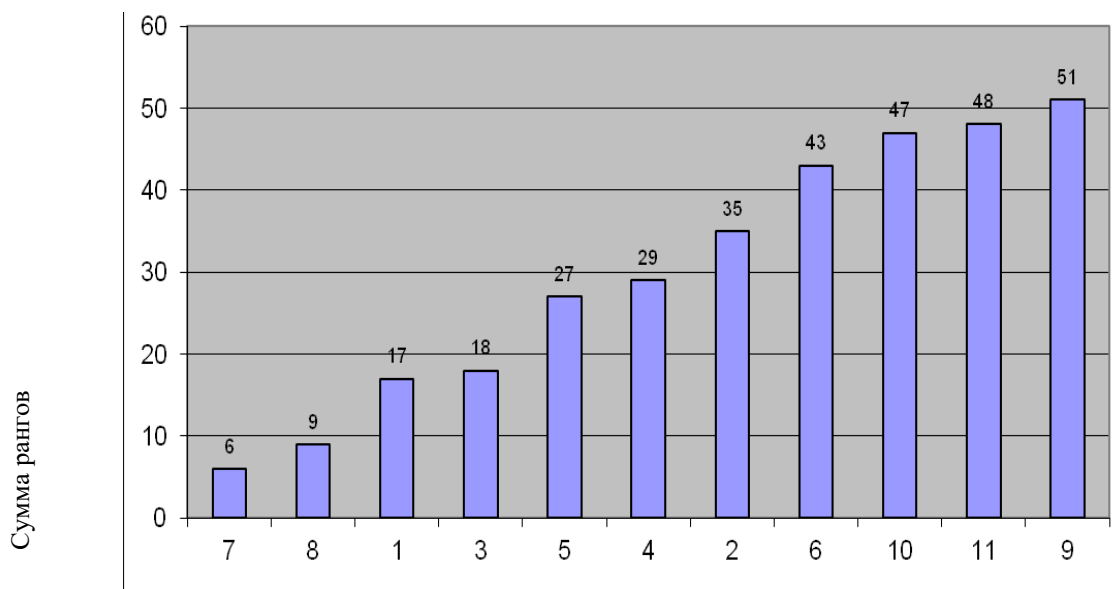


Figure – Results of processing a priori ranking of parents to assess their competitive potential on the criteria of competitiveness and demand made baby shoes without heretics, i.e. without those respondents whose opinion does not coincide with the opinion of the majority of survey participants

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Таблица 13 – Сводная характеристика результатов опроса респондентов – детей, их родителей, покупателей и производителей по оценке конкурентного потенциала обувных предприятий регионов ЮФО и СКФО

Результаты опроса детей	Результаты опроса родителей	Результаты опроса покупателей	Результаты опроса производителей
2 – Качество детской обуви	3 – Качество детской обуви	3 – Качество детской обуви	3 – Качество детской обуви
1 – Форма носочной части	8 – Комфортность	9 – Комфортность	4 – Функциональность детской обуви
11 – Масса	1 – Масса	6 – Соответствие направлению в моде	9 – Комфортность
5 – Комфортность	7 – Цена	7 – Цена	7 – Цена
13 – Материалы для низа обуви	5 – Гибкость	4 – Функциональность детской обуви	6 – Соответствие направлению в моде
22 – Соответствие направлению в моде	4 – Устойчивость окраски применяемых для верха обуви материалов к сухому и мокрому трению и к воздействию пота	1 – Масса	5 – Характеристика материалов для верха обуви
4 – Цена детской обуви	2 – Цвет	5 – Характеристика материалов для верха обуви	1 – Масса
21 – Разнообразие ассортимента обуви для детей в магазинах и торговых центрах	6 – Прочность крепления низа обуви	8 – Характеристика материалов для низа обуви	8 – Характеристика материалов для низа обуви
6 – Уровень обслуживания родителей и детей в магазинах и торговых центрах	11 – Гарантийный срок на детскую обувь	2 – Цвет	2 – Цвет
7 – Цвет	10 – Ремонтопригодность	15 – Каким видам детской обуви отдается предпочтение: осенней	12 – Ремонтопригодность
9 – Высота приподнятости пяточной части – до 40 мм	9 – Деформация подноски и задника	10 – Высота приподнятости пяточной части обуви – до 40 мм	13 – Гарантийный срок на детскую обувь
15 – Место продажи обуви для детей – интерьер магазина, или торгового центра		14 – Каким видам детской обуви отдается предпочтение: зимней	10 – Высота приподнятости пяточной части обуви – до 40 мм
8 – Гарантийный срок на детскую обувь		11 – Высота приподнятости пяточной части обуви – свыше 40 мм	11 – Высота приподнятости пяточной части обуви – свыше 40 мм
16 – Каким видам детской обуви отдается предпочтение: зимней		12 – Ремонтопригодность	
18 – Каким видам детской обуви отдается		18 – Прочность крепления низа обуви	

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предпочтение: весенней			
12 – Ремонтпригодность детской обуви ее целесообразность		16 – Каким видам детской обуви отдается предпочтение: весенней	
3 – Гибкость детской обуви		13 – Гарантийный срок на детскую обувь	
10 – Высота приподнятости пяточной части обуви –свыше 40 мм		17 – Каким видам детской обуви отдается предпочтение: летней	
17 – Каким видам детской обуви отдается предпочтение: осенней			
20 – Прочность крепления низа обуви			
14 – Материалы для верха обуви			
19 – Каким видам детской обуви отдается предпочтение: летней			
0,16 < W < 0,69	0,52 < W < 0,94	0,47 < W < 0,91	0,33 < W < 0,84

Таблица 14 – Сводная характеристика результатов опроса респондентов – детей, их родителей, покупателей и производителей по оценке конкурентного потенциала обувных предприятий регионов ЮФО и СКФО, но без еретиков, мнение которых не совпадает с большей частью респондентов, участвовавших в опросе

Результаты опроса детей	Результаты опроса родителей	Результаты опроса покупателей	Результаты опроса производителей
2 – Качество детской обуви	7 – Цена	6 – Соответствие направлению в моде	3 – Качество детской обуви
5 – Комфортность	8 – Комфортность	9 – Комфортность	4 – Функциональность детской обуви
11 – Масса	1 – Масса	7 – Цена	7 – Цена
22 – Соответствие направлению в моде	3 – Качество детской обуви	3 – Качество детской обуви	9 – Комфортность
16 – Каким видам детской обуви отдается предпочтение: зимней	5 – Гибкость	15 – Каким видам детской обуви отдается предпочтение: осенней	6 – Соответствие направлению в моде
6 – Уровень обслуживания родителей и детей в магазинах и торговых центрах	4 – Устойчивость окраски применяемых для верха обуви материалов к сухому и мокрому трению и к воздействию пота	1 – Масса	12 – Ремонтпригодность
21 – Разнообразие ассортимента обуви для детей в магазинах и торговых центрах	2 – Цвет	14 – Каким видам детской обуви отдается предпочтение: зимней	5 – Характеристика материалов для верха обуви

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4 – Цена детской обуви	6 – Прочность крепления низа обуви	4 – Функциональность детской обуви	8 – Характеристика материалов для низа обуви
7 – Цвет	10 – Ремонтпригодность	5 – Характеристика материалов для верха обуви	1 – Масса
1 – Форма носочной части	11 – Гарантийный срок на детскую обувь	11 – Высота приподнятости пяточной части обуви –свыше 40 мм	13 – Гарантийный срок на детскую обувь
12 – Ремонтпригодность детской обуви ее целесообразность	9 – Деформация подноски и задника	2 – Цвет	2 – Цвет
8 – Гарантийный срок на детскую обувь		8 – Характеристика материалов для низа обуви	10 – Высота приподнятости пяточной части обуви – до 40 мм
13 – Материалы для низа обуви		10 – Высота приподнятости пяточной части обуви – до 40 мм	11 – Высота приподнятости пяточной части обуви –свыше 40 мм
15 – Место продажи обуви для детей – интерьер магазина, или торгового центра		16 – Каким видам детской обуви отдается предпочтение: весенней	
18 – Каким видам детской обуви отдается предпочтение: весенней		17 – Каким видам детской обуви отдается предпочтение: летней	
3 – Гибкость детской обуви		18 – Прочность крепления низа обуви	
19 – Каким видам детской обуви отдается предпочтение: летней		12 – Ремонтпригодность	
14 – Материалы для верха обуви		13 – Гарантийный срок на детскую обувь	
9 – Высота приподнятости пяточной части –до 40 мм			
10 – Высота приподнятости пяточной части обуви –свыше 40 мм			
20 – Прочность крепления низа обуви			
17 – Каким видам детской обуви отдается предпочтение: осенней			
0,16 < W < 0,69	0,52 < W < 0,94	0,47 < W < 0,91	0,33 < W < 0,84

Analysis of the survey to assess the competitive potential of enterprises in the implementation of innovative technological solutions, which was

attended by children, their parents, casual shoppers and manufacturers of shoes for children, showed that they are all unanimous in one, namely, that shoes for

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children should be of high quality, but if the adult participants of the survey intelligently preferred this indicator, the children, for the most part, on a whim, too, in the questionnaires as a priority allocated quality, assuming under this term a set of characteristics, which they talked with adults, investing in this and comfort, and convenience, and appearance, although these and similar factors were included in the questionnaires, proposed them for filling. The characteristics of these survey results, given in tables 13 and 14, differ only in that table 13 shows the results of the survey of all survey participants, and table 14 – without heretics, i.e. without those respondents whose opinion does not coincide with the majority of survey participants, although the value of the concordance coefficient for all children participating in the survey ranges from 0.17 to 0.69. The situation is different for parents, casual buyers and manufacturers: their survey results showed great competence on the studied problem, which is explained by their interest in the problem of protecting children from poor-quality shoes and footwear, which can provoke them to form pathological deviations. This is confirmed by the values of the concordance coefficient: in parents it is from 0.50 to 0.94, in casual buyers from 0.49 to 0.91

and in manufacturers – from 0.38 to 0.84. Such results only confirm the effectiveness of using a priori ranking at the stage of forming an opinion about the range, which should dominate the domestic markets. The participation of parents in the survey, in addition, should guarantee manufacturers a competent choice of a range of shoes for children, at the same time, taking into account both the social status of their family budgets, and taking into account the wishes of the children themselves. The discrepancy between the opinions of manufacturers and parents can be explained only by the fact that they are interested in offering such shoes that would be in demand, fully implemented and would guarantee them effective technical and economic indicators of their activities. In this case, it is important for them to form such an innovative technological process by which they could at the expense of the price niche to expand the number of participants in the purchase of the proposed range of shoes, but with a sufficiently high guarantee of its quality. In such cooperation, we can expect in the domestic markets a range of shoes for children, which will be in demand and eliminate the deficit, providing children with comfort and a healthy lifestyle.

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PECULIARITIES OF QUALITY MANAGEMENT OF DIGITAL PRODUCTION OF DEFECT-FREE AND IMPORT-SUBSTITUTING TRUE FOR CONSUMERS SFD AND SCF (3 MESSAGE)

Abstract: In report 3, 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

To start a study has to classic setting and with the general characteristics of the problem. Surprisingly, however, the fact that in spite of numerous books on the subject and offered no less explicit requests for its comprehensive analysis of the problem of total quality management research remains "hedgehog" in a thick fog.

The reason is simple, with the exception of work BS Aleshin et c, the promise of a comprehensive study of the problem remains a wish. research content is usually not beyond one or two aspects of the consideration of quality and quality management capabilities. The remaining angles either declared or are attached in such a sequestered state that their presence is perceived as a kind of burden for the pleasure to join the author's reasoning, of course, relevant for all times and for any activity subject [1-2].

Marked by a lack of inherent and our works devoted to the problem of quality. We excuse to some extent, it is that we have so far avoided making an application for an integrated quality management in the context of research. It is quite possible and even predictable reaction of our tough critics. Others - and we with them, taking into account the criticism, to step further forward, collectively deciding what is beyond the power of individual researchers, even when they combine their different cognitive resources, and when, for example, in our case, gather industry specialist, systems analyst, economist and philosopher.

Philosophical aspect.

The basis of quality management theory is a philosophical elaboration of this concept. "Quality" - a philosophical category and how in quality control theory represented a philosophical component depends on the solution proposed by the task. In philosophy, the common interpretation of the quality has never been, there is no understanding in our time. Hence an important conclusion: it is necessary before to build a quality management strategy, decide on which philosophical "Beach" you're going to parachute.

Quality - general and fairly stable set of a particular subject. Stable quality unless the forms of life and its substance - the only thing that has always, by definition. Quality, however, also flows through the river of time and change. Quality varies within themselves, change their status, and dramatically,

losing its certainty, is transformed into a different quality.

The differences in the philosophical understanding of the quality due to the complexity of the quality as a subject of study, but to an even greater extent, they - a consequence of the philosophical outlook and methodology on which it is formed.

"Materialism," "idealism," "metaphysics," "dialectic" - pretty shabby class ideology philosophical concepts. Philosophers - conservatives in the Soviet times, well settled, erecting barricades, because of which allowed anger arrows at their enemies, absolutizing politically motivated philosophical currents. Do not look in the best light and celebrations in the arms of criticism of liberal democracy, cracking down on unruly legacy. Inspired by the "noble anger," they are essentially turned to the past and not so much "trampling" this odious past as treading water, slowing the movement of the cognitive process.

From the "materialism", "idealism," "metaphysics," "dialectic" must not refuse, and they should be clear of ideological pseudo "husk", thus revealing inherent rational meaning in these phenomena. These concepts - a kind of "frontier posts" philosophical and scientific knowledge, warning, on the one hand, the need to adhere to certain guidelines in the knowledge, on the other - requires the development of conditions of border cooperation.

The boundaries in knowledge are not intended to delimit, to isolate one from the other. Their rationality is that they regulate the learning process. Karl Marx, who wrote that the idealism of Hegel is "put on the head of materialism" is not responsible for their followers that have simplified Marxism and, in particular, the philosophy of Marxism - dialectical materialism.

Idealist Hegel likewise not my fault that Mach brought the idea to the idealistic solipsism and his philosophical Exercise damaged the rationality inherent in the highest achievements of idealist philosophy.

History of Philosophy warned anyone who entered the path of knowledge: most of all afraid of unilateralism. It will inevitably lead to absolute, of knowledge, in which the broken natural link it ideal and the material, closes the movement of truth.

Quality management begins with the philosophical, that is ideological and methodological orientation theory. No alternative options there. In the

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development of management theory is meaningless evade philosophical foundations. You must actively seek cooperation with the philosophy rationally interpreted.

Q: where is it, this rational philosophy - has long been a rhetorical, since the first philosophers. Its ready-made was not, is not, and will not be as "wand wand", "cloth on the ground", "philosopher's stone".

Rationally interpret philosophy - an exclusive product of the interaction of professional thinking of the philosophical heritage. Objections such as "not everyone is able is" well suited to the situation. It is true, it is given to all, but not all take the responsibility of building quality management systems. Most are in anticipation of regulatory guidelines and materials in complete set. According to current fashion: briefcase with documents.

Our Russian market is not only ugly broke the national economy, one giving the fatty pieces, others left a ghostly hope that someday their lean life will change, and the feast will come to their street. The Russian market has deprived us of national unity, devalued what is widely known as the "mysterious Russian soul", but simply put, our inherent desire for reflection "for life in general," including problems of personal and national. German distinguishes law-abiding, American from USA - adventurism, Italian - immediacy. Our ancestors allocated responsibility fading before our eyes.

Quality philosophy - the concept of a collective, synthetically ranked. Understanding the quality of the various philosophical theories differ substantially, because it is "tailored" for the system and the method used in its design.

In such ambiguous situations should start with the conclusion: all right and nobody is wrong. What kind of gibberish, - says accustomed to think in accordance with the formula laid down by nature, "or - or" - We do not need the puzzle, we want everything to be on the principle of "to each his own." The challenge consists precisely in the fact that all spread out "on the shelves". It is easier, of course, will not go wrong.

The formal logic of thinking, formed spontaneously, reflects the world of things in the first approximation, roughly. Engels fairly compared with its elementary mathematics, which is unable to describe the process, therefore, is limited to actions with finite values. "What is good and what is bad" - the inheritance of the formal logical reasoning, for whom "blessing in disguise" or "two different sides of the same coin" - judgments against the rules, forbidden.

Introduces prohibitions thinking and political ideology, sharing their thoughts on the hostile, regular and irregular, causing the public mind to work on the simplified rules of formal logic of individual thinking.

The Marxist and Hegelian concept of quality more in common than differences. The main thing is

that the most significant in understanding the quality of the same. K. Marx and F. Engels, distancing himself from Hegelian idealism, fully guarded his dialectical conception of thinking, developed the position put forward by them, protected them from criticism. They are better than anyone else aware of the reserve laid down in the Hegelian dialectic of cognition. [3-4]

Quality and to Hegel and to the founders of dialectical materialism, who worked after Hegel, was:

- firstly, a set of a certain way related to the essential properties of the phenomena;

- Secondly, they understand quality as an objective state, even in the case where it is produced by the human consciousness, because consciousness creates quality according to the objective order of the world. Quality invariant objective;

- Thirdly, in their understanding, the quality varies according to the dialectic of world development. It has a concrete historical way of expression.

All three of the above quality characteristics constitute a methodological framework: the quality of theory and quality management strategy.

His contribution to the philosophy of quality and made famous predecessor Hegel, the English philosopher John. Locke. . J. Locke shared quality into two groups: the objective qualities of things, the inherent significantly, and quality, resulting in the learning process. Recent lacking in things, but formed by the interaction of things and feelings. Things excite certain feelings and they react to form the corresponding received signal qualities - sensations. Quality of duality theory Locke criticized not only the laziest. He got from the materialists of concessions to idealism: not spared him and a group of idealists objective qualities.

Means as an active critic of the English thinker belief that he is in all was not right, he lost in the wilds of the quality philosophy? Far from it. intelligent human ideas can not be stupid, if they are not a joke, but Locke was not kidding.

Philosopher tried to find a solution to the contradictions in the development of the doctrine of quality. His eyes did not meet the quality or simplified materialism and subjective idealists judgment which led to a dead end.

Locke was far from being able to connect the ideas of opponents, and so primitive technique to overcome the current conflict. He wanted to emphasize the role of consciousness in the history of the formation of quality, activity of the subject, but could not consistently carry out his plan. Particularly noteworthy are his initiatives - the desire to include in the theory as a subject of activity.

As time passed, the idea ripened under the influence of practical factors. Philosophers have returned, there is no philosophy of Locke, for his idea of the subject's activity and the role of his work in

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shaping the quality of things. Not to mention the fact that the actual problem was the originality and quality of the activity that creates the quality of things. [5-6]

Suffice it to recall a modern, international quality control system ISO-9001. Base it is just the idea of the quality of work. The quality and the thing it would be wrong to equate. As a special combination of properties, quality, by definition, is not the same thing, that thing. Hegel determines the quality of the phenomenon is simple and within the philosophical understanding, which in conditions of market relations fit in with consumers' assessment, the concept of "quality is what losing something, the object ceases to be himself." "Ceases to be himself," but does not cease to exist at all.

Without answering the quality requirements, the phenomenon is transformed from one state to another, or to another phenomenon. Examination gave the conclusion of non-conformity specifications (and consumer) parameters. This product was transferred to a discharge is not condition, defective products, but the thing has remained, and with it preserved some prospect of its utilization: Compliance standard processing. You can not wear shoes, you can try to scoop it out of the water flowing through the boat ramming the tow, bot, but you never know what may be frustrated boots will fit in a large economy - even in the samovar can be worn.

Quality wrongly severed from the subject not only from a philosophical position, but also in terms of non-philosophical understanding, otherwise the quality will turn into something independent, like the "nose" of the novel NV Gogol, and quality management will lose substantive certainty. Engels pointed out: "There are no qualities, and the only things that have quality and, moreover, infinitely many qualities."

Experts distinguish shift towards high-quality products on the market needs. Market matures. This confirms monitoring demand. In this long-awaited situation it is important not to lose the philosophical stage, developing a business plan, according to the new circumstances.

Quality - is the highest and permanent goal at a time, so you need to have one in the future, and the other to give way today. Only the correct orientation at a particular time as a vital interval when this is relevant, ensures the success of the product.

Manufacturer and seller must be up to date. Their modernity is due to the ability to find the optimal product portfolio and dock a specific product with the expected level of quality to reach the optimal price range dictated by the effective demand of the consumer products that express their need for the product.

Quality for the consumer - not an abstraction, created by the producer of professional thinking. The user looks at the quality of sight through the purse. As long as there is a market price remains its hallmark. If the buyer asks to see the product first and then asks how much it costs, the result does not change the permutation elements. His sacramental question, the answer to which will depend, as permitted by the deed of sale, the customer will ask necessary.

The quality of independent existence is not fit. As it represented thing, when it is on the market - commodity. And here begins the most important quality in theory, and therefore we will analyze the problem in more detail.

The quality of things, images of nature, have arisen naturally, spontaneously, according to a complex combination of natural laws. It follows that the quality of such natural phenomena created by uniquely objective in all respects.

Another story is the quality of the phenomena created by human activity. In social practice, realized the spiritual component of man. A man builds a house, sews shoes, clothes, coordinating their actions with the mechanical, physical, chemical, and biological properties of natural things, but we do not for a final product of nature - special cases omitted. We create things, its properties, in its capacity as implementing their goals, needs, interests, either materialize or objectify. Differences objectivity quality natural phenomena and man shown in Figure 1.

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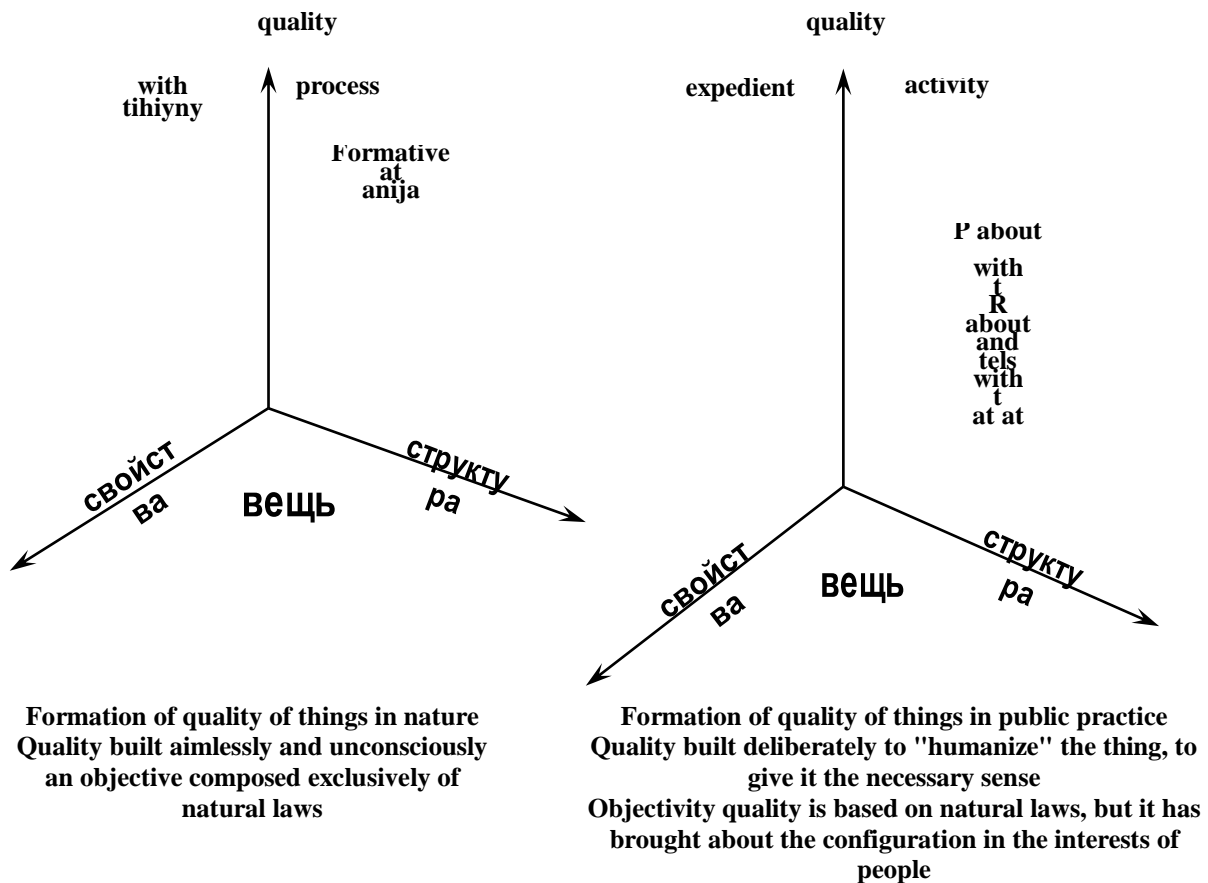


Fig. 1. Differences of objectivity as a natural phenomena and man

As things produced by man's practical activity, as the activity itself, woven, fused objective properties of things and subjective forms of human existence. The quality of man-made things objectively, but their objectivity expressed rationality (or irrationality) person. And here are just knot of contradictions is the producer and the consumer. Untie it can only be, the collective views on consumer properties of the goods manufacturer with a realistic assessment of consumer needs and opportunities. Quality products should be developed solely based on careful monitoring of marketing, respectively, pulling production reserves. We continue to see a divided market mechanism. Hence the problems with the implementation of domestic products.

Professional work like a sculptor sculpts the quality of things, based on the natural properties of the material, by raising their talent and labor to the state, the awakening consciousness of particular interest. Things are of natural origin also attract human interest potential to cause aesthetic sense, have a therapeutic effect, be a material or manufacturing condition of life that is understandable - the man "came out" of nature, left her a special part. However, their quality remains "natural purity." Professional activity - systemic factor in ensuring the quality of the product that has added

value. She, on the situation, there should be an initial step in the development of quality management ideology.

Quality thing can produce extremely high-quality professional activity - this is the first and fundamental law of production quality. Natural disasters are capable of much, they are people purchase precious stones, metals and construction materials. Diamond - the brainchild of a natural disaster. The mineral has a unique natural source of quality, but of diamond products acquired so many new qualities in which the interested person that the natural quality is in fact important only for the processors of natural stone.

The final product of the diamond, whether it is jewelry or a technical element - the result of professional work. there is a difference in the interest of the source material on the market of precious stones - from which he deposits, but most importantly there is something else: who will turn diamonds into brilliants. The quality of a diamond is due to a compound in the product raw material and craftsmanship. And as the master selects the feedstock, then its contribution professionalism in product quality is crucial.

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Hence the second quality of production the law: to provide a quality product requires high-quality training, capable of storing and increase professional skills.

The third law requires quality production areas of professional activities to improve the process through the integration of science and technological progress.

The concept of "quality", reflecting substantive diversity of the world, committed themselves to play a objective difference. This is possible through the structuring of quality. quality structured very important factor in the quality management theory. It should be divided into the following seven quality structural levels by the level of importance of the contribution of the "human factor" [7-8]:

the quality of natural objects;
 the quality of natural material;
 the quality of the processed natural material;
 quality of equipment;
 the quality of the software product;
 quality of production activity;
 quality of the organization and management of production.

Organizational and administrative activity aimed at the production of high-quality product sold itself needs to be checked for quality. Audit of the quality of organization and management of production quality involves structuring relevant activities. Our research experience problems suggests that the process of organization and management should be broken down into four composite (Fig. 2).

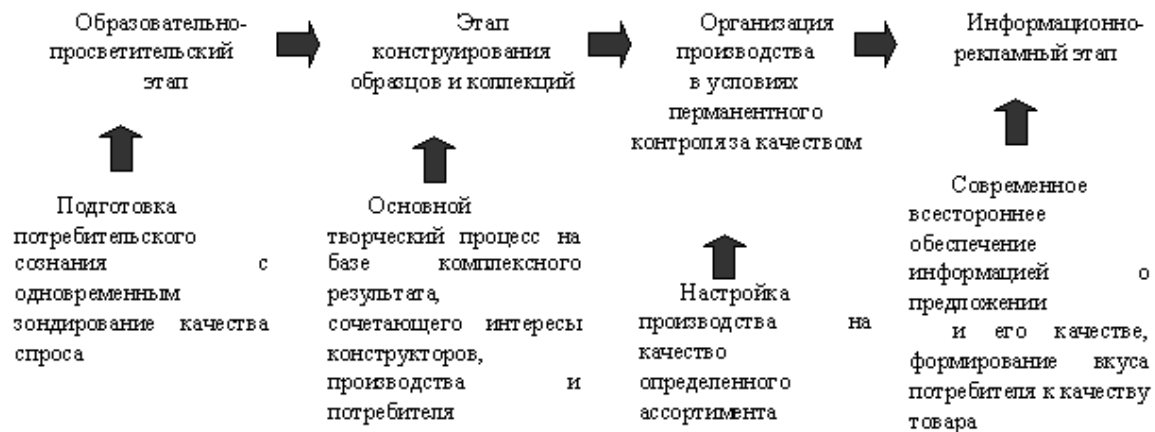


Fig. 2. Stages enable creative professional activities in the process of formation of product quality - components of the organization and management of production quality

The logic of the creation of the quality of the things created by man squeezes at first, close-up, the quality of the activities, the research focuses attention on signs of quality activities, the need to build their system of relations. The philosophical literature on the selected issues more "silent". Philosophers are still fighting. the quality of objectivity Supporters refute the views of their opponents, instead look at the quality not only in the context of the objective reality of the world, but also transforming the material world of human, professional activities. In the spirit of pre-Marxist materialism is not possible to develop a

scientific and philosophical doctrine about the quality, because the old materialism was, in essence, the philosophy of contemplation, rather than changing the world. Marx in his time taught, it should not only reflect the world, but to change it. Dialectics - materialistic worldview is based on the practical interaction between man and nature. Activities especially creative - credo dialectical philosophy and science.

Universal model of relations of the system properties of professional activity explains already driven us and the proposed scheme (Fig. 3).

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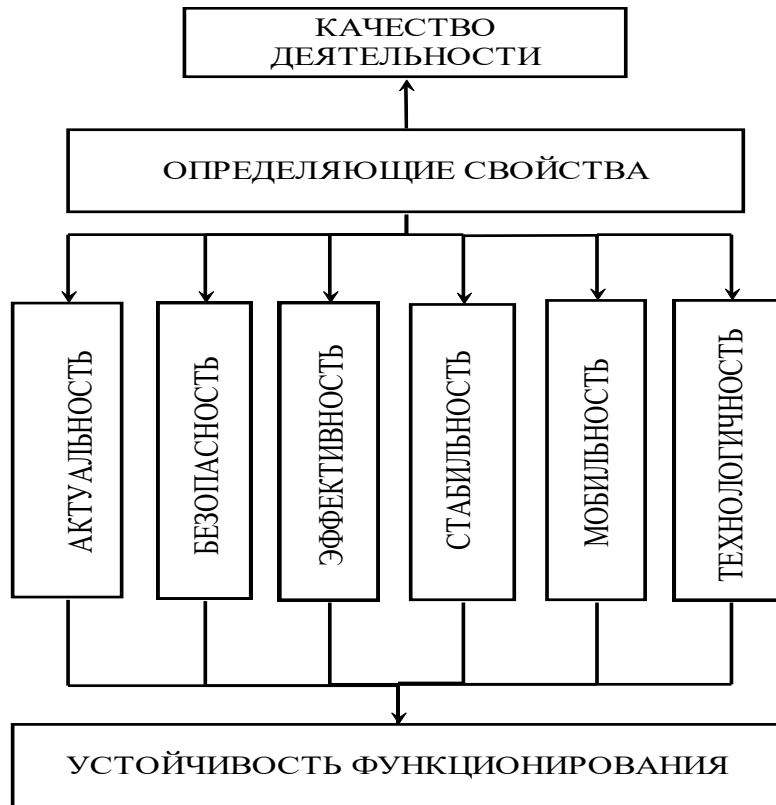


Fig. 3 - Universal model of systemic relations of qualitative properties of professional activity

Included in the scheme to their professional activity are well known. They are usually in the scientific and practical consciousness bind professionalism. The novelty consists not in themselves signs, and their representation in the system form, which gives them a new level value. Introducing system, researchers typically refer to open Bertollanfi effect system communication functions: discrepancy amount signs system and the amount of characteristics forming the system components. The effect described Bertollanfi, gives an indication of the systemic organization of properties, actions, events, as the most effective form of relationship, which is important for the efficiency of management, on the one hand, and the perfection of the organization, on the other (pic 3).

quality management, building on over its philosophical interpretation, the next step is making the path of systemic organization of the program while dealing with the location of systemic signs of activities that built the system would be stable vital, relevant and safe in moderation.

Systematic approach for the time being the best way of knowing the quality of organization and management of any complex activity. Doubting the most effective systematic approach probably is not. There are those who inappropriately perceives and evaluates the indisputable advantages of the system approach, absolutizing its value to the detriment of the other methods, in particular, an integrated approach. An integrated approach in theory and practice, not

squandered its value in a competition with the system, they complement each other and improve the effectiveness of both organizational and management, as well as informative. [9-10]

Quality activities more convenient to analyze a system approach. The theory of quality management, it seems more reasonable to build on the foundation of an integrated consideration.

Put in a special - not philosophy - knowledge (in practice, too), the situation forces us to go back to the differences between integrated and systematic method, because too often become substitute these methods.

System approach stands out fundamentally method of constructing knowledge in which relations between the elements forming conditions, signs, line depending on the base relation called backbone factor. The system is formed like a crystallization process by sequentially embroadening composite.

It is advisable to systematically build, for example, leather, fur, textile, when some, consistent state of the quality of the material, taken as a backbone factor and it "snaps" the whole series, offered to produce. Quality and place in the market in this case will be determined by the quality of the corresponding state of the material used in the manufacture of each specific number of products.

An integrated approach based on a certain qualitative basis and require comprehensive analysis of the phenomenon of quality, and research aspects may be equivalent and perform in a rated dependence.

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A good example of an integrated approach is Quality Management construction. Schematically, it looks something like the figure shows four.

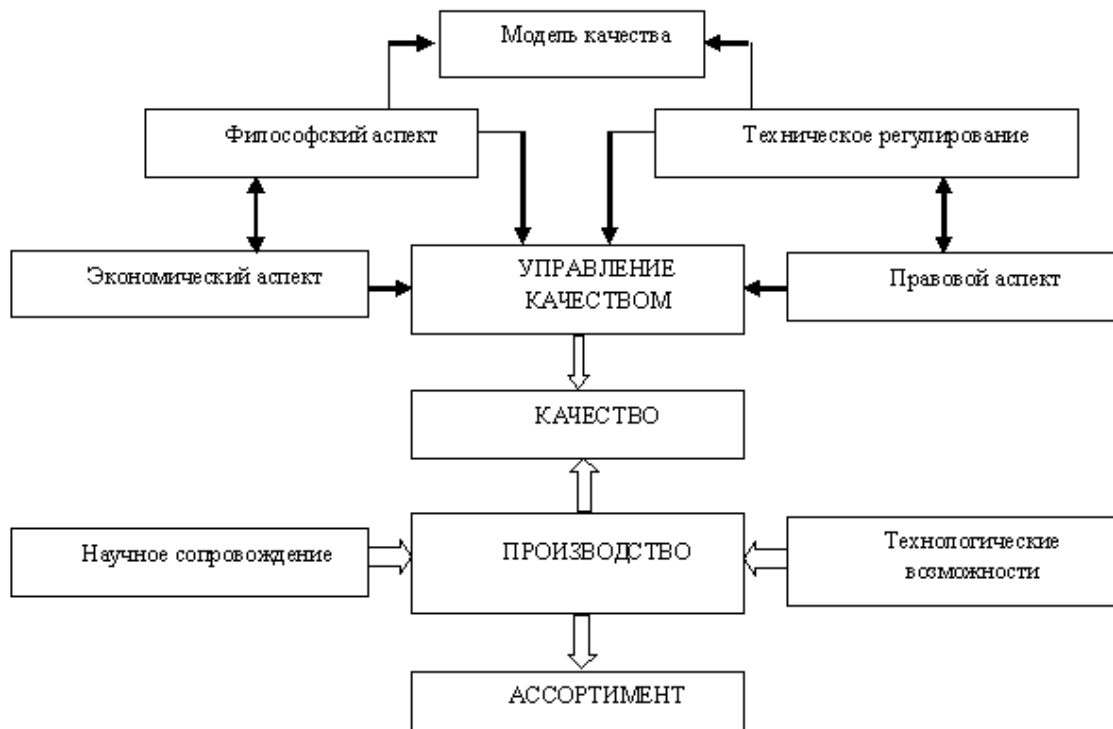


Fig. 4. Schematic diagram of the comprehensive quality control of production

This scheme shows the relationship responsibility and role of basic elements of the preparation and production quality control process. It is enough clearly visible nodal relationships: the relationship with the philosophical aspects of technical regulation, which allows to specify the methodological and theoretical study to the level of legal and technical specifications; Technical Regulation with the right aspect, including the last use of patent and licensed elements: philosophical and economic analysis, which imparts a first specific subject orientation in market conditions, and the second - a methodological perspective, production quality dependence on the state of technological production and scientific equipment.

Complete philosophical analysis quality level necessary for use in the practice of this knowledge economic production quality control, will schematic interconnection diagram describing the quality philosophical concepts stacked with economic categories. It was developed by us a few years ago. Our return forced her. The reason is that we did not have a choice. Philosophers still distracted by specific forms of economic practices in the light of analysis of the quality of their professional interests. Economists quality are narrowly empirically within the mercantile interest.

Philosophy warns that the quality of objectification has a real meaning only in the

epistemological aspect of its consideration: in deciding the quality of Nature. Indeed, in the perspective of the relationship "object - subject" quality comes first - it is objective in nature. Even designing quality, we have no absolute freedom in his work. Professional creativity is limited by objective roots produced quality creativity. The quality of things objectively in material terms, while the quality of the scientific theory of objectified adequately reflected in its objective quality of things, relations which are reproduced in the scientific theory. quality control system is shown in Fig. five.

The quality management theory it is important to understand the dialectic as the organization of production; as an activity of organized production, finally, as manufactured goods objective and subjective. A prominent Russian scientist and public figure, LP Karsavin to emphasize the active nature of the quality associated with the subjective work of a professional, I coined the term "qualitating".

The subjective aspect of quality of the goods on the market is revealed through the complex relationships creators, intermediaries and consumers. They crossed the peculiarity of the national mentality - in the US and Western European countries in the interpretation of the quality of the market is dominated by a pragmatic, utilitarian approach, in Russia the traditional side of the relationship to the quality of the goods has been contemplative, high-quality products

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and today most Russians more than something designed exclusively for consumption.

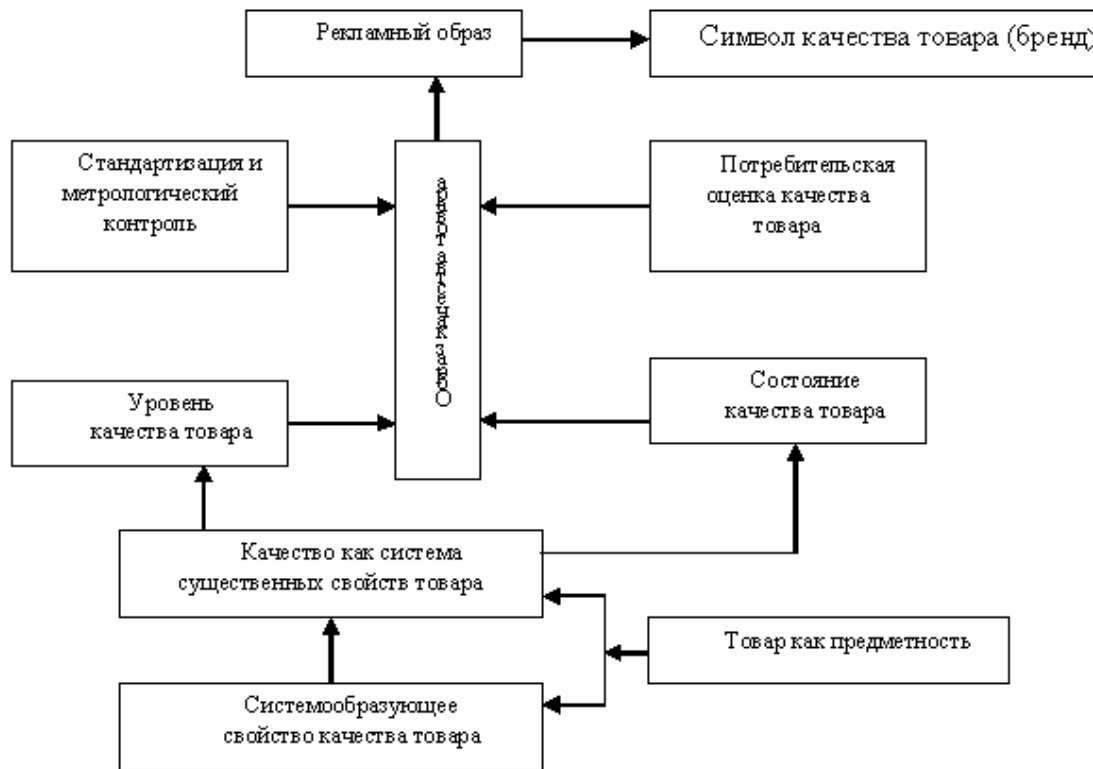


Fig. 5. Quality Control System

Creators and producers of high-quality goods necessary to raise awareness of potential users of their products, based on the fact that in conditions of the market quality of the goods - a collective image. The image quality of the goods, corporate production course, you can unwind with the help of advertising, but such one-sidedness is risky and dangerous.

Stability reputation of quality products available to all market mechanism, including its extensive infrastructure. Consumer education is actively involved in the process of "fighting" for the quality. Reluctance to spend decent money on consumer education, the desire to "shod" its false advertising surface will inevitably turn into a boomerang.

Unfortunately, many Russian producers are not afraid of a boomerang. They know that they are long in the manufacturing sector did not linger. While the market will put everything in its place, to react

appropriately to the pseudo-quality, they will be different, and this "crap" for them to lose relevance.

Although experts and believe that the Russian market has swung in the direction of product quality, an objective situation on the market has not changed significantly. Those small percentages, in which conclusions are encouraging, far from being high quality characteristics.

The condition of choice by the consumer, in a large range of offerings on the market, is the coincidence of its technical parameters with conditional characteristics projected needs. From this perspective, the enterprise management strategy should be built on the principle of "tracking system" with feedback, ie it must provide the consumer products which satisfies their specific requirements on the quality of service and the concomitant with its sales, all the time while monitoring the degree of the satisfaction (see. the circuit of Fig. 6). [11-12]

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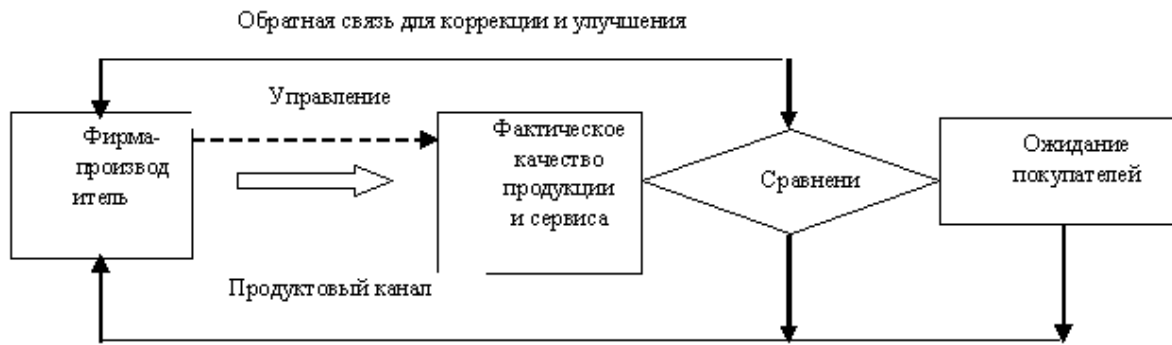


Fig. 6. The system of consumer satisfaction

Monitoring the quality of goods and related services consists of two stages. In the first stage by manufacturer studying marketing spending expectations in product quality and service its promotion. Based on this information, determine the functional specifications for new products and quality service, which will depend on the ability of the definition of consumer expectations and ability to adapt to changes in production technologies of consumer expectations.

The second stage is to periodically "measurement" mismatch between the actual and the expected level of quality products and related services. In accordance with the magnitude of the error of the enterprise activities should be aimed at the production control actions on the organizational and technological units in order to reduce discrepancies and introduction of new parameters of quality assessment methods.

Model assessment of product quality is a tuple:

$$W = \langle X, P, A \rangle, \quad (1)$$

where X - the set of possible solutions (facilities) such that $x \in X$ - element of this set is defined on X by certain rules manufacturing technology and distribution of goods; P - calculable set of quality indicators and the corresponding measurement scales; A - estimation algorithm implements logic comparative evaluation of alternatives in the form of "better-worse."

Any decision $x \in X$ represented by a vector $P(x) = (P_1(x), \dots, P_m(x))$ in m -dimensional space of the quality indicators, defined as the Cartesian product $P = P_1 \times \dots \times P_m \subset R^m$. where $P_j, (j = \overline{1, m})$ - a

plurality of allowable values j -th index, which is a subset of the set of real numbers R .

Evaluation of the quality of products is to determine the extent to which the estimated object of its operation ends. The goal can be set indirectly - with the "standard" quality. Quality standard is a set $\{ \} R_{jd}$ basic values of production quality indicators and marketing of products that best meet the expectations of consumers.

The numerical representation of the level of quality you can imagine a tuple:

$$A = \langle \varphi, P, P_\delta \rangle. \quad (2)$$

Where $\varphi: P \times P_\delta \rightarrow R$ - a plurality of display $P \times P_\delta \subset R^m$ the set of real numbers R , i.e. A is a multidimensional quality level rating scale. Which implies that $W = \langle X, P, P_\delta, \varphi \rangle$, for any $x \in X$ sets the number depending on the position of the point (vector) $P(x) = (P_1(x), \dots, P_m(x))$ in the space of quality indicators. In assessing the quality level of a few kinds of scaling applied.

1. Scaling relations. It is to determine the relative performance quality $\omega_j = P_j/P_{j\delta}$ Which determine how many times the estimated object is better or worse than the base of the j -th quality indicator ($j = \overline{1, m}$). Operation is simultaneously scaling normalization operation.

2. Scaling to the normalization of the difference. It is to provide an assessment of the quality level j -th quality indicator in the form of $\omega_j = (P_{j\delta} - P_j)/P_{j\delta}$ Where the ratio expressed in percentage ω_j It shows how valued object is better or worse than the baseline.

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Fig. 7. The algorithm is a complex evaluation of quality of the object

3. Multidimensional scaling. Based on the definition of a generalized indicator $W(\omega)$ where $\omega = (\omega_1, \dots, \omega_m)$ - the vector of relative quality indicators. Composite index characterizes the degree of conformity of the object to the destination. Thus, we obtain the algorithm estimates the quality level of products and service in each particular case. Algorithm integrated assessment of quality is shown in Fig. .7.

At the final stage in the decision, first, you must decide how acceptable the result (whether the precision and accuracy of the evaluation is acceptable). If he does not meet the requirements, it may be decided to hold a re-evaluation, additional studies to obtain new information, etc. If the result is objective enough, depending on the purpose of assessing the relevant decisions are taken. For

example, if the purpose of assessing the quality of a number of possible options for the selection of products is one that best meets the needs of consumers, the option that gets the highest score, can be taken into production[23].

Predicting the cost of quality in the development of a new range of shoes

The reason largely uncompetitive domestic footwear consisted of the error and evaluation methodology for measuring its quality. The problem is the quality of a certain discrepancy evaluation shoe projected in the development phase, formed during the production phase and tested at final inspection before implementing a consumer quality assessment. The gap between the real and the quality requirements of customers it has a significant impact on consumer

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preferences and hence on competitiveness. The smaller the gap, the higher competitiveness of the shoe. The difficulty lies in the fact that consumers in evaluating the quality of the shoe is guided to a large extent not regulated by the normative documents of the quality indicators, and on their own tastes and ideas about what should be the shoes. And sometimes the idea of the quality of many consumers the surface, at the level of the main organoleptic characteristics, which are not always adequately and objectively characterize shoes.

Very often, the need for competitiveness assessment occurs before the appearance of a new product, ie at the stage of design and development. Since the level of costs during the period of use and operation of more than 80% dependent on the characteristics of the shoe, is laid at different stages of its development. At the stage of designing and testing of prototype designer can influence the decrease of not more than 15% of the costs and when the article is put on production, the change in this parameter manage within only 5%.

Therefore, at the pre-stage of a new product development multivariate prediction must be carried out, which is the information on the feasibility and the timing of achieving the identified objective.

In connection with this objective studies of the consumer demand for footwear is fundamental to improving the quality and competitiveness of products. It is necessary to establish what criteria the buyer evaluates the quality, because he will try to buy shoes with a desirable combination of properties for it.

In order to evaluate the significance of indicators of consumer quality shoes at the stages of its design, production and sales, we have an expert method of personal assessments was used - a ranking which allows sufficiently take into account the opinion as a shoe manufacturing specialists and its potential consumers.

Experts are invited to rank a set of factors that determine the consumer quality shoes. Initial ranks first converted as follows:

$$R_j = \sum_{i=1}^m r_{ij} \quad (3)$$

Where R_j – amount converted the ranks of all the experts to factor j ; r_{ij} – transformed rank assigned to the i -th expert j -th factor; m - number of experts; n - number of factors.

Weights are calculated and then factors:

$$W_{ij} = \frac{r_{ij}}{\sum_{i=1}^m r_{ij}} \quad (4)$$

$$W_j = \frac{\sum_{i=1}^m W_{ij}}{\sum_{i=1}^m \sum_{j=1}^n W_{ij}} \quad (five)$$

Where W_j - the average weight of the j -th factor of all experts.

The expert group, consisting of 100 people, the survey was divided into two groups: consumers and producers. For the nominations to the survey of the manufacturers group presented a number of demands: special education; position held; seniority.

To find experts were involved leading experts shoe enterprises SFD cities: Mines, Rostov-on-Don, Krasnodar, Volgograd and others to work as experts are also involved teachers of the department "Technology of leather goods, standardization and certification" South-Russian State University Economics and service.

At questioning the experts ranked the indicators on the extent, ie the importance of in terms of their impact on the quality of the shoes. As an object of study was chosen women shoes - boots autumn and spring mix.

The survey has been suggested experts questionnaire containing factors affecting the quality and competitive advantages of shoes in the design stages of production and sale (tab. 4).

Respondents were asked to arrange the factors in decreasing order of their impact on the quality and competitiveness of the shoe (rank), ie factor that the expert believes the most important, are ranked higher - 1, and the rest - by the degree of reduction of their impact on the competitive advantages of the shoe, ie 2, 3 spots, etc. If the expert can not make a decision on granting seats for two or more adjacent factors, it assigns them the same rank. [13-14]

Processing of the results of the expert survey was carried out on a PC using a special program «RANG». The distribution pattern of the ranking of the results indicates that the views of consumers and manufacturers, working as experts coincide on many points.

At the design stage set important quality indicators: compliance fashion lines - X1; the shape of the toe - X2; shape of the heel - X3; heel height - X4; preform design shoe upper - X6; model design - X7. Less important: the color scheme - X8; the flexibility of the shoe - X9; thick soles - X5. After statistical processing of the results of the expert survey found that all these factors were significant.

Table 4. Questionnaire questionnaire

factors	Rank
<i>Stage design shoes</i>	
X1 - line fashion trends	
X2 - form forefoot	

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X3 - a form of Heel	
X4 - heel height	
X5- the thickness of the sole	
X6 - preform design uppers	
X7 - design model	
X8 - color solution	
X9 - the flexibility of the shoe	
Step shoemaking	
X1 - view of top material	
X2 - bottom view of the material	
X3 - connection quality top parts	
X4 - workmanship preform uppers	
X5 - the rigidity of the sock	
X6 - stiffness backdrop	
X7 - fixing strength of the bottom parts	
X8 - bottom quality finish	
Implementation Stage shoes	
X1 - attractive appearance	
X2 - the novelty of the product	
X3 - weight shoes	
X4 - Price	
X5 - brand image	
X6 - advertising	
X7 - Services	
X8 - Packaging Quality	

At the production stage for manufacturers and consumers are significant factors: type of top material - X1; a bottom view of the material - X2; top quality of the connection parts - X3; workmanship preform shoe upper - X4; fixing strength of the bottom parts - X7; rigidity backdrop - X6; quality finishes bottom - X8.

At the stage of implementation of important quality indicators of footwear for all the experts are of attractive appearance - X1; novelty items - X2; price - X4; weight shoe - A3; brand image - X5. Less important - advertising - X6; Services - X7; quality packaging - X8.

To predict the cost of quality, taking into account the requirements of consumers in the development of a new range of shoes, according to the results of the expert survey at the design stage is necessary to determine the weights of all the relevant factors of the formula (5).

Suppose that we know the costs of improving the quality of one unit of output for each of the factors, which are determined by the vector:

$$p = (p_1, p_2, \dots, p_n). \quad (6)$$

Then we can determine the expected costs of changes in the quality of the designed products:

$$M(X) = p_1w_1 + p_2w_2 + \dots + p_nw_n. \quad (7)$$

This method of assessment of the expected cost can also be used in the stages of production and sales.

These investigations cover the entire spectrum of consumer and industrial requirements for footwear,

affecting its competitiveness and allow to predict the costs of improving quality at all stages of the product life cycle and should be taken into account by manufacturers during the formation of the assortment of shoes [15-16].

In many industries, the preparation of mass production of new models there is a necessity of their comparative evaluation to decide on the sequence of manufacture or selection of one of a series designed to (1, 2), as well as a very effective advertising, presentation of technical advantages to the buyer of the product. In normal practice, this problem is solved by the expert assessment product specialists, involving difficult comparable technical and economic indicators, with different levels of importance and measure the dimension, for example, the products have different weight in kilograms, cost - in grams breathability dm³ / m²s. Finding features by evaluating products reach a difficult compromise at the expense of losing the specificity of each indicator, criticized the introduction of subjective factors "importance" et al., It is difficult to substantiate and prove.

Can be solved more convincingly this part of the intellectual tasks in human-machine system network architecture to evaluate the product. For example, such an estimate can be obtained in the control system design preparation of light, food and other industries by total imaging product evaluation. Then management software is to choose a path in the multidimensional phase space properties of the products that best meets the primary function of a

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complex system of criteria (such as the conquest of the market of products, production and sale of all products in a given time frame). In the traditional system analysis is carried out in such problems formalization of a complex system by its decomposition on a selected number of sub-systems. However, in this case, communication - the relationship between the subsystems do not have topology, they formally separated. This can be compensated by this method formalization, which will be identified communication - via mathematical relationships apparatus set theory and general topology and in particular the model parameters of the fluctuation of the capsule (3). Implementation of such a comparative analysis between a number of items and identifying the priority is relatively simple (Fig. .8).

All the information field is divided by four lines in the plane forming the vectors 8 and 8 zones (there

may be other numbers). Applied on line information about each of the eight selected in our example properties. In this case, the shoe characteristics: demand - cost, weight and flexibility, vapor permeability and moisture capacity, aesthetic properties (points) - environmental (health) contamination unnatural materials. On schedule beams laid the experimental numeric data, if available in natural units, for example, the cost in rubles, weight in grams, and the demand and aesthetic properties in points assigned to them by experts. Resulting in a polygon visual rendering of a complex system allows the designer or the buyer to make the right decision on the comparative assessment of different models of products, ranking them in the preferred number by comparing the areas of polygons. [17-18]

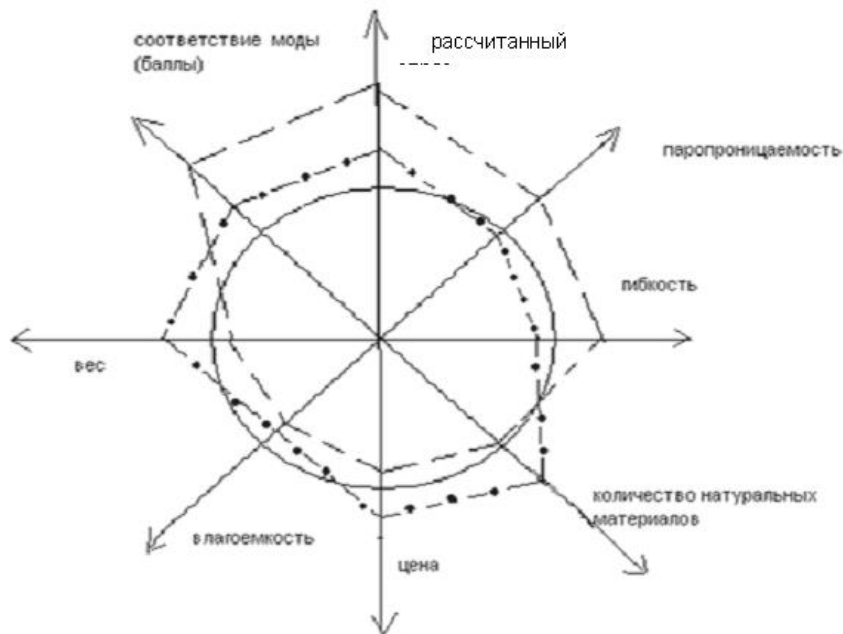


Fig. 8. Total properties of combinations of indicators shoe samples

In addition to this figure, there is also a visual range of other information. For example, the values of areas of figures, concluded between the Rays and their amount detected edge area of "positive" indicators of high aesthetic properties and the demand for flexible shoes on the product with more weight, cost and details of the artificial less environmentally friendly. Thus, in the example shown in Fig. 3.10 advantage of combination indices of the two samples is N1, characterized by a larger total area of "positive" sectors properties. This technique effective visual advertising, help select the sample with higher "summary" properties comparable to each other is difficult.

This method of selecting the "best" product is relatively simple and obvious, that allows you to make

the right decision. This method can be used for business and technical evaluation of various production industries - light, food, electronics (e.g., INFINITE, illustrated in CEBIT show), and others.

At the level of the intersection of the circle and bear axes magnitude eight indicators normalized (if any) or medium-range in their units, are directly connected to each data sample N1 ..., N2 ... etc deposited on the axes.

About indicators for assessing the quality of shoes

In modern conditions when the total saturation of the consumer goods market is the most acute problem of ensuring that the quality of products offered consumer requirements. Among consumer requirements for shoes in the first place in importance

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by most nominated artist of ergonomic, defines the concept of "comfort".

Certification testing of footwear are constructed on the basis of the current regulatory documentation, which outlines the technical requirements, methods of its tests to determine the main indicators of quality. In support of the above, the following are indicators of quality and test methods for their determination.

What is the Program "Russian Quality"? Of promotional materials, the organization should, that it "identifies the products and services of high quality, presented in the Russian market and inform consumers about them; It gives the company an opportunity to prove to consumers that the quality of its products or services significantly higher than the standard level; It enables public authorities to procure products and services of high quality. The sign "Russian Quality", the right to use of which entity receives upon successful participation in the Program, it is the most authoritative evidence of this quality. According to the results of participation in the Program, the company can present to interested parties as documents attesting to the high quality, not only a diploma, but also evaluation of the program and report on its results.

The results of successful participation in the program can be used in conducting marketing and advertising companies in demonstrating their capabilities to clients and customers at exhibitions and fairs, as well as the participation in the competitive bidding and tenders. For information about the products with a "Russian Quality" and business-to-Diploma-program includes:

- conducting nationwide, regional and sectoral product presentations, award-sign "Russian Quality";
- release nationwide and industry catalogs "Russian Quality";
- editions of the Program "Russian Quality";
- accommodation at preferential terms of information about the company, the student and the products on the Program website www.roskachestvo.ru and other online resources;
- participate on favorable terms diploma program in exhibitions and fairs held with the participation of Russian Organization for Quality;
- publication in the sectoral, regional and nationwide media".

According to the documents: "Situation of the Program" Russian Quality "ELC №RK FO-01-02 and" Regulation on the quality assessment programs used in the "Russian Quality" ELC FOC number PK-06-02 is designed number RK-work program PR CEP-2.5.47, which included items:

- 1) estimated production;
- 2) the range of estimated parameters of product quality, and their allowable values and optimum points corresponding to them;
- 3) determination of actual values of quality indicators;
- 4) Evaluation of ability to provide a stable production of quality products;
- 5) certificate of compliance of the quality of products the highest level.

For example, as a statement of models of men's shoes daily was evaluated in four groups: functional parameters (1) characterizing the durability of the product; ergonomics (2); aesthetic indicators (3); quality packaging and labeling of figures (4).

In the first group are allocated such individual factors as:

- strength of thread fasteners preforms uppers, N / cm with one line;
- strength of thread fasteners preforms uppers, N / cm, with two lines;
- fastening of a sole strength, N / cm;
- residual deformation of the toe cap, mm;
- residual deformation backdrop, mm;
- in the second group:
- polupary weight in grams;
- flexible shoe N / cm;
- the thermal resistance of the shoe upper, m2 ° C / W (for winter shoes);
- the thermal resistance of the bottom of shoes, m2 ° C / W (for winter shoes);
- in the third:
- silhouette points;
- appearance scores;
- interior decoration, points;
- in the fourth:
- quality labeling;
- quality packaging points.

Permitted indicator values, as well as their actual list established in accordance with the Standard set out in Table.

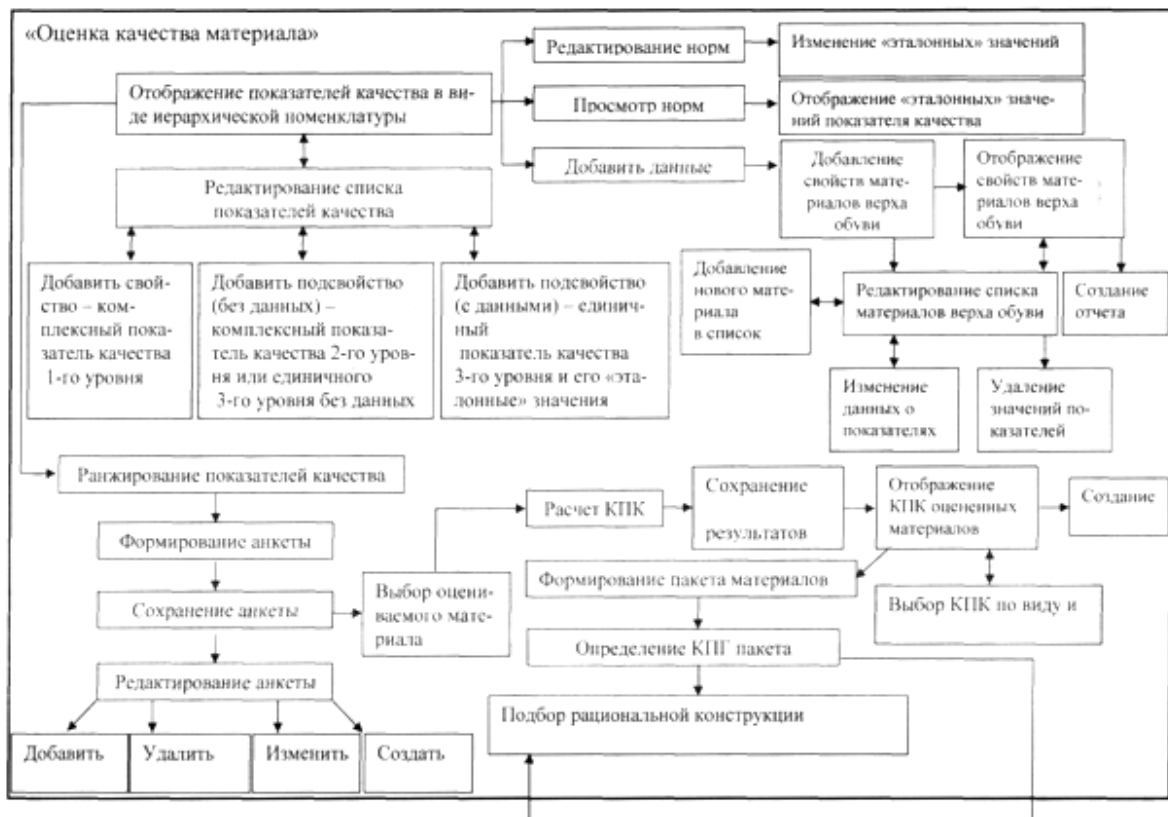
Table - Quality indicators and test methods for their determination

Quality Indicator	testing method (GOST, rate, etc.)
1. Shoes. Method for determination of total and permanent deformation of the toe cap and the backdrop	GOST 9135-73
2. Shoes. Method for determining the strength of attachment of soles shoes chemical fastening methods	GOST 9292-82
3. Shoes. Method for determining the strength of thread joints compound upper parts	GOST 9290-76

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4. Shoes. Method for determination of flexibility	GOST 9718-88
5. Shoes. Method for determining the strength of the bottom fastening parts	GOST 9134-78
6. Shoes. Method for determination of mass	GOST 28735-90
7. Shoes. Method for determination of total thermal footwear resistance	GOST 12.4.104-81
8. Shoes. Terms of acceptance	GOST 9289-78
9. Shoes. Labeling, packaging, transportation and storage	GOST 7296-81 GOST 16534-71
10. Shoes. grading	GOST 28371-89
11. The system of quality indicators. Footwear. Nomenclature indicators	GOST 4.12-81
12. Shoes. Terms and Definitions	GOST 23251-83
13. Shoes. Methods for determining the linear dimensions	GOST 9133-78
14. Shoe pads. specifications	GOST 3927-88
15. Workshop on manufacturing technologies of skin / Ed. VL Rayatskasa. Moscow, 1981.	
16. The development system and placing products on production. Production of light industry. fundamentals	GOST15.007-88
17. Casual footwear. specifications	GOST 26167-84
18. Footwear. norms strength	GOST 21463-87
19. Reference shoemaker. Technology. MM: Legprombytizdat 1989.	



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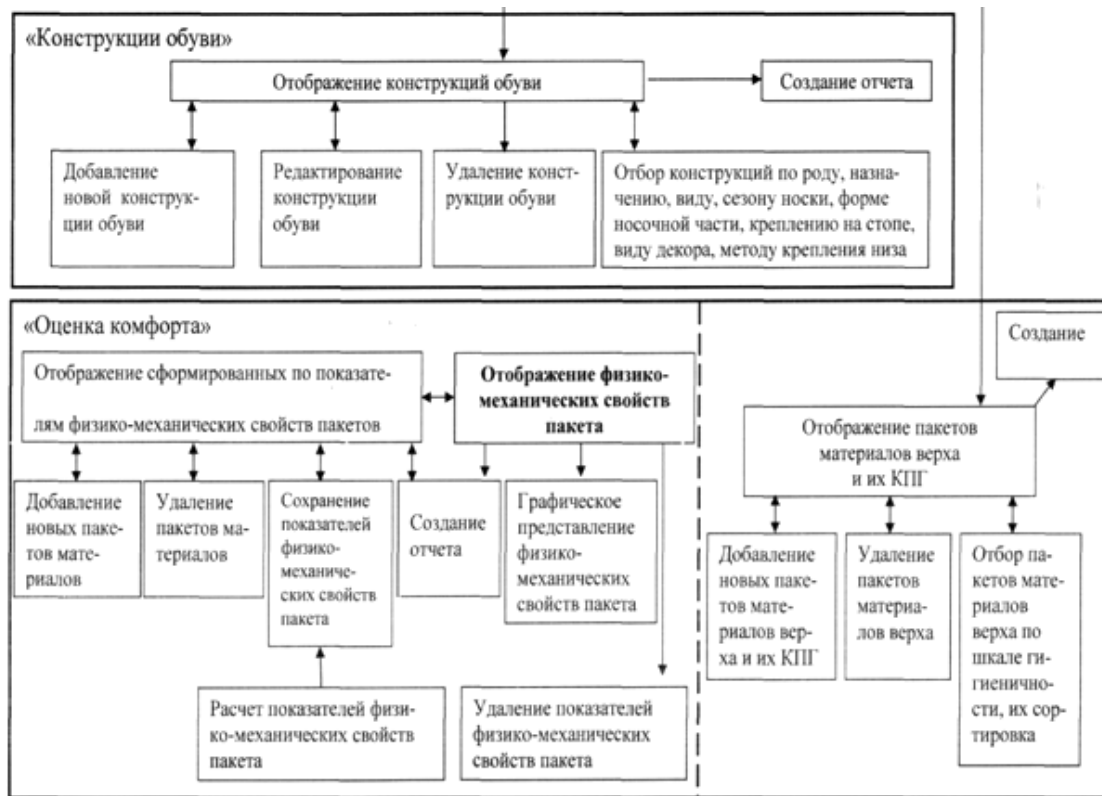


Fig. 9 - Scheme of software empirical indicators to assess the quality of the products.

Let us turn to the second group of indicators. It is obvious that these figures do not provide a comprehensive assessment of the characteristic shoe (comfort) that the interests of consumers, most of which are established empirically. Comfort same depends on many factors but the most significant are the structural characteristics of shoe models and properties of the materials used. Perspective quality assessment of shoes quality assessment methods shoe should be associated with CAD. Thus, the physico-mechanical properties of the materials determine the force interaction of the foot with a shoe, the foot provide protection from the external environment and determine its microclimate. In this formulation, the question looks very attractive method of automated evaluation of footwear comfort in terms of physical and mechanical properties of the materials of the top packages developed in RSU im.A.N.Kosygina.

The method is realized in the framework of the complex software operation diagram is shown in Figure 9.

Consequently, along with the selected group of indicators, it seems appropriate to include another group of "Comfort", criteria which, in our opinion, is the temperature and relative humidity of the internal space, the pressure of the top of the shoe on the foot. Factors that influence the magnitude of the pressure shoe on the foot, is elongation, relative humidity and

stiffness package of materials for which we have established levels and rational values varying according to the operating conditions and manufacturing.

Established techniques tooling system implements automated evaluation comfort shoe and forming a package top most efficient in terms of physical and mechanical properties of materials and rapid method of selecting a certain level of quality construction and purpose shoe. The practical significance of the system is to reduce the subjective factor in the selection, collection and organization

Marketing experts agree that consumers give their preferences main product quality. Market Research confirms the strong tradition of demand for quality products. But not everything is so simple and obvious.

The point is that the statistics - net operator and statistical data are therefore absolutely dependent on the chosen conceptual description of the process. Statistical results are always correct, because obtained through the use of proven mathematical apparatus, but the accuracy and truth - "two big differences."

To "correct" was "true", you need the whole chain of logical and mathematical operations align correctly. Certification requires not only a real and software products. Must be certified and mail-order knowledge, or defects in the original judgment

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perekochuyut excretory knowledge. And no technology will not fix the lack of pledged.

In the ideology of production, especially the production of direct consumption goods, a factor which must be the concept of "quality". We anticipate an objection: "what's the point as if the quality criteria and limit the number of qualitative characteristics of the affected priority range of goods, the price will rise?". And we have the answer to opponents.

If there is no guaranteed quality of the product, then no amount does not improve the situation. Will either need to agree with the obvious (for professionals) consumer fraud, or waive the professional competence and deliberately go for the drop in quality requirements, allowing the market poor quality, in fact, good. As for the range, its dependence on product quality requirements for conventional and mediated. The range of "tied" to the technical state of production, technology and professional development.

The visible features of a civilized market, the more urgent the issue of quality is worth. Moreover, the quality problem of the scope of the theoretical relevance moved to the level of practical relevance. Try to justify this shift is applied to Russian reality.

Positive shift in the direction of increasing the purchasing capacity of Russians over the past 5 years is undeniable. Official statistics of inflation - clearly sly, but even increased it by a factor of 0.5 and received real average 15-20%, we will have no choice but to ascertain the welfare of most citizens in the conditions of a certain growth of the economy as a whole. The intensity of the dynamics is small, but the fact is obvious.

That's just as true to say about the "welfare"? Money is only equivalent exchange. Earn more money, you do not necessarily heal better. Money should be exchanged for essential goods. And here is a full-length grows quality problem. Earning money, you can easily spend their "invisible", ie buy is not a commodity, and "Phantom of the goods."

"Phantom of the goods" - non-specific term for a special knowledge of the system. However, you need to get used to it as the theoretical expression of the realities of the undeveloped commodity market.

Capitalizing on the "white" and "gray", "spots" as an ideology which is in extremely poor condition, "black" manufacturers of low-quality consumer goods, together with sympathetic officials of the services responsible for the quality of products have flooded the market of substandard products.

International quality control system ISO 9000 is more like the newest phenomenon of the famous Potemkin villages. Effective control can only be something that is clearly spelled out. Every nedopisannost - hole for penetration of semi-legal field of hunting for the consumer.

ISO 9000 should be used not as a means of management, as well as a tool for the prevention of violations of quality. The circle is thus isolated, for violation involves quality, namely quality and we have not determined, as it should.

The system of special knowledge, which is the ideology of production, "quality" is replaced by "state of quality", which in turn is reduced to quantitative parameters.

Quantitative characteristics give discrete expression - so there is another derivative of the concept. Only this time, not from the indigenous concept of "quality" and its derivatives - the concept of "quality of the state."

Activity militant surprises aspiration describe the quality by the amount. Since the time of Hegel, who claimed that the quality - important in defining the phenomenon, as Quality is what losing it, it ceases to be himself, passed nearly two hundred years. It was time to learn and simple truth: the quality is not determined by the amount and terms of the properties. Using quantitative measurements we need to determine the "best of" - "quality" and "quality status" (an expression level).

Errors in the theory of practice rarely corrects, on the contrary, it usually hides them until a certain point of development. Defects theory in rough form are manifested in the difficult social and economic circumstances at the time of political uncertainty.

Such a kind of time is not accidental "convenient" for the flourishing of theoretical uncertainty. State, entangled in many problems, deviates from the control of economic processes, relying on the market, designed to put everything in its place. The market also their functioning laws. Market theory adapts to suit your interests is not subject to rules, grounded theory, and seeks to adjust the rules for a profitable way for his relationship with the consumer.

Advertising statement: "The customer is always right" - a lie! Always right only legal order that determines the nature of the relationship on the goods market. Themselves, these relations are based on the interpretation of the quality of products and compliance with the quality of the price, ie, two aspects: theoretical and practical.

In theoretical terms should be tightly adhere to the fundamental postulate: quality - is an association of the properties that characterize the structural and functional distinctiveness is not a single phenomenon, and some set of phenomena, united by common laws of formation and change, so determine the quality is only possible through the availability of appropriate properties. Because of the qualitative properties only aesthetic (design) are available direct assessment requires a comprehensive product certification, or

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rather a product offered for transmission on the market.

Moreover, a study on the quality of the product that corresponds to the interests of consumers, must not be reduced to technical and materials science expertise. Require social, psychological, medical and resume on regional studies.

Consider the example of shoes this statement. Shoes, along with clothing, refers to goods, depending on the national and historical characteristics. Can be recommended for the market shoes, not taking into account the specificity of the geographical, climatic and national mentality? Apparently, to allow such products to the market as possible, but only in limited quantities, for a change, and expand consumer choices.

Nature, food, traditions affect the anthropometric characteristics of the population: the configuration and proportions of the foot, lower leg, etc. Shoes designed without taking into account national peculiarities - anatomical, physiological - will inevitably contribute to the development of deformations feet. Shoes will quickly lose its presentation, the consumer will continue to experience discomfort, which (taking into account that the average Russian shoes are worn, regardless of the recommendations while not physically obsolete) may be associated with exacerbation of chronic diseases, or purchase them.

Already, China is "thrown" into the market is the number of shoes that all the world's population ($\approx 6,5$ billion) can be booted appearance "a la Shine." Chinese manufacturers are guided by their own interests: to create jobs in the country and ensure the marketing of products. They offer shoes designed and made without taking into account national specifics of consumer countries. Chinese shoes today is a serious competition, not only to our domestic producers, but also in such countries - legislators shoe fashion as Italy, France, USA, Czech Republic, etc.

This is the fifth year in a row in the Italian footwear sector of the market there is a significant decrease in production volumes. Activity in this segment of the domestic market is reduced, and the Italian demand for products in domestic and international market is low. Given the excess of the euro over the dollar, the competition of Chinese products is even more serious at the national Italian market, especially after the abolition of quotas on sale from January 1, 2004 footwear production volumes decreased in 2005 by 9.7% compared to the same period last of the year. As for the difference in prices, offer products declined in absolute prices by about 8.4%. In 2001-2004. Italian production dropped by almost half to 281 million pairs, had a negative impact on employment. The volume of production of leather footwear decreased by 8.9%, slippers - 23%, rubber

footwear - by 32%, canvas footwear - by 40%. On the contrary, every year steadily Italy imports about 150 million. Chinese shoes. The Italian manufacturer is losing its position in the international markets of the US, Germany and France. The growth of the euro against the dollar, as well as the redistribution of the market in favor of the Asian manufacturer adversely affect the Italian manufacturer. According to the Italian Chamber of Commerce, more than 600 companies, including manufacturers of shoes, closed in the period from 2005. by 2017 only market segment in which the Italian shoe manufacturers hold the leading position - is the production for international markets elite designer shoes.

So, for the past 10 years the number of enterprises for the production of footwear in the Czech Republic was reduced from 120 to 55. But this number may be reduced in connection with the abolition of restrictions on imports of footwear from China. If at the end of the twentieth century. Czech shoe factories produced about 70 million pairs of shoes, but last year that number was about 5.5 million in 2016 to the Czech Republic imported about 50 million pairs of shoes, of which 35 million -... from Chinese manufacturers. The average purchase price of one pair of Chinese shoes of 54 crown - the price is unrealistic for Czech enterprises. "... our products no one buys, because we are not able to compete in the Asian goods by value, despite the fact that our shoes on the quality of a lot better. Unfortunately, Czech buyer prefer cheaper products, even though he knows that in time they will survive is much smaller than ours, quality footwear," - said a member of the Footwear Industry Association of the Czech Republic Lubomir Hlumsky whose firm since 1998, has been manufacturing and selling children , women's and men's shoes. As a result, Czech producers are losing ground on their own market. The situation is complicated by the fact that from 1 January 2005 the European Union on the agreement with China and the World Trade Organization lifted the restrictions on imports of Chinese shoes. Return them only in the event that would threaten the entire industry, and in European scale.

US Secretary of Commerce Carlos Gutierrez, among the most important problems of the need to take effective measures to curb the loss of jobs in some sectors of American industry, which is also due to the growing competition of Chinese products in the United States.

But we still have to go through the path traversed by the Western producing countries shoes. Russia's WTO accession will open the border market for many others who want to as soon as possible to sell low-quality goods. Moreover, today in front of Russia, in contrast to the western neighbors, should a fatal problem of the expansion of "gray" imports, which

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arose due to the imperfection of the customs legislation and the spontaneous development of "shuttle trade". As stated in one of his interviews, presidential envoy to the Siberian Federal District Anatoly Kvashnin, the annual volume of "gray imports of Chinese goods" in Russia reached \$ 6 billion. But, even in a civilized market conditions, access without restriction of footwear on the domestic market only on the basis positive opinions on the quality of raw materials, related materials, accessories at significant scale expansion of footwear products threaten Russian national security.

Features of the national attitude to footwear to quantify. Products can be easily measured for compliance with certain requirements, but it must be borne in mind that the property is assessed only on its formula of "yes or no". Recognizing existing property, the expert has the right to go to the next stage - the measurement of the intensity of its existence, to know how steady and pronounced this property.

The absence of even one of the qualitative properties of the product, or lack of expression means only one thing - a commodity product should not be. In exceptional cases, it is recognized provisionally authorized for sale on the domestic market.

The occupation of the national market of foreign manufacturers of shoes undermines the development of the relevant sector of the domestic economy, historically adapted to the specific national conditions and characteristics of anthropometric measurements.

The situation is aggravated by the fact that Russia has received the recognition of the country with a market economy, has no right to violate the order in the relations between political and market structures. Unilateral actions of the state in the protection of their interests can be qualified as a violation of the achieved status, cause economic and other sanctions of the world market. The displacement of foreign competitor from the national market should be conducted in accordance with the recommendations of the international community and tradition.

Chinese, Turkish, partly Eastern European, shoe manufacturers have flooded our market and have taken strong positions on it, thanks to customer demand for its products. [17-18]

Buyer with limited financial resources attracted by the price, design, advertising support, the range, the interest of the seller, a cultural center. Inexperienced in professional "secrets" of the consumer on the quality of judges for its external display and the service pack. The very same service sales skillfully takes the arrows with the qualitative characteristics of the seemingly winning properties. Quality, as an association of the most important properties of the product, "torn." Of all the properties that make up its combination of high-quality association, exhibited

only the property, which is beneficial to the seller, as it actually submission to an appropriate level of consumer interest.

Sequestering quality by replacing its simplistic understanding - the most widespread market acceptance. The unsatisfactory condition of the mass consumer culture, eliminated controlling state bodies, their lack of initiative, and in some cases, and a direct interest in preserving the existing confusion allow to manipulate the public consciousness, control over the actions of buyers.

The occupation of the Russian market - a phenomenon, of course, temporary, due to economic stagnation, limited solvent demand of the general population, the lack of effective and consistent policy in the sphere of development of the national production. However, the apparent conditioning of the situation is not particularly comforting. In Russia, like to joke: there is nothing more permanent than something temporary. To temporary phenomenon not "stagnated", it is necessary to change the conditions that gave rise to it. Opportunities are available. Previously, all should understand the theory, which is guided in practical actions.

Underestimating theory naturally leads to miscalculations practice. In our case, this underestimation seems to be planned. Otherwise, how to explain that the conventional definition of quality through the association of the main properties of an object, of a quality criterion in the regulations are only "a trace", ie individual features.

To some extent "to blame" in the theoretical uncertainty of unilateralism itself as a theory. The quality of natural phenomena different from the quality of man-made products. Natural phenomena - natural origin, and all of their natural properties. The quality of natural phenomena excludes their relation to human needs. Mushrooms pointless to separate the quality on edible and poisonous. mushroom quality in another, and that other determines their place in biological taxonomy. Trees conventionally divided into beautiful and ugly, valuable and weeds. The quality of such opposition has nothing to do. Artificial products, in contrast, are characterized, above all, in line with our needs. Consumer properties included in the artificial system of product quality, as well as natural. And not just included, and ahead of natural significance.

shoe quality due to a set of consumer characteristics. Not much, in principle, from what material sewn shoes. The main thing is that the properties of the material provides the functionality of consumer demand for footwear.

Buyer makes no difference if the price balance, made of natural or artificial material made shoes. He needs to be requirements for it have been guaranteed.

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Domestic same practice of assessing the quality of shoes (and not only shoes) theory turns inside out in an effort to focus on natural characteristics. Something Russian ideologists quality will do, when for them to seriously take animal rights, as it did in Western Europe, particularly in the UK.

The most tragicomic is that the nature of the raw material does not so much a matter of principle, if we develop chemical and physical technologies. Analogs of natural raw materials - the realities of today's production and far longer science fiction. But the quality of mishap is not limited to the problem of raw materials. No less relevant, and other aspects of production: national accounting, age, climatic features in determining the quality and conditions of access to market.

Unfortunately, today, the domestic contribution to the development of policies aimed at improving the quality of the shoe, and, in essence, to ensure the rights of the consumer, it is unintelligible. It seems full otvyazannosti aspirations producers from the country's interests, which gave them citizenship.

According to the theory of marginal utility and consumer choice, proven international practice, the buyer prefers goods that are most appropriate to his personal perception of the utility within the limits of their financial capabilities. The task of the government to create the necessary legislative conditions to protect the interests of its citizens and to develop a reliable monitoring mechanism.

In this case, the state must understand that the consciousness of consumers, usually amateurish. Consumers do not have enough professional culture for comprehensive orientation in terms of choice behaviors. Therefore, the state or the organizations which delegated the right to protection, must give consumers enough information about consumer properties of goods.

Instead, the customer is offered, at best, a minimal set of materials science and technological characteristics, which is a gross violation of the rights of the consumer. Product Characteristics should include, in addition to static data, the details of the dynamic (behavioral) plan. For example, describes product features, as do reputable pharmaceutical companies, reporting the main features, indications, contraindications, age recommendations, warning function, the use of methods, storage conditions recommended lifespan.

Experience in the use of this approach in other industries already have. The level of development of information technology today allows you to create entire communication system product support that are based on the concept **CALS, are widely used for** improve efficiency of management and reduce the cost of the information interaction in order processes, production, supply and operation of the goods [2, 3].

The basis for the use of this concept is a natural need to organize a "single information space" that provides operational data exchange between producers and consumers all along the "life cycle" of the product, from marketing to maintenance to recycling.

Nothing in the actions aimed at improving product quality footwear production, we do not see. There is not even the desire to change the information situation in the days when they were limited to the range and quantity of goods. To confirm this, we turn to the conclusions of experts, "for the certification of serial production OS experts (the certification body - ed.). Assessed the state of production directly at the plant or on the documents submitted (time () - aut!). (Technical description of the product specific species, a process flow diagram of material, component parts to the sanitary-epidemiological conclusions on completing materials and shoes, which confirm the safety of the health of the consumer, used in the main and auxiliary materials of shoes). In accordance with a program composed by the expert for the certification of footwear in IL (test laboratory - ed.), Indications are determined such as: the strength of attachment of the sole; Heel mounting strength; strength of thread joints preform uppers. If certification of children's shoes is further evaluated preform design uppers and hygienic characteristics of the materials used in compliance San PiN № 42-125-4390-87 ». "To work in the bottom of the range (price - ed.), The company should produce such models of shoes that are affordable because of the low prices and are mostly only the basic set in accordance with the national standard."

What conclusion suggests? First, the industry is still based on the outdated position - the most simple and only required not to harm the health of the consumer. The first commandment of the Hippocratic shoe manufacturers and their supervisors learned fast, but not further advanced. In this scenario, the siege of competitors are unlikely to deter long. Second, the basic properties should not be confused with quality. As properties may be only in the production cycle due to its differentiation in the manufacturing operations. But in this case it is advisable to take the quality of in quotation marks, emphasizing the conventionality of the term. Otherwise, we will operate with the philosophical and scientific concepts that will lead necessarily to a practical distortion characteristics. Quality - an association of certain properties, so you can not pull out forming an association properties as industrial need and provide them for quality. Third, the basic properties of it's time to determine conventionally, without limitation proposals sangigienistov and epidemiologists. A lot of value can be gleaned from studies of gerontology, geriatrics, regionovedov, valeologists, pediatricians. Fourth, how long in the basic characteristics are virtually

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absent aesthetic properties, albeit in a conspiratorial manner.

I do not quite understand the satisfaction and the actual replacement of the State Standards in the national standards. The fact that in this component of quality ideology we have adopted a global language, not a lot of benefit. Now, if our production and ideological positions equaled the European, then we could be happy. And only chaos increases.

In the absence of corporate culture, the traditions which have been released on the "will" of the company will be engaged in arbitrariness. Government agencies signed the own powerlessness to control the development of a civilized market and recall American tale that the market itself is still satisfied and ordered.

The inefficiency of the system of state control over the quality - not in its status and functioning. Untidiness, not professional bureaucrats do not allow government agencies to operate fully. According to official data of Federal Agency for Technical Regulation and Metrology, in an average year there are 2% failure rate in the certification. While more than 30% of production is rejected directly to the trade.

In the European Union shall be subject to mandatory certification $\approx 4\%$ of the product range, not because European officials liberals. The reason is hidden in the manner and tradition of the production of civilized relations in the market, whose age exceeds the total time of the Romanov dynasty and the Soviet regime. Haste inevitably entails costs. To go along with all common systems, insufficiently dressed, put on shoes, like everyone else, and stand in formation.

While the power and manufacturers will represent the market relations, will have to pay to the mass consumer, because the costs will fall on his shoulders. Exclusive buyers from the vicissitudes of the Russian market by its truly free choice. They buy goods directly from a reputable manufacturer. Officials are ready to go to be among the exclusive buyers. The firm is likely to have the same opinion and are willing to pay officials for the freedom of their own actions. The situation is different as the creeping state anarchism can not be called.

According to the Russian official regulations until recently, 70-80% of commodity nomenclature require state certification of quality. Critics reject such practices, and offer to borrow the Western European experience. They are not embarrassed that the proportion of illegal and semi-legal business in Russia is estimated at 40-60%, ie, now, if necessary, a central check on the quality of the 70-80% range of goods on the market and so is less than 40% of the certified product. Critics protect the interests of producers is not clear what. And who will stand for the rights of consumers? Officials or, perhaps, the judges,

independent only by definition. Remain exclusively human rights non-governmental organizations, which today is, and tomorrow - n

Motives for improving the quality is directly related to economic factors. This means that quality management is the ultimate goal of achieving economic effect, ie, oriented to the company's profit.

In modern conditions of economically successful operation of producers provided the release of products that meet the following requirements:

- fully meet the demands of consumers;
- meets the requirements of safety and environmental protection;
- satisfies the applicable standards and specifications;

- It offered to the consumer at competitive prices;
- It is cost-effective to produce.

Management of competitiveness of the shoe on the shoe factories of the Southern Federal District (SFD) is due to the frequent change of the range and the increasing influence of regional socio-economic factors.

Improving the competitiveness of the shoe is only possible due to the development of new models based on market information and in-depth study of the preferences of specific groups of customers, accelerate the process of change of the range, while maintaining or improving the efficiency of the production system.

Shoe manufacturers in the territory of the Southern Federal District represent a significant part of the domestic release of the shoe, that is, more than 30%.

Despite the great interest in the production of shoes in the Southern Federal District, the demand for shoes is satisfied only by 19.6%, the rest is imported from the near or far abroad. Often such imports is contraband character. That is the import of cheap shoes is the most serious problem for the domestic footwear enterprises.

It is also a problem for the Southern Federal District enterprises is the lack of quality raw materials and components for the manufacture of footwear, resulting in production of shoe factories in Southern Russia is losing price competition of cheap imported shoes.

In addition, the shoe company SFD specialize mainly only men's shoes. And it produces almost the same type of model in the same color scheme. Of course, labor costs for women's and men's shoes are not comparable. Therefore, women's shoes for the SFD is produced about 3%, child - 15%, and footwear - 40%. Such a small amount of the issue of women's shoes due to the fact that the market for women's shoes competition is much sharper, and in this segment shoemakers SFD immediately faced with the Moscow-Chinese manufacturers, which are now

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"hold" a large part of women's footwear market. But, unfortunately, shoemakers do not pay attention to the fact that the market is not women's shoes Shoes for elderly consumers who are not engaged in the Chinese footwear manufacturers, ie there is a niche for manufacturers.

More remains problematic situation for the production of the majority of footwear enterprises SFD children's shoes, which is associated with the abolition of subsidies for its production from the federal budget; the imperfection of tax children's range and the absence of the necessary size and style pad for its production. SFD in the consumer market for children of domestic producers pushed foreign suppliers, who can afford to pass on the implementation of the shoe with a condition of payment after its actual sales. However, this product, for the most part, does not have certificates of conformity and hygiene certificates. Imported shoes imported the most "running", "average" size and is not intended for children, so at this point the need for children and their parents are forced to meet the affordable range of imported goods of the adult[nineteen].

Ensuring children properly selected, physiologically based footwear is one of the main challenges for domestic manufacturers, including SFD enterprises.

The situation in the Southern Federal District is the need to develop a set of measures of regional importance aimed at improving the socio - economic situation in the Southern Federal District. The growth of purchasing power for high quality shoes in the mid - price segment of the consumer determine the economic feasibility of designing footwear industry enterprises. Organization of production of footwear in a wide range will transform today's subsidized regions of the Southern Federal District in self-sustainable, increasing income levels; It stimulates the creation of new jobs; ensure the development of small businesses and maintaining the legal private enterprise; It will form the basis for the exit from the shadow of a large part of the turnover of the real sector of the economy in order to create the region's budget, as implementation of a set of events of regional importance bears the economic, political and social effects.

The main stage of the restructuring should be to raise the technical level of production at shoe factories and competitive products, ensuring the implementation of innovative products, high technology, substitution of certain types of domestic imports of footwear; its output on the Russian and world markets. This requires measures for modernization and reconstruction of existing shoe production and the creation of new, gain control and the introduction of modern quality management

systems; certification of products and productions themselves, the development of dealer and of the distribution network; an active marketing policy, the expansion of the practice of leasing schemes innovation.

For the revival of the production of children's shoes in the SFD in the first place the necessary organizational and financial support shoe enterprises to the Russian Government, as well as regional and local authorities, namely: [20]

a reduction of the VAT;

of perpetual loans;

term loan under concessionary interest rate with a grace period of 3 years or more;

a support shoe enterprises to provide quality and affordable shoe materials (natural, artificial and textile).

In addition, it would allow businesses to send retained earnings to finance working capital to ensure their quality and affordable shoe materials in the issuance of children's shoes under the conditions provided for financing the construction, ie, without taxation. There are also government order for children's shoes secured advances. [21-22]

Local authorities need a differentiated approach to the establishment of the structure and the size of local taxes, ie reduce their value in the issuance of children's footwear. Particular attention should be paid to the creation of the possibility of purchasing Shoes large families and low-income families at the expense of target compensation, the organization of the special department, sales at subsidized prices, credit and payment in installments.

As international experience shows, the lead in the competition is seeking someone who is the most competent in the assortment policy, is fluent in the methods of its implementation and can most effectively manage it.

Forecast of development trend of the range should show a path of development that allows to achieve the intended compliance product offering now changing in the future the assortment structure of demand in the market. Formation on the basis of product assortment - an ongoing process, continuing for the entire lifecycle of products from conception to inception of its creation and ending with the withdrawal from the commodity program.

To ensure the competitiveness of products shoe enterprises SFD and North Caucasus Federal District from the position of its quality and relevance, you need to transform disparate enterprises of light industry in these regions in a dynamic competitive footwear cluster.

Industrial cluster - a group of geographically adjacent and integration interaction of companies and related organizations operating in a particular industry

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(diversified) sector and complementary to each other [20].

In the Southern Federal District and the North Caucasian Federal District, there are all necessary conditions for the creation of a shoe cluster:

preserved and functioning institutions, which continue to train highly qualified personnel not only for shoe companies, but also for related industries, still alive the tradition of shoemaking, which have developed in these regions, which today produces 35% of all footwear produced in Russia in 2007 .;

regions of the Southern Federal District and the North Caucasus Federal District are characterized by a large number of unemployed people (unemployed), is particularly high rate of unemployment among women, which requires the creation of new jobs, which in turn would reduce social tension in these regions;

the possibility of producing a wide range of shoes, not only by type, but also on the method of attachment, including for children who live in these regions, taking into account national circumstances;

geographical and transport proximity to Western Europe, where the shoe companies are located in front of even more hard choice: take-away production in China, India, Taiwan, or Eastern Europe. As a result - significant chances of investment and technology partnerships within the cluster with Western manufacturers of footwear;

the positive experience of the company "Gloria Jeans" 12 factories that produce annually 20 million denim products under the brands of Gloria Jeans and Gee Jay.. Russia's leadership in the CIS market in non-traditional for the Russian light industry niche - the segment of the denim clothing;

development potential resource base at the expense of implementation of the program for the development of cattle and pigs;

the presence of local manufacturers of certain types of components (soles, heels), including: the relevant European standards[23-24].

Creating a shoe cluster in the SFD will provide: improving the efficiency and productivity of enterprises, a clear coordination in the work;

increased attention to achieving business goals and satisfying consumers' expectations;

achieving and maintaining compliance with quality products and services of the enterprise established customer requirements;

achieve customer satisfaction that the required quality is ensured and maintained;

maintenance at existing and potential customers confidence in the capabilities of the enterprise;

opening new market opportunities and the preservation of the conquered markets;

certification and registration of quality systems;

the opportunity to compete in this field with the larger enterprises (i.e., the ability to provide acceptable rates or maintain them)[].

Existing and newly created enterprises and firms in Southern Russia, using the proposed activities will be able to produce competitive shoes to the extent necessary to meet the demand of different population groups with a certain level of income and social security.

conclusion

There is not a single enterprise which does not have the external environment and was to him in a state of constant interaction. Any business needs a regular receipt from the external environment starting products for their livelihoods. In addition, each enterprise should give something to the external environment as compensation for its existence. Once torn due to the external environment, the company dies. In recent years, due to increased competition and complexity, as well as a sharp acceleration of the processes of change in the surrounding environment of the enterprise all increasingly forced to pay attention to the interaction with the environment to develop the ability to adapt to environmental changes.

A key role in the development and implementation of policies of the enterprise interaction with the environment plays a management, especially its upper level. Issues long-term strategy of the enterprise interaction with the environment are at the forefront of construction of all management processes. Management no longer deals only with the internal matters of the enterprise. Equally, and perhaps to a greater extent his gaze is directed outside the enterprise. Management seeks to build effective enterprise interaction with the environment, not only by acting on the processes occurring in the enterprise, but also by the impact on the environment.

Strategic management, to solve these problems, comes to the fore in the complex enterprise management processes. External enterprise environment, the state of the interaction which is mainly determined by their quality control, can be represented in the form of two spheres.

The first area- a general external enterprise environment. This external environment reflects the state of society and its economy, the environment and not directly related to a specific company. Total external environment is more or less the same for the vast majority of companies.

The second area- so-called direct business enterprise environment. This environment is formed such subjects environment which are directly linked or directly affect the activity of the particular enterprise. It is important to emphasize that the company and, in turn, may directly affect them.

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Total external environment is influenced by political, legal, socio-cultural, economic, technological, national and international processes, as well as environmental management processes.

Direct business enterprise surroundings create customers, suppliers, competitors, business partners, as well as regulatory and service organizations such as administrative authorities, business and associations, trade unions, etc.

By controlling the processes of interaction with the enterprise environment, management faces a number of serious problems caused by the uncertainty in the environment. In this regard, one of the biggest challenges facing management is to reduce the uncertainty of the situation in the enterprise environment. This is achieved through the development of its adaptability to the environment and to establish extensive relations with the environment, allowing the company organically fit into the environment.

Depending on how the company is adaptive to changes in the environment, there are two types of enterprise management: [25]

1) *mechanical control type*; 2) *an organic management type*.

Mechanistic type of enterprise management characterized of the following characteristics:

- conservative, inflexible structure;
- clearly defined, standardized and sustainable objectives;
- resistance to change;
- power comes from the hierarchical levels in the organization and from the position in the organization;
- hierarchical control system;
- command type of communications coming from the top down;
- communications containing predominantly orders, instructions and decisions taken by management.

business management organic type characterized by:

- flexible structure;
- dynamic, not rigidly defined tasks;
- willingness to change;
- power based on knowledge and experience;
- self-control and control of colleagues;
- Many communications orientation (vertical, horizontal, diagonal, and others.);
- communications content is information and advice.

Each of these types has certain advantages.

Accordingly, each of the types of data may be given a definite preference depending upon the nature of the environment and the level of uncertainty. In that case, if the environment is dynamic, if a high level of

uncertainty, is more effective type organic enterprise management. If the environment is stable and the uncertainty is low, it may be preferred mechanistic control type.

Development of views on the management of "one-dimensional" and "synthetic" doctrine.

Getting to the analysis of the management of teaching, it should be remembered that the main task of management - coordination of all elements of the enterprise in the implementation of the success of its operation.

It is useful to pay attention to the structure of the internal environment of the organization, highlighting elements such as goals, shots, targets, technology and structure.

It is necessary to bear in mind the presence of the external environment of the enterprise, clearly understanding what exactly it opens up access to resources, and thereby determines the possibility of its existence.

In other words, the development of thought is really possible only if the experience of its implementation.

management practices as old as the company. On clay tablets dating from the third millennium BC, recorded data on commercial transactions and the laws of the ancient Sumerians.

Let us keep in mind: The problem - it is a goal in specific circumstances. Problem (task) - It is prescribed work, a series of or a part of the work to be performed in a predetermined way within a predetermined timeframe. Tasks prescribed positions, rather than the employee.

Views on management to evolve as develop social relationships, improve production technology, there were new means of communication and information processing. However, management thought has always marked the frontiers, since that is undergoing extensive transformation in governance practices.

Management thought is constantly drawn to the area of the most collective activities or control activities. If the first isolate subjective and objective plans, we get the three areas of attention and the search for: tasks, people, and management activities. For the initial stage of development of the science of control was characterized by focusing attention on one of them (one-dimensional teaching) subsequently investigated factors coverage amount increased (MDX, synthetic teaching). To date, these two groups are the most important approaches that are sufficiently developed and jointly determine the systematic science of control. [26]

The most notable exercise of this group include: scientific management, behavioral learning and organizational theory.

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The founder and main developer of scientific management ideas is Frederick Taylor. Taylor was an engineer, so it was quite natural (within the paradigm of their time) to look at the management of man as machine control. Based on a mechanistic understanding of the essence of human labor activity, its place in the organization, Taylor saw the solution to the problem of the enterprise success in the rationalization of labor operations. Because for him it was the original study *tasks*. However, he believed that work on the nature - lazy and can work well, in the best case, with economic incentives. That is why - managers have to think, and the workers work.

Basic principles of scientific management Taylor are as follows:

- optimal development of methods and techniques of the work based on the scientific study of the time required to separate the operation;
- absolute adherence to science-based standards and norms;
- recruitment, training and placement of workers on those jobs and tasks where they are exercising their abilities, can give the best return;
- payment by results (the more concrete result, the greater the fee);
- the use of functional administrators implement rules control on specialized areas;
- maintaining friendly relations between workers and managers, in order to implement scientific management.

In the 20 - 30s of the last century drew attention to the fact that labor productivity depends essentially on the social conditions in the organization, and can be significantly increased if the working groups in the course of joint activities to create a special relationship - with signs of collectivism. Shifting the center of gravity in the management of tasks with a man gave rise to the development of various behavioral management theories.

So, Walter Dill Scott advocated that managers need to look not only through the prism of their economic interests, but also - and the social recognition of their achievements. Mary Parker Follett believed that the manager should abandon formal interactions with the workers, to be a leader recognized by workers, rather than relying on official power. Her interpretation of management as "the art to achieve results through the actions of others," gives priority to flexibility and harmony in the relationship between managers and workers, based on the situation, rather than rely on the functional requirements.

An enormous contribution to the development of the behavioral trends in the management of Abraham Maslow introduced. According to the teachings Maslow has the complicated structure needs

hierarchically arranged, and the control according to this should be carried out based on the detection needs of the worker and the use of appropriate methods of motivation.

The specific juxtaposition of scientific direction and behavioral concepts in the form of theoretical generalization is reflected in the «X» theories and «Y» Douglas Mac Gregory. There are two types of control, reflecting basically two diametrically opposed views on the workers.

For companies such as «X» is characterized by the following conceptual assumptions:

- an ordinary man has inherited a dislike for work;
- because of unwillingness to work only by coercion, by means of orders, control and threat of punishment can motivate a person to ensure that he carried out the necessary steps and expend the efforts to achieve its goals now;
- the average person prefers to be managed, trying not to take responsibility, have relatively low ambitions and wants to be in a safe situation.

For companies such as «Y» are characterized by the following assumptions:

- expression of physical and emotional forces at work for the human and natural as when playing or resting. External control and threat of punishment are not the only means of encouraging people to work. Man is guided by a certain set of values and lessons in the process of education, exercising self-control and self motivation;
- responsibility and commitment to the goals of the organization depends on the remuneration received for work results. The most important reward is that which is related to the needs for self-expression and self actualization;
- an ordinary man, brought up in a certain way, not only willing to take responsibility, but even aspire to that.

Thus MakGrigor emphasized that many people have a willingness to use their experience, knowledge and imagination in solving the problems of the company. However, modern industrial society is weak intellectual potential uses ordinary person.

Unless, of caring about the success of the company, Taylor concentrated on how best to perform tasks by examining the operation and functions, Mayo and behaviorists sought answers to the same questions, referring to the nature of the relationship in the team, the motives of human action, the Faol tried to approach to solve the problem from the perspective of improving the management activity itself.

Henri Fayol almost his entire adult life (58 years old) has worked in the French company's processing of coal and iron ore. He believed, based on personal experience, that with proper organization of its work, every manager can succeed.

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Considering the company as a single organism, Fayol believed that for any business organization is characterized by the presence of six of certain activities or functions:

- technical activities (production);
- commercial activity (purchase, sale and exchange);
- financial activities (search and optimal use of capital);
- Security activities (corporate property protection);
- ekkauenting (Analysis activity accounting, statistics);
- management (planning, organization function, stewardship, coordination and control).

Highlighting the management of an independent activity and providing it with five specific functions (planning, organization, stewardship, coordination and control) Fayol developed fourteen management principles that he followed in his practice and from which, as he thought, depends on management success:

- *Division of labor* (Increases the skills and the level of performance).
- *Power* (The right to give orders and be responsible for the results).
- *Discipline* (Crisp and clear understanding between workers and managers, based on respect for the rules and arrangements that exist in the enterprise mainly - management capabilities result).
- *unity stewardship* (Orders from only one leader and accountable to only one head).
- *unity guide* (One head and a single plan for each set of actions to achieve some common goals).
- *Submissive individual interests of general interest* (manager should be undertaken through personal example and hard but fair management that the interests of individuals, groups and units not take precedence over the interests of the enterprise as a whole).
- *staff remuneration* (Payment should reflect the state of businesses and encourage people to work with dedication).
- *Centralization* (Centralized and decentralized level should depend on the situation and selected so as to give the best results).
- *chain interaction* (Strict construction teams follow chains of management of subordinates).
- *order* (Everyone should know their place in the company).
- *Equality* (The workers should be treated fairly and kindly).
- *stability of staff* (Frames must be in a stable situation).
- *Initiative* (Managers should encourage subordinates to put forward the idea).

- *esprit de corps* (It should create a spirit of unity and joint action to develop a brigade forms of work).

Asserting versatility defined principles, Fayolle nevertheless emphasized the need of a flexible application, taking into account the situation in which control is exercised.

Undoubtedly, a huge contribution to the development of management thought made by the German lawyer and sociologist Max Weber, who developed the theory of bureaucratic construction of enterprise and control systems in particular.

Weber believed that bureaucracy must ensure operation of the enterprise as a machine, ensuring speed, precision, order, certainty, continuity and predictability.

The basic principles of construction company providing these attributes, according to him, should be as follows: [27]

- the division of labor on the basis of functional specialization;
- a well-defined hierarchical system of power distribution;
- a system of rules and regulations setting out the rights and obligations of employees;
- a system of rules and procedures of conduct in specific situations;
- lack of personal beginning in interpersonal relationships;
- welcome to the company on the basis of competence and business needs;
- promotion on the basis of competence and broad knowledge of companies that come with seniority;
- strategy to life in employment;
- a clear career system, which provides for the promotion of top qualified employees;
- management of administrative activities is the development and establishment of thorough written instructions in the workplace.

"Synthetic" on the management of teaching

For "synthetic" teachings characteristic look at management as multi-faceted, complex and changing phenomenon associated with multiple connections inside and outside the enterprise environment. The first successes of the management thinking crystallized as a systematic approach to the enterprise. It opened the possibility of a deep penetration in the internal and external relations and multivariate analysis, both the subject and the subject of management.

Undoubtedly, one of the most prominent theorists of our time in the field of view of the management system should be considered as Peter Drucker. Center ideas Drucker on management is a systematic teaching of management as a professional

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activity and the Manager as a profession. It is possible to organize the study of management in schools and open training managers.

One of the best-known theoretical propositions put forward by Drucker, is his concept of management by objectives. Drucker idea that management should begin with the development of goals and then move on to the formation of functions, the system of interaction and process, radically turned control logic.

Among the "synthetic" drills on the management of a significant place is occupied by the situational theory. Situational theories give recommendations on how to manage in specific situations. It is recommended stepwise algorithm for solving problems. First, you must carefully carry out the analysis of the specific situation, highlighting what are the requirements to the enterprise and makes the situation that is typical for the situation. Secondly, it should be selected an appropriate approach to the implementation of control. Third, management should build capacity in the enterprise and the necessary flexibility in order to be able to move to a new style of management, the relevant situation. Fourth, the management must make the appropriate changes, allowing to adapt to the situation.

One of the most popular system management concepts is the theory of "7-S», developed in the 80s. (USA). It was observed that effective organization is usually formed on the basis of seven interrelated components, a change in each of which necessarily requires a corresponding change in the other six:

- *strategy* - plans and courses of action, determine the allocation of resources, fixing circumstances for the implementation of certain actions in time to achieve their goals;
- *structure* - the internal composition of the company, reflecting the relative position of the organizational units, hierarchical subordination of these units and the distribution of power between them;
- *system* - procedures and routine processes that take place in the enterprise;
- *state* - key groups of staff available at the company and characterized by age, sex, education, etc.;
- *style* - the way in which managers manage the enterprise, including the organizational culture;
- *qualification* - the distinctive capabilities of key people in the company;
- *shared values* - the meaning and content of the main activities that the company brings to its members.

In 1981, based on the Japanese American experience in managing hives Ouchi theorized «Z», as it were, complementing and developing the ideas of Gregory Mac and leveling position situational theories. The starting point of the concept of Ouchi is

a provision stating that the person - is the foundation of any enterprise, and from him in the first place it depends on the success of the enterprise. On this basis, Ouchi and formulated the basic rules and regulations effective people management.

Ideas «Z» theory in a compressed form are as follows:

- the long-term hiring of personnel;
- group decision making;
- individual responsibility;
- slow differentiated evaluation of personnel and their moderate-step promotion;
- indirect informal control clear and formalized methods;
- non-specialized career;
- comprehensive care for employees.

This review exercise on the management shows that the practice of constantly highlights more and more problematic facets of management of joint activities that occur during forward its development. Science, in turn, responds promptly and effectively to the demands of practice, putting forward as a kind of guidance is very useful for practitioners, so sent a four-model for success, namely:

1. Decide what you want (specify and put before him the goal).
2. Do something.
3. See what happens.
4. If you need to - change the approach until you get the desired.

Put right goals - it means - to be able to "correctly formulate the result."

Basic principles of formation and selection of its goals:

1. Choose goals that deserve their achievements.
2. Choose a goal that will be able to achieve on their own.
3. Formulate your goal in affirmative terms.
4. Expresses its target precisely in sensory categories.
5. Relate your goal with the context (situation).
6. soberly assess the consequences of achieving your goal.

The subconscious mind plays an important role in all that we do. Business and organizational methods of achieving the objectives (formal) is usually omitted this factor. The same applies to the individual targets selected logical systematic way, "the left hemisphere."

I think in the affirmative - is the principle result of the correct wording.

With regret, usually focus on trying to avoid unwanted instead of thinking about and desired to achieve the desired. They formed "aggressive-defensive", "denying" character instead of the "approver". "Denying people" going through, in the end, one scenario that would like to avoid, because it was he who secured strategically and implemented. It

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can be called a system of "avoidance" prudence, realism, prudence, and so on. Most effectively it is manifested when the internal purposes, but when it comes to perceived goals "...?", It often leads to incomprehensible at first glance slips. Because the first principle of the right of the desired result reads: "I express my goal in affirmative terms."

The principles of balanced self-renewal

Perhaps we began to realize that if we want to change something, you need to start the change with yourself. And to change ourselves effectively, we first need to change their perception.

NLP principles (neuro-linguistic programming) require records of all four measurements. This means that we must regularly and consistently to develop them in the most reasonable and balanced manner. The expenditure of time for self-renewal requires from us the initiative.

Effective skills - well-learned principles and behaviors. To something in your life turned into a habit, you need three components: knowledge, skill, desire.

Knowledge - is the theoretical paradigm that defines what to do and why. Ability to determine how to do. A desire - it is motivation - I want to do.

If one day we believe that from now on our behavior depends on our decisions, not on the surrounding conditions, it is the first skill required when begun self-development - it is about activity. By about the activity should be understood, comprehended it as a fact that, by initiating an event by subjecting feelings to our values, we are responsible for our actions (and, above all, in front of him). Proactive behavior of man is the product of his own choice, he is not looking for "guilty" for their actions and for their results. In this case, he asks himself, and looking for a response. Stephen R. Covey believes that to achieve a personal victory (victory over a) the person at least need two more skill (Figure 7.1.) (Except - "Be proactive" (1): This - "Begin the End in Mind" (2), and "Please do what needs to be done first" (3). If the value of purpose in our work, we have quite clearly defined, then a third skill have yet to understand. in this case, refers to the need to manage your time well representing the degree of importance and urgency of the cases, which is envisaged for execution. [21]

It is obvious that to master a skill, "First do what you need to do first," not urgent, but very important things for the maintenance of the resource will try to do in the first place, and it is in this case is just going to turn out the first and second skill .

As mastering the first three skills we acquire more and more independent from external factors and more open one to the personal victory, trying a new way to interact with the world around us like myself, realizing the objective interdependence. For this we

need three skills: "I think in the spirit of win / win" (4), "First seek to understand, then to be understood" (5) "Pursue synergy" (6). Collaboration and trust - and the result and the condition for securing these important in communication and collective action skills. The seventh skill (7) Stephen R. Covey calls "to sharpen the saw." He is not ambiguous believed that we can hope for success, the efficiency only when we will make continuous efforts for the formation of all these skills working on a comprehensive self-improvement.

In this way, I must admit that working on updating its own, it is doubtful to be successful, even with all three components to form the necessary skills. The man - a social being. *Real education is only through action.* In education involved three - Except educability, still need to be - the teacher (as I do) and judge (of what is taught and how it is). When self-education - where to get the two still missing? Only one way out - to find an image that would have been a teacher, find an image that would be a connoisseur. We do not make a reservation, and you're right - it is the image or images. This may come fictional heroes, friends, girlfriend, father, mother, grandparents ... when your rich imagination.

Notwithstanding the principle official considered above the differences of these concepts, they, nevertheless, have something in common in their basis, which reflects a certain commonality in the human motivation to take action.

Called Maslow's concept Alderfer Mack Klellakda, Herzberg lead to the conclusion that there is not any canonized doctrine, explaining what lies at the heart of human motivation and the motivation is determined. Each set forth certain theories have a fundamental difference.

Thus, each of the theories has something special, distinctive, which gave her the opportunity to be widely recognized scholars and practitioners, and to make a significant contribution to the development of knowledge about motivation. However, despite fundamental differences, all four of the above theories have one thing in common, which allows to establish certain parallels between them. A characteristic feature of all four theories is that they learn the needs and provide the classification requirements, allowing a certain conclusions about the mechanism of human motivation. Comparing the classification of all four theories, it may be noted that the various theories outlined in the group needs sufficiently definite match.

Much depends on the organizational culture and management staff of enterprises of light industry.

Enterprise - is a complex organism, the basis of life potential of which is organizational culture: something for which people have become members of the company; how relationships are built between them; some stable rules and principles of life and

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activity of the enterprise they share; that, in their opinion, is good and what is bad, and a lot more of what refers to the values and norms. All this not only distinguishes one organization from another, but also greatly determines the success of the operation and survival of the business in the long term. Organizational culture is not so clearly evident on the surface, it is difficult to "feel". If we can say that the company has a "soul", the soul of this is organizational culture.

Bearers of the organizational culture is the people. However, in companies with established organizational culture, they like to be separated from the people and becomes an attribute of the company, its part, has an active effect on the members of the enterprise, modifying their behavior in accordance with the norms and values that make up its foundation.

Since culture plays a very important role in the life of the enterprise, it should be the subject of attention from management. Management not only corresponds to the organizational culture and is strongly dependent on it, but it may in turn have an impact on the formation and development of organizational culture. To do this, managers must be able to analyze organization culture and influence its formation and the change in the desired direction.

The concept and structure of organizational culture

In modern literature there are both very narrow and very broad interpretation of what constitutes a culture of enterprise.

Most often, the organizational culture is treated as received by most of the company philosophy and management ideology, assumptions, values, beliefs, expectations, location and rules underlying relationships and interactions, both within the enterprise and beyond.

Using a common, that is inherent in most definitions, it is possible to understand the organizational culture as follows. Organizational culture - a set of the most important assumptions adopted by the company staff and receive expression in the claimed value of the company, giving the people guidance of their behavior and actions. These value orientations are transferred to individuals through a "symbolic" means of spiritual and material intra-environment.

basic assumptions this is what the company adheres to the staff in their behavior and actions. These assumptions are often associated with a vision of environmental protection of the individual (group, community enterprise, world) and its regulating variables (nature, space, time, work, relationships, and so on. D.). It is often difficult to articulate this vision in relation to the enterprise.

values (Or value orientations) oriented individual in what behavior should be considered

acceptable or unacceptable. For example, some companies believed that the "customer is always right", so in them is unacceptable to blame the customer for failure in the enterprise. In the other - could be the other way around. However, in fact, and in another case, accepted values help the individual to understand how he should act in a particular situation.

"*Symbolism*" is that by which the value orientation "transferred" collective enterprise. Many businesses have special designed for all the documents in which they describe in detail their value orientation. However, the content and significance of the latest most fully disclosed to employees through the "walking" of history, legends and myths. They tell, retell, interpret. As a result, they sometimes have a greater effect on individuals than those values, which are recorded in the advertising booklet of the enterprise.

Organizational culture has a certain structure. The latter can be viewed as a three-tiered.

First, the "surface" or "symbolic" level. It includes those visible external facts as - applied technology and architect, use of space and time, the observed behavior, language, slogans, etc., or anything that you can feel and perceive through the known five senses (see, hear, feel taste and smell, touch). At this level, things and events is easy to detect, but not always possible to decipher and interpret in terms of organizational culture.

Second, "Subsurface" level. At this level, detected values and beliefs shared by the collective enterprise, in accordance with the extent to which these values are reflected in the symbols and language. The perception of values and beliefs is conscious in nature and depends on the willingness of people.

Third, "Deeper" level. It includes basic assumptions that are difficult to understand even by the collective of the enterprise without a special focus on this issue. These hidden and taken for granted assumptions guide the behavior of people, helping them to perceive the attributes that characterize the organizational culture.

Accordingly, to which of said levels being studied, there is a division organization cultures on subjective and objective.

Subjective organizational culture based on the shared employees assumptions samples, belief and expectations, as well as the perception of the group organizational environment with its values, norms and roles that exist outside the individual. These include a number of "symbols" of the elements, especially the "spiritual" side: the heroes of the enterprise, myths, stories about the company and its leaders, organizational taboos, rites and rituals, the perception of the language of communication and slogans. Subjective organizational culture is the basis of formation of administrative culture, ie, leadership

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styles and solutions leaders of problems and their behavior in general. This creates a difference between similar-looking organizational culture. For example, two businesses can claim a quality service to their customers. But the final outcome will largely depend on how you will manage this process.

organizational objective culture is usually associated with the physical environment, created by the company: the building itself and its design, location, equipment and furniture, the colors and the amount of space, facilities, cafeteria, reception rooms, parking for cars and the cars themselves. All this is more or less reflects the values upheld by the company staff. Although both aspects of organizational culture are important, but the subjective aspect creates more opportunities to find both general and differences between people, and between enterprises.

The content of organizational culture

Specific organizational culture can be considered based on the ten characteristics:

- **awareness of themselves and their place in the enterprise** (Some cultures value their internal concealment employee sentiment, others - encouraged their external manifestation, in some cases, independence and creativity is manifested through cooperation, and in others - through individualism);

- **communication system and communication language** (Using oral, written, non-verbal communication, "telephone justice" and transparency of communication varies from group to group, from enterprise to enterprise, jargon, acronyms, gestures vary depending on the industry, functional and territorial jurisdiction of enterprises);

- **appearance, dress and presentation at work** (A variety of uniforms and workwear business styles, neatness, cosmetics, hair, etc. confirm the presence of a plurality of microcultures);

- **what and how people eat, habits and traditions in this area** (Catering workers, including the presence or absence of those places in the enterprise; people bring their own food or visit the coffee shop inside or outside the enterprise, grant power, frequency and duration of power; eat whether workers of different levels together or separately, and the like);

- **time awareness, attitude and its use** (Degree of accuracy and the relativity of time for workers; compliance with the interim order and the promotion of it; mono or chronic polychronic use of time);

- **human relationships** (By age and sex, status and power, wisdom and intellect, experience and knowledge, rank and protocol, religion and literature

nationality, etc .; the degree of formalization of relations, support received, the path of conflict resolution);

- **values** (As a set of guidelines that is good and what is bad) and norms (as a set of assumptions and expectations regarding a certain type of behavior) - that people value in their organizational life (its position, titles, or the work itself, etc.) and how these values are stored;

- **Vera** into something and the attitude or disposition to something (a belief in leadership, success in their own strength, in mutual aid, in ethical behavior, fairness, etc .; attitude to colleagues, clients and competitors, to the evil and violence , aggression, etc .; the influence of religion and morality);

- **employee development and learning process** (Thoughtless or deliberate execution of the work; rely on intellect or strength; workers reporting procedures, the recognition or denial of the primacy of logic in the reasoning and actions, abstraction and conceptualization in thinking or memorizing; approaches to the explanation of the reasons);

- **work ethic and motivation** (Related to the work and responsibilities at work, separation and replacement work, workplace cleanliness, quality of work, habits of work, performance evaluation and compensation, the relationship "man - machine", individual or group work, promotion at work).

Above the marked characteristics of the enterprise culture, taken together, reflect and give meaning to the concept of organizational culture.

Members of the company, sharing the faith and expectations, create their physical environment, develop the language of communication, perform adequately perceived by other actions and exhibit understood all the feelings and emotions. All this is being perceived by employees, helping them to understand and interpret the culture of the enterprise, ie give its value events and actions and make meaningful their work environment. The behavior of individuals and groups within the company team is strongly related provisions arising from these shared beliefs, expectations, and actions.

Contents organizational culture affects the orientation behavior, and is not determined by a simple sum of assumptions, and how they are interconnected and how they form certain patterns of behavior. The hallmark of a culture is the relative order, which houses forming its basic assumptions, indicating what policies and what principles should prevail in the event of a conflict between different sets of assumptions career planning.

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DIRECTIONS FOR THE DEVELOPMENT OF INSTITUTIONAL PROBLEMS OF THE SYSTEM OF HIGHER EDUCATION OF THE REPUBLIC OF UZBEKISTAN

Abstract: This article is devoted to the existing institutional problems of the higher education system of the Republic of Uzbekistan and the analysis of work to eliminate them, a number of proposals and recommendations have been developed to improve the higher education system.

Key words: higher education system, higher educational institutions, institutional problems, bachelor, master, field of study, specialties, documents of legislation.

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НАПРАВЛЕНИЯ ПО РАЗВИТИЮ ИНСТИТУЦИОНАЛЬНЫХ ПРОБЛЕМ СИСТЕМЫ ВЫСШЕГО ОБРАЗОВАНИЯ РЕСПУБЛИКИ УЗБЕКИСТАН

Аннотация: Данная статья посвящена существующим институциональным проблемам системы высшего образования Республики Узбекистан и анализу работ по их устранению, разработан ряд предложений и рекомендаций по совершенствованию системы высшего образования.

Ключевые слова: система высшего образования, высшие учебные заведения, институциональные проблемы, бакалавр, магистр, направление обучения, специальности, документы законодательства.

Introduction

Система высшего образования и высшие учебные заведения (ВУЗы) являются одной из нетемлемых частей национальной экономики, политической жизни и социальной среды. Смотри на уровень развития высших учебных заведений, можно оценить экономику страны и социальную жизнь населения. Высшие учебные заведения являются локомотивом макроэкономики, обеспечивающим экономику совершенными кадрами и способствующим их движению. Недоразвитость высшего образования или ослабленное на него внимание со стороны правительства отрицательно влияет на все отрасли и сферы экономики. Если какая-либо сфера экономики страны перестанет развиваться и, если эта сфера будет глубоко проанализована, то ее корни будут упираться в систему высшего образования. Это может быть воспринято, как

парадокс. В качестве примера можно привести БРИК и США [1].

Materials and Methods

За последние 3 года можно пронаблюдать быстрый рост системы высшего образования Республики Узбекистан. Этот темп роста связан с рядом достижений таких как изменение критериев приема абитуриентов, изменение образовательного процесса, качества, изменения учебных программ, появление новых образовательных направлений и специальностей, интеграция ВУЗов с партнерами, организация филиалов многих иностранных ВУЗов в Республике Узбекистан. В результате можно увидеть, что система высшего образования в Узбекистане выходит на новый уровень

По состоянию на 1 ноября 2018 года в Республике Узбекистан функционируют 78

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высших образовательных учреждения (кроме высших военных образовательных учреждений) и 20 филиалов.

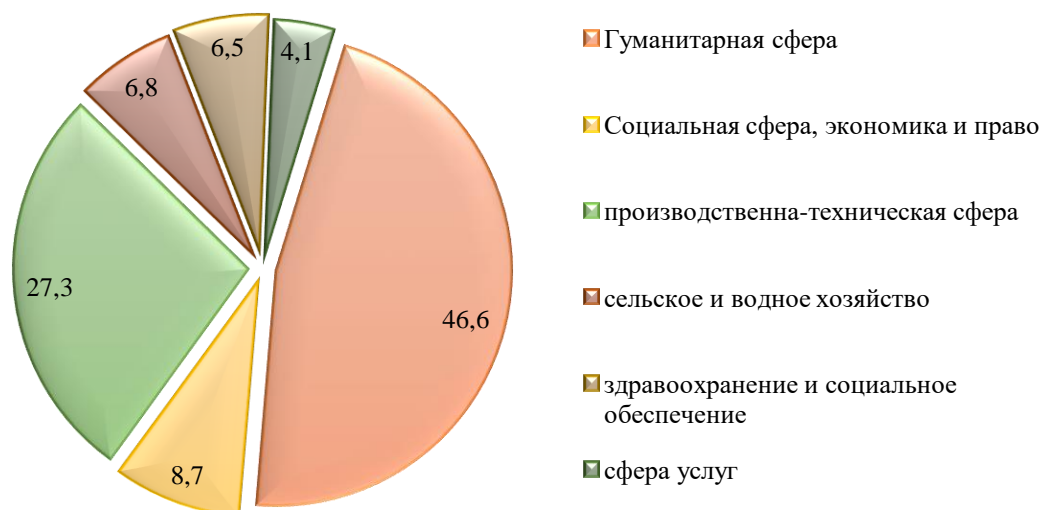


Рисунок 1. Распределение студентов, обучающихся в бакалавриате, по направлениям образования, высших образовательных учреждений, %

В 2018 году 66594 студента получили степень бакалавра, из них 19105 человек обучались по государственному гранту. В 2018 году из числа окончивших бакалавриат 25566 человек составили девушки (или 38,4 %). Из числа окончивших в том же году бакалавриат 43,8 % прошли обучение гуманитарному направлению, 10,7 % по социальному направлению, экономике и праву, 28,0 % по производственно-техническому направлению, 7,4 % обучались в сфере сельского и водного хозяйства, 4,4 % в сфере здравоохранения и социального обеспечения, 5,6 % в сфере услуг.

В 2018/2019 учебном году в магистратуру было принято 5725 студентов, из общего числа которых 27,2 % процентов (1555 человек) обучаются на государственной грантовой основе, 72,8 % процентов (4170 человек) на платно-контрактной основе. В среднем на 100 мест приходилось 236 сданных заявлений.

Из числа обучающихся в магистратуре 11647 студентов 34,9 % получают образование в гуманитарной сфере, 19,8 % в социальной сфере, экономике и праве, 21,7 % в производственно-технической сфере, 4,9 % в сфере сельского и водного хозяйства, 16,0 % в сфере здравоохранения (срок обучения по некоторым из них увеличен до трех лет) и социального обеспечения, 2,7 % в сфере услуг.

На начало 2018/2019 учебного года в высших образовательных учреждениях получают образование 360,2 тыс. студентов, из них 159,4

тыс. составляют девушки. 22,1 % студентов обучаются на государственной грантовой основе, 77,9 % на платно-контрактной основе [10].

В целях коренного пересмотра содержания подготовки кадров в соответствии с приоритетными задачами социально-экономического развития страны, создания необходимых условий по подготовке специалистов с высшим образованием на уровне международных стандартов принято [постановление](#) Президента Республики Узбекистан от 20 апреля 2017 года № ПП-2909 «О мерах по дальнейшему развитию системы высшего образования»[3].

Данным постановлением утверждена [Программа](#) комплексного развития системы высшего образования на период 2017 — 2021 годы по качественному и кардинальному совершенствованию уровня высшего образования, укреплению и модернизации материально-технической базы высших образовательных учреждений, оснащению современными учебно-научными лабораториями, информационно-коммуникационными технологиями.

Этот документ в развитии системы высшего образования основывается на комплексном подходе и считается логическим продолжением программы за 2011-2016 гг

27 июля 2017 года был принят ещё один важный правовой документ УП -3151 «О мерах по дальнейшему расширению участия отраслей и

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сфер экономики в повышении качества подготовки специалистов с высшим образованием” [4]. Целью данного документа является содействие эффективной интеграции высших учебных заведений и производства в Узбекистане и повышение качества образования. Институциональные проблемы в процессе образования в этом документе приведены систематически в конкретных примерах.

В частности, в выводах группы авторитетных международных экспертов, привлеченных при сотрудничестве Комитета Организации Объединенных Наций по вопросам образования, науки и культуры (UNESCO) и консалтинговой компании («DGP Research & Consulting»), на основе анализа результатов комплексного исследования системы образования Республики Узбекистан, проведенного в январе — июне 2017 года, указывается на такие недостатки, как необеспечение целостности теории и практики в процессе высшего образования, в результате неэффективной организации квалификационной практики студентов на производственных предприятиях значительная часть выпускников, вместо того чтобы выходить готовыми специалистами, после устройства на работу заново осваивает свою профессию, специальность, а также несоответствие механизма контроля качества образования, нехватка квалифицированных педагогических и управленческих кадров в образовательных учреждениях, недостаточное налаживание эффективного сотрудничества с зарубежными образовательными учреждениями.

Кроме того, не отвечает требованиям участие отраслей экономики в процессах формирования заказов на подготовку кадров в перспективе, разработке квалификационных требований к выпускникам, обеспечении качества подготовки специалистов, необходимых для отрасли. Работодателями не осуществляется системная работа по обеспечению соответствия программ высшего образования требованиям меняющегося рынка труда.

Имеются разрывы в системе взаимосвязи высшее образование — наука — производство, не обеспечена их интеграция. Научно-исследовательские институты не привлечены на должном уровне к процессу подготовки кадров в высшем образовании, научные исследования осуществляются без учета реальных потребностей отраслей экономики. Отсутствие системной подготовки квалифицированных научных и научно-педагогических кадров приводит к снижению научного потенциала высших образовательных учреждений.

Документ включает в себя обеспечение связей между кадрами, заказчиком и ВУЗами, совершенствование деятельности ВУЗов за счет

повышения качества образования, а так же привлечение профессоров-преподавателей к стажировкам, переподготовке и обучению на докторантуре за счет государственного бюджета.

5 июня 2018 года был принят УП-3775 “О дополнительных мерах по повышению качества образования в высших образовательных учреждениях и обеспечению их активного участия в осуществляемых в стране широкомасштабных реформах” [5]. Этот документ ещё один раз продемонстрировал институциональные проблемы в системе высшего образования. Эти проблемы были выделены следующим образом:

первое, процесс организации обучения в системе высшего образования, система оценки знаний обучающихся студентов не соответствуют современным требованиям;

второе, отсутствие современной системы оценки деятельности, знаний и педагогических навыков профессорско-преподавательского состава отрицательно влияет на качество образования;

третье, вопросы вступительных тестовых испытаний не позволяют определить способность абитуриента к логическому мышлению, что создает проблемы при приеме талантливой молодежи в высшие образовательные учреждения;

четвертое, отсутствие эффективного общественного контроля за образовательным процессом в высших образовательных учреждениях приводит к сохранению множества проблем, прежде всего случаев коррупции в данной сфере;

пятое, незаметны участие и инициативность высших образовательных учреждений в осуществляемых в стране широкомасштабных и системных преобразованиях, их деятельность в данном направлении все еще остается неудовлетворительной;

шестое, не налажена работа по обеспечению активного участия высших образовательных учреждений в разъяснении населению, широкой общественности сути и содержания осуществляемых в республике коренных реформ через средства массовой информации;

седьмое, высшие образовательные учреждения не превращены в центры для обмена мнениями об инновационных и технологических идеях, не созданы необходимые условия для проявления инициативности профессорско-преподавательского состава, молодых ученых и студентов по системному изучению, анализу и внесению предложений по решению имеющихся проблем и недостатков в соответствующих сферах.

Были определены дорожная карта и меры по устранению вышеперечисленных проблем. Всё больше правовых актов по совершенствованию и

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повышению эффективности системы высшего образования в Республике применяются на практике. В этом случае можно сказать, что Республика Узбекистан находится на перекрёстке преобразования системы высшего образования.

По проведённым исследованиям видно, что на сегодняшний день, на развитие системы высшего образования отрицательно влияет ещё ряд институциональных проблем:

- Конкурентоспособность на рынке образовательных услуг незначительна из-за недостаточного развития частного сектора среди существующих высших учебных заведений.
- Учебные программы не соответствуют профессиональным требованиям направления и специальности образования.
- Публикация учебников и учебных пособий недостаточна.
- В ВУЗах не хватает самостоятельного принятия решений в рамках поставленных задач
- Возникла необходимость в пересмотре структуры ВУЗов и их формировании в приоритетных направлениях.
- На рынке труда имеется большая потребность в специалистах узкого назначения, а ВУЗы отстают в удовлетворении этой потребности.
- Не существует конкретных критериев о том, каким должен быть профессиональный педагог ВУЗа и каким требованиям он должен отвечать.
- Имеются систематические проблемы с ВУЗом и производственной интеграцией.
- Интеграция местных ВУЗов с зарубежными ВУЗами не на требуемом уровне. Т.е. не активна.

Как показывают эти проблемы, совершенствование деятельности ВУЗов и формирование ВУЗов, отвечающих мировым стандартам, должны состоять не из одностороннего подхода, а из нескольких действий, охватывающих комплексные меры, способных больше приблизить деятельность ВУЗов к общественной жизни. Потому что имеются некие разрывы между ВУЗом и обществом. Т.е. население не принимает активного участия в жизни ВУЗов и даже не интересуется этим.

Conclusion

В результате проанализированных выше правовых актов и проведенных исследований, с целью модернизации системы высшего образования, предлагаются следующие комплексные меры по устранению институциональных проблем, препятствующих

развитию системы высшего образования в Республике Узбекистан:

Системные рекомендации по развитию образовательных учреждений:

- Осуществление усиленного развития конкуренции между учебными заведениями. В частности, предоставление преференция инвесторам для создания частных ВУЗов.
- Формирование единой независимой организации, которая создаёт программы для высшего обучения по всем направлениям и специальностям. Разработка системы финансирования этой организации из годового бюджета ВУЗов. Создание широких возможностей специалистам, работающим в независимых организациях, для их деятельности и проведения исследований.
- Упрощение системы создания учебников, учебных пособий и другой образовательной литературы и отказ от имеющихся административных барьеров. Возложение ответственности ВУЗам за создание и публикацию учебников и учебных пособий.
- Предоставление свободы ведения политики в подготовке стипендии учащимся, определении их размера и формы и рассмотрении государственных грантов. В этом случае каждый ВУЗ должен самостоятельно устанавливать свою политику, основанную на его внутренних возможностях.
- Внесение изменений и дополнений в классификатор для увеличения узких сфер и специальностей

По структурному развитию образовательных учреждений:

- Пересмотр существующей в ВУЗах структуры, занимающейся маркетинговой деятельностью. Расширение ее деятельности. Т.е. передача функции начисления контрактных платежей маркетингового отдела бухгалтерии. А маркетинговому отделу возложить такие задачи, как пробыориентация, рекрутинг, изучение заявок потребителей и трудоустройство готовых кадров, реклама научно-исследовательской и учебной деятельности ВУЗа, организация PR для привлечения абитуриентов в ВУЗ. Так же рекомендуется увеличение штатных единиц в отделе.
- Существующие в ВУЗах административные подразделения должны разработать конкретный механизм для свободного выполнения своих функций. Другими словами, каждый отдел или управление должен самостоятельно организовывать выполнение собственных функций, не привлекая кафедру или преподавателей-профессоров в качестве ответственных лиц.

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– Деятельность структуры ВУЗов должна быть ориентирована не на преподавателя, а на студента. Жизнь в ВУЗе – это жизнь студента. Все отделы должны служить студенту и работать напрямую со студентами.

– Рекомендуются не создавать искусственных бюрократических барьеров между структурой ВУЗа, профессором-преподавателем и студентами.

По улучшению качества обучения в образовательных учреждениях:

– Для того, чтобы студент стал активным в процессе обучения, необходимо пересмотреть организационные, институциональные, правовые и социальные аспекты занятий. При этом необходимо сформировать новый подход, основываясь на внутренних возможностях Узбекистана и преимуществах современного образования.

– Должен быть разработан механизм, позволяющий студенту исключить пройденные в школе или колледже предметы из числа обязательных по блокам предметов в учебном плане или включить их в качестве факультативного занятия по желанию студента.

– Необходимо разработать концепцию личности профессора-преподавателя и требования его профессионального качества и активно внедрить его в работу ВУЗов. Рекомендуются создать институциональные основы механизма, дающие возможность установить сроки для профессоров-преподавателей, не отвечающим требованиям данной концепции, при отсутствии изменений по истечению данного срока, пересмотреть их деятельность в ВУЗе.

– Для повышения мотивации студентов к высшему образованию рекомендуется разработать дополнительные стипендии, гранты, конкурсы и чёткие механизмы поддержки талантливых студентов.

– Нужно полностью перенести процесс оценки студентов на электронную систему и ограничить в нём человеческий фактор.

По усилению интеграции между образовательными учреждениями, производственными организациями и предприятиями:

– Необходимо разработать институциональные основы для разделения на секторы

действующих в Узбекистане и на его территории производственных предприятий и прикрепления к ним ВУЗов.

– Когда студент приходит на первый курс обучения в ВУЗе, изучить его интересы на первом семестре и подключить его к определенному предприятию и на этой основе нужно создать механизм, позволяющий создать среду студенту для проведения исследований на подключённом предприятии, чтобы закрепить его теоритические знания, полученные в течение всего периода обучения

– Организация в самом ВУЗе нескольких производственных баз.

– Разработка институциональных механизмов, повышающих ответственность промышленных предприятий и организаций в их работе с ВУЗом

По развитию интеграции между образовательными учреждениями и зарубежными ВУЗами:

– Увеличить выплаты на расходы профессорско-преподавательского состава на обучение в зарубежных ВУЗах, повышение их квалификации и стажировку.

– Усиление механизма стимулирования научно-исследовательской работы совместно с профессорами-преподавателями ВУЗов.

– Поощрение ВУЗов, работающих в направлении предоставления двусторонних дипломов по системе 2+2, 3+1. По этому поводу нужно принять правительством документы, приводящие к простому административному решению .

– Необходимо активизировать организацию вебинаров, симпозиумов, фестивалей и конференций с зарубежными ВУЗами.

В качестве дополнения к вышеизложенным рекомендациям, ВУЗам необходимо самостоятельно разработать механизм оценки каждого преподавателя ВУЗа, исходя из его активности в социальных отраслях и организаторскому таланту в проведении видео уроков и онлайн-занятий. Мы верим, что вышеуказанные предложения и рекомендации не только поспособствуют развитию ВУЗов Республики Узбекистан, но и превратят его в образовательное учреждение, отвечающим мировым стандартам.

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AUSTRO-HUNGARIAN PRISONERS OF WAR IN RUSSIA'S TURKESTAN AND THEIR CONTRIBUTIONS TO DEVELOP THE REGION

Abstract: This article concerns Austro-Hungarian prisoners of war who were captured by the Russia soldiers and deployed in one of the regions of Russia, Turkestan. It also discusses captives' circumstances and their contributions to the development of Turkestan region.

Key words: POWs (prisoners of war), captivity, World War I, Austro-Hungarian army, military camps, refugee group, camp regime, the Allies, the Red Cross, asylum, penitentiary.

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Introduction

During the World War I, millions of people were killed and wounded at the front, and many soldiers became prisoners of war.

On the eastern front, the Austro-Hungarian Army saw a tremendous amount of damage, but the loss was nothing compared to the captured soldiers. European historians have estimated that more than 10% of the Austrian-Hungarian army had been captured.[1] However, there is still no definitive decision on this issue. According to the archives of the Austrian-Hungarian Ministry of Defense, the number of prisoners was 1 479 289 people, but according to Gaston Botard, who worked in the ministry's statistical office, they were 1,672,672. [2] Based on a Hungarian study of statistical data, military prisoners reached 174,427 in 1927. [3] According to recent evidence of the military history of the Moscow Central Archive, Russia captured 1,605,870 prisoners. [2] A recent research by Hungarian historians has also shown that they were around 1,600,000. So, these latest statistics are closer to reality.

Materials and Methods

A research by German researcher Elsa Brandstorm shows that the Hungarian soldiers accounted for 47.07% of the Austria-Hungarian army [4], but their number of captured soldiers was not

large enough. According to the archives of the Military History Institute in Budapest, Hungarian prisoners of war were over 600,000. [2]

There are a number of reasons why the Austro-Hungarian soldiers could become prisoners. Firstly, the Russian army soldiers were more than the Austrian-Hungarian army on the east front, and the Russian army was well armed, especially in the artillery. In this way, the resistance of the Liberation Army was weakened, and the spirit of their soldiers was much lower. Secondly, because of the panslavizm, some of the Austro-Hungarian soldiers did not want to fight against Russia. Many soldiers in the Austrian-Hungarian army knew Russian. This made it easier for them to get in touch with the Russians. Third, many soldiers were against the war. Because most of the military officers were sent to the war as political prisoners. For most soldiers on the east front, military camps seemed to be the safest place.

In 1914, the military prisoners of the Austro-Hungarian army began to be deployed in the military camps in Turkestan. Their total number was over 150,000. At first, they were under the control of the military, but most of them were released from military barracks in the mid-1916s, provided that they did not escape and run away from police custody.

In the early years of the war, especially in 1915, the Russian government took the policy of unofficially

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discriminating prisoners of war among the prisoners. The aim was to encourage members of the Slavic nation to join the war from Russia side against the Allies. The Slavic prisoners realized that they would be freed from captivity and that their independence was the defeat and disintegration of the Austro-Hungarian Empire. This kind of divisive action by the Russians led to conflicts between the Slavs and the non-Slavs almost every day in the military camps. The "bosses" of the camps assigned the Czechs, Serbs and other Slavs to administrative matters in the military camps to deliberately cause a conflict. For Hungary and Austrian prisoners, this discrimination policy was not fair. The czar's government did not want to equalize the "status" of war prisoners, on the contrary, they wanted to break the Austro-Hungarian Empire by promoting anti-Austro-Hungarian ideas.

There was a "class distinction" in prison for captive prisoners. The captured military soldiers, according to the Hague Conventions of 1907, Part II, Article 17 [5], would take the same salary in their captivity as they took when they had been working in their own country. As a result, military officers earned from 50 to 75 rubles per month.[6] However, there were no monthly salaries for more than 1,500 ordinary soldiers.

Military camps were mainly located in industrial areas. But close proximity to the industrial zone did not guarantee the possibility of providing medical care to prisoners of war. As a result, some 300,000 prisoners were killed in Russian military camps [2], with the death rate in Russian military camps higher than the Allies. As a result of the spread of many infectious diseases, the Austro-Hungarian prisoners also died. Specifically, typhoid and dysentery were common diseases among the Austrian-Hungarian prisoners.

The Austro-Hungarian prisoners suffered more than German prisoners because their government failed to exert pressure on the Russian government to change the attitude towards the captives. According to one Hungarian historian, the Hungarian prisoners of war, Vereshchagin and Repin, describe the conditions in the Russian military camps as follows: "The walls of the camp are extending from the glaciers to infinity. The beds looked like separate floors. Always half of them [the beds] were dark, and there were "animal-like" people who came down with typhoid. The rats were eating the dead bodies. The corpses were like a piece of wood. Many bodies were frozen. The cold was so powerful that it was impossible to dig the grave. Therefore, the corpses of the dead were open until the spring. The snowstorm was covering the dead bodies, and when the sun had set, the sun was melting snow on some corpses and icicles appeared hanging from the head, arms and feet of the dead." [7] During the summer, living conditions were very bad. Dark and ruined cellars made from the mud were full of

prisoners, very hot temperature and an incredible number of lice and ticks.

Also, the food supply of the prisoners was not so good. They often ate not enough. At that time, one of the Hungarian prisoners remembers: "I was forced to work. We lived like animals. The payment to us was enough to buy only tobacco. If we were to ask for more food, we would have been locked and would only get water." [8]

It is clear from the above that the situation in military camps was beyond recognition. The Austro-Hungarian prisoners who had been denied by their own government, who had been abused by officers and fought in the war against their close associates, had been sentenced to life in such a harsh environment.

Because of the rigidity of military camping, many captives tried to escape. Using the weakness of Turkestan's military, 1,457 soldiers and 72 officers escaped from the Turkestan military camps from late 1914 until March 1917.[9] The majority of the refugee group was Austrians. They hoped to find shelter and employment opportunities among local residents. In some cases, rural residents also helped them find a job. Because there were the captured soldiers whose professions were needed for Turkestan region - engineers, mechanics, architects, builders, agronomists, artists, sculptors and musicians. During this period, the above mentioned skillful workers in Turkestan were very few. Even, Austrian captive military musicians performed at the Tashkent Symphony Orchestra led by F.Sedlyachek.[10] From 1915 to 1916, the Bukhara railway project was carried out by Austrian military engineers.

Delegations from Sweden and Denmark visited Tashkent to protect the Austrian-Hungarian interests. In particular, in March 1916 in Tashkent a delegation of the Swedish Red Cross headed by Hoken fon Shulmen and representatives of the Danish embassy in Petrograd visited Tashkent in December of this year.[8] Thus, in the end of 1916 - beginning of 1917, the situation with the prisoners of the Austro-Hungarian prison in Turkestan improved.

After the February 1917 events, the camp regime for prisoners of war in Turkestan became much simpler. As a result, prisoners had the freedom to do certain activities, such as leaving camps, wearing their own clothes, free walking on the streets, and building relationships with local people during the day. It should be noted that on June 22, 1917, the special commission discussed and permitted a document allowing prisoners of war to marry local girls.[8] Thus, the process of assimilation between different nations intensified. The proof of this can be seen today in Uzbekistan with a few Russian-speaking Austrian citizens.

In 1918, the Foreign Affairs Committee of Turkestan started its work. He was led by Austrian, Max Grosser. Since then, the Austrians had gradually

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returned to their homeland. But some prisoners preferred to stay in the Turkestan area and made a great contribution to the construction culture of the country.

The Austrian prisoner of war, architect Ludwig Panchakevich (1873-1935) made a project on the construction of the Roman Catholic Church in Tashkent, the capital of the Turkestan General-Governorate, and instructed builders to complete the construction. He also led the creation of an external and internal artistic solution of the Tashkent Winter Theater in 1917 (later the building of the Art Museum of Uzbekistan).[10]

In 1919, the sculptor E. Rush created the "Liberty Monument" in Samarkand.[10] The construction of the building involved Austro-Hungarian, Czechoslovakia and former German prisoners of war. They were forced to stay in Turkestan despite the fact that they were released, and they took part in the construction of architectural sites.

Still, there are boxes for bookshelves by the skillful Austrian prisoners in the National Library of Uzbekistan named after Navoi. Austrian doctors, who were former prisoners of war, also worked in hospitals.

Former Austrian military prisoner Brukman worked as a technical technician at the Committee for the Protection of Ancient Monuments in Samarkand. In the spring of 1920, he took part in the excavation at the Ulugbek observatory under the leadership of archaeologist M. E. Masson. Masson described Brukman as "He was not only a very helpful assistant but also a kind-hearted and sociable friend." [10]

Below are some of the biographical data of the Austrian-Hungarian army members, who contributed to the development of the culture and life of the country, despite being a prisoner of war in Turkestan:

Ernst Kleiber was born on December 15, 1886 in Budweis, Czech Republic. On June 25, 1904, he finished school and continued his education at Prague Technical University. He finished studying there on December 15, 1911. In March 1912, he joined the post office in Linz (Lower Austria) as a technical supporter. He was drafted into military service in August 1914 and became a Przemysl Fortress officer in Galicia. Kleiber was captured by the Russian army in the Prjemisl Castle in February 1915 and sent through the Orenburg-Tashkent railroad from Orenburg to Perovsk (Turkestan, now Kazakhstan) prisoners' camp. In October 1916, he was transferred to the military camp in Osh through Andijan.[11]

During his imprisonment, Kleiber painted unique pictures of Turkestan's flora and fauna. Her collection of pictures "Butterflies and butterflies" is important for zoologists and botanists in studying the Turkestan's flora and fauna. Even in 1927, Czech zoologist Prof. Dr. Ludwig Freund who worked in Prague estimated Kleiber's works higher, but was

unable to find money to publish this because of not having enough finance.

Ernst Kleiber was granted asylum in April 1918, but never returned home. His only open letter to his mother on April 26, 1918 was the last information which says that he was he was traveling to the Far East.[11]

Gustav Krist (July 29, 1894, 1937) is an Austrian traveler, prisoner of war, carpet distributor and writer. The data which he collected in his travels and in the period of being a military prisoner were about Russia and Central Asia. Particularly, his diaries written during his captivity are valuable historical sources in the explanation of the processes of World War I. Christ was born in Vienna in 1894 and took the education here. He later worked as a technician in Germany. When World War I began, a 20-year-old Christian was enlisted to the Austrian-Hungarian army. In November 1914, he was wounded several times and was captured by the Russians on the front line of the San River in the eastern front. This led him to spend his time with German and Austrian prisoners of war in Turkestan for the next five years. After being hospitalized, he faced a difficult life. In December 1915, 300 prisoners were sentenced to death on a freight train from Koslov to Saratov. The inclusion of Swedish Red Cross spokeswoman Elsa Brandstrom into this process survived him. Christ remembers that he was one of the four prisoners who survived among 300 men. [12]

His first military camp was in Kattakurgan, near Samarkand. That congenital ability he had to study languages, and before World War I began he also learned Russian and other eastern languages, helped him to become a translator at the military camp. For this reason, during the five years he spent there, he learned about the people, villages, and the environment in that area. Christ lived and recorded what he had seen in his diary. Surprisingly, he wrote his impressions on cigarette packs and kept them in Bukhara tobacco tube. Because during this period, prisoners of war spent their money to purchase mostly tobacco.

In 1916, he escaped from Kattakurgan and arrived in Tabriz through Marw, Northern Afghanistan and Mashhad. Since Tabriz was the center of the Iranian carpet industry, it was engaged in the trade of wool and carpets together with local Iranians. In Tabriz, however, he was captured by the Russians and sent to the Aleksandrovsky castle in the Caspian littoral penitentiary. Later, with the help of the Red Cross, a military camp was closed and he was sent to Samarkand.

After the February 1917 events in Turkestan, the country became very dangerous. The reason was that the Soviets, the White Army, the Basmachis, and other international powers had begun fighting for power. During World War I, Samarkand was closed to foreigners. By 1917, he succeeded in reaching

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Samarkand. His direct contact with local people made it easier to trade with them. Her memories give valuable information about the people and culture of Central Asia. The manuscripts say that Christ liked to talk to the locals, and enjoyed watching the Islamic historical heritage, especially the Shahi-Zinda complex in Samarkand.[12]

Conclusion

It is clear from the information that prisoners of war, in particular, the Austro-Hungarians, had made a great contribution to the development of the country during their lifetime in Turkestan. Some preferred to stay here because of the tight bond to Turkestan, they did their job, worked in almost every aspect of social life. This necessitated their future life to be connected with Turkestan.

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THE GIST OF DEVELOPING READING SKILLS ON PRIMARY SCHOOL PUPILS

Abstract: In this article, there are pedagogical-psychological data related to awakening love to books, forming reading skills, culture of reading books, rules of reading correctly, raising their awareness to literary books.

Key words: primary class, book, pupils, individual, reading skill, reading, speech, literary literature, education, literacy, technology, culture of reading.

Language: English

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Introduction

It is advisable for primary school pupils to use books that promote their intellectual, psychological, and physiological development. Hence, through the reading of the book, students are encouraged to speak; speech (speech dictionary) is enriched; the image grows; thinking develops; memory toughens; feelings (sensual attributes, in particular, feeling of compassion) are brought up; "social perception" develops [3]. At the same time, it should be noted that the formation of "social perception" in a person maintains the ability to live. This confirms that achieving positive attitudes toward reading in primary school is one of the most important pedagogical tasks. By solving this task, starting from the elementary schooling period, the person (students) is gradually oriented towards social relations.

It is pedagogically correct to first define the difference between the concept of "skill" and "competence". "The ability to achieve the level of autonomy of skills training, if the skill is first of all conscious, is a barrier to the rapid advancement of the education sector."

Materials and Methods

The concept of "reading skills" can be defined as follows: reading skills - the ability of primary school pupils to learn the rules of reading, choosing a book

(art work) based on their interests and needs, to be accustomed to reading a book, to consistently and constantly organize activities, to enjoy reading, to understand the essence of the work, and to share with others the impressions of the book.

Any progress will have a positive and negative impact on social development. In the time when the information technologies are developing rapidly the number of media that distribute information which satisfies the needs of individuals, and the growing scope of the way they have chosen, confirm that two aspects can be seen in the importance of the book and the reader: "The good point, increased demand for reading and transparency; It is a concern that massive readings are diminishing, and the number of meaningless books is increasing." [5]

As mentioned earlier, literary books are useful for people of different ages, regardless of their age, they contribute to enrich speech, imagination and worldview, to expand their thinking, to develop their logical thinking skills, "to uplift their spirituality and abilities." [6]. In the global information environment, the creation of books that do not have a social, moral, or non-cultural value, even literary or even scientific literacy is not of high and practical value, urged people to develop their thinking ability, intelligence by making it as a social need. As a main factor for society members to gain their consciousness, thought,

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and broader visibility it is vital that reading books is agitated among people.

According to Gudova's approach, the reading of the book should be studied in three cases: study, activity as a social institution and cultural practice [6, 15]. In our opinion, the book is a process of reading and a specific form of personal activity, and reading is based on the purposeful, consistent and effective organization of reading activities. In essence, processes and activities require organizational and methodological correct, rational and systematic organization. Accordingly, the development of the reading skills of primary school pupils should be systematic, consistent and structured according to the pedagogical and psychological requirements.

It is important to define the direction of the pedagogical activity of the primary school pupils, the basic concept of the problem of the development of reading skills, the basic concepts and to be aware of their content, and the precise representation of hypotheses will provide an opportunity to anticipate the expected result in advance. Therefore, attention is drawn to the separation of basic concepts that form the basis of the problem of scientific research and its pedagogical interpretation.

Today, children are often accused of not reading books. However, the need for them to offer a diverse range of literature is out of the reach of both teachers and librarians. To do this, teachers need to know students' interest in the books and their needs. One of the reasons why students do not read books is that parents cannot keep a family in love with the book, or a shortage of interesting, fascinating art books [14, 12].

Based on the theoretical analysis, it can be said that the development of reading skills in primary school pupils is carried out directly in five stages. (Figure 1.2.1):

The term "mutolaa" refers to the terms "read", "learn" when translated from the Arabic language. Theoretically, this concept is 'read, read and understand' [9, 655]. It should not be forgotten that reading is a hard work for the elementary school students. According to V.A. Sukhomlinsky, "reading a book is like a way to help a smart, thinking educator to find a way to a child's heart." Walking along the path is not always easy. That is why it is desirable to gradually establish this process step-by-step.

The discrepancy between the time spent on reading book and the individual's psychological,

physiological and physical abilities can lead to boredom and tiredness, which ultimately leads to a decrease in interest and demand. Therefore, in the process of reading the book, primary school teachers and parents should work on the psychological, physiological and physical capacity of the learners.

Pedagogical and psychological research has shown whether the individuals, in particular the pupils of the elementary school have skills and competences of reading, is measured by the following criteria: 1. Reading correctly. 2. Fast Reading. 3. Coherence and cohesion of reading. 4. Reading by understanding

Well, what do those notions mean?

If reading correctly does not break it out so that it does not affect what is being read, that is, reading it flawlessly [9,125], reading fast is a conscious perception of what is reading speed [9,134], understanding reading (consciousness, awareness), understanding the true content of the text read by the elementary school students, the idea, the images and the artistic means and the correct attitude towards the situation described by the author [9, 149-150].

In our opinion, reading by understanding is realizing the essence of the work, re-interpretation of the work, the actions of the heroes and the attitude towards the work.

The coherence and cohesion of reading is the essence of the work, which is formed in the process of analyzing the quality of the images. The intonation is characterized by pausing in the speech, and the semi-interruptions, rhythm, accent, pitch, rising and falling [9, 119].

Reading a first-class book is determined by the educational and speech activity. The tutor continues to read a book to the children.

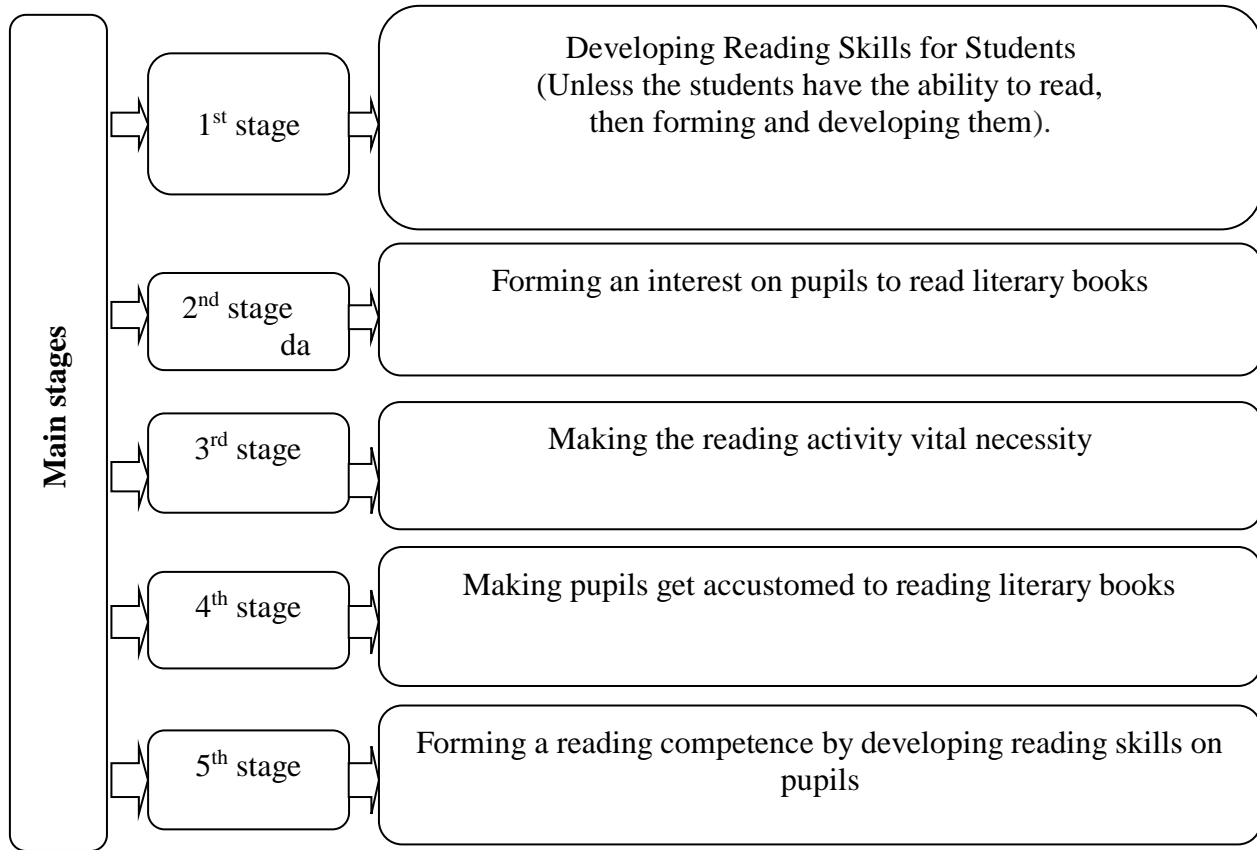
The second level of literary education is determined by the formation of initial images by studying the pictures as the basic method of working with books. A second-class book is based on learning and communicative activities (with the author or teacher, as well as the interaction of the students with each other), the impressions from the readings.

In the third and fourth grades, aesthetic reading (or aesthetic level) begins. Aesthetic level - is associated with the reader's understanding of the intellectual and emotional level of the artistic work.

What are highlighting in reading books? In other words, what qualities does the true reader possess?

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1.2.1-figure. Main stages of development of reading skills on primary school students

Conclusion

In the course of the research, it was found out that, as a result of life experience, pedagogical observation, and reading of books, including those of most readers of literary texts, readers have the following qualities: to understand the content of the work; to see a consistent linkage and interrelationship between the realities of the work; understanding the feelings, thoughts and aspirations of the heroes of the work, and expressing sympathy; putting himself in the place of the hero, trying to solve the problems that he has encountered, finding ways to solve the problem; to express personal attitude towards the content and reality of the work.

Among the books, children's books play an important role. This type of literature is also a source of personal development experience, which collects information on the environment like other types of books. This is why it is desirable for the elementary

school pupils to have a positive attitude to the book as children's literature, not just a toy, but as an effective means of shaping their intellectual, emotional, and ethical culture. In fact, books and reading them have a special place in "raising the spirituality of the younger generation, the further development of our national literary and art, educating young people in the spirit of respect for our national values" [8].

Thus, the formation of reading skills for primary school pupils is a complicated pedagogical process. Its effective organization requires a primary, structured approach to this process from elementary school teachers. Therefore, elementary school teachers occupy leading positions in the formation of reading skills in respective age limits. The expected results can be achieved only if elementary school teachers are aware of the pedagogical-psychological basics and organizational-methodological requirements of the students in the process of reading skills.

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PHYSICAL QUALITY IN EQUESTRIAN SPORT

Abstract: In the article the authors consider physical qualities in equestrian sport. Physical training of the equestrian athlete is a prerequisite for the rapid achievement of high performance in equestrian sports, as the treatment of the horse requires not only skill, but largely courage, agility and strength to subdue her to his will.

Key words: equestrian, physical quality, fit rider, biomechanical characteristics of posture - movements.

Language: Russian

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ФИЗИЧЕСКИЕ КАЧЕСТВА В КОННОМ СПОРТЕ

Аннотация: В статье авторы рассматривают физические качества в конном спорте. Физическое подготовка спортсмена-конника является обязательным условием для быстрого достижения высоких показателей в специализациях конного спорта, так как обращение с лошадью требует не только умения, но в значительной степени смелости, ловкости и силы, чтобы подчинить её своей воле.

Ключевые слова: конный спорт, физические качества, посадка всадника, биомеханические характеристики в позу - движениях.

Введение

Уникальность конного спорта прослеживается, во взаимной подготовке, развитии и в дальнейшем участии в состязаниях на спортивной арене, как единого целого, пары человек-лошадь. Конный спорт - это вид спорта, в котором спортивная пара, спортсмен – лошадь, демонстрирует искусство в верховой езде. В классические виды конного спорта включают высшую школу верховой езды (выездка), преодоление препятствий (конкур) и троеборье (манежная езда, кросс и конкур), с середины второй половины XIX века стали культивироваться в России.

Конный спорт в Российской Империи носил военно-прикладной характер.[3,10] В 1972 году в Красном Селе впервые проведён «русский стипль-чез» (скачка с препятствиями на 4 версты). В конноспортивных состязаниях среди кавалерийских подразделений имели популярность джигитовка, вольтижировка, конкур - прыжки в длину, в высоту.

Постановка проблемы.

Главной отличительной особенностью конного спорта является участие лошади, сила которого превосходит силы человека, а результат соревнования в равной мере зависит от

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спортсмена и лошади, спортивной подготовки, природных особенностей и выносливости. Конный спорт можно назвать спортом выявления потенциальных возможностей человека. Он всесторонне развивает всадника физически, повышает уровень функциональных возможностей организма и развивает основные физические качества.

Физические качества делят на мышечную силу, быстроту, выносливость, ловкость и гибкость. Физическое качество – это качество физиологических, психических, морфологических, биохимических процессов, обеспечивают совершенствование движений. Понятие «Физические качества» смешивают с понятием «физическое совершенствование». Конный спорт предъявляет повышенные требования к развитию физических качеств, спортсмена-конника. Функциональные возможности конника составляют основу его физической подготовки и проявляются в спортивной работоспособности — способности всадника совершать специфическую для него работу в течение длительного времени, достаточного для получения устойчивых сдвигов.

Цель исследование - показать роль и значение физических качеств в конном спорте с использованием основных биомеханических характеристик.

Методология исследования.

В верховой езде большое значение имеет правильная и надежная посадка всадника на лошади, что обеспечивается за счет хорошего развития статической силовой выносливости мышц ног и равновесия туловищем, что в свою очередь создает предпосылки для более качественного и координированного взаимодействия рук и ног всадника при управлении лошадью при помощи основных средств. Хорошая выездковая посадка должна элегантно выглядеть, быть свободной, гармоничной и спокойной.

Посадка всадника – это положение всадника в седле (рис.1.) Поза – это закрепление частей скелета в определенном положении, обеспечивающее поддержание заданного угла или необходимого напряжения мышц. В основе механической реакции позы лежит тоническое напряжение мышц (попеременное напряжение двигательных единиц), которое практически не вызывает утомления. Более сложные позы рефлекс в основе которых лежит процесс обучения, осуществляемые за счет тетанических сокращений требуют развития сложной координации для удержания позы и вызывают быстрое развитие утомления [4].

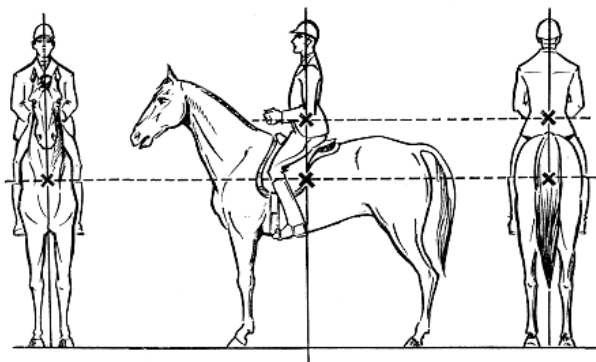


Рисунок 1. Посадка всадника.

По В.С.Фарфель конный спорт входит в позу сидя. Поза сидя возникает в онтогенезе вслед за удержанием головы в вертикальном положении[11,с.130.]. При сидении возникает антигравитационное напряжение разгибателей туловища и шеи (при относительном расслаблении мускулатуры ног). В условиях неподвижной позы всадник выполняет статическую работу, которая осуществляется в изометрическом режиме.

Древнегреческий полководец Ксенофон в дошедшем до нас учении о верховой езде писал, что посадка на лошади не имеет ничего общего с посадкой на стуле. Скорее ее можно сравнить с положением человека, который стоит, слегка раздвинув ноги и согнув их в коленях. Это

сравнение особенно важно при более подробном рассмотрении положения таза всадника в седле. Передние кости находятся на одной высоте с лобковой костью. Можно представить себе горизонтальную линию, которая соединяет эти точки. В таком среднем положении таза обеспечивается наиболее благоприятный контакт основания посадки с седлом. К тому же, каждое движение, идущее снизу от спины лошади, оптимально воспринимается и амортизируется именно при таком среднем положении суставов. Поясничный отдел позвоночника должен сохранять естественное легкое сгибание[1]. Фактически на выездковой посадке таз всадника как бы срастается с лошадью в единое целое.

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Движения и перераспределение веса всадника должны происходить незаметно для зрителей.

Плотно сидящий в седле всадник закрывает все пространство между собой и лошадью. Он сидит, балансируя в движении. Все его тело — часть движения лошади. На повороте его внешняя нога никогда не отходит в сторону, а корпус не уклоняется ни от одного движения лошади, всадник как бы приклеен к седлу в каждой фазе движения. Ни на секунду он не дает лошади возможность выйти из повиновения и уклониться от воздействия средств управления. Чем сбалансированнее сидит всадник, тем меньше сил он затрачивает для сохранения плотной посадки. Необходимый основной тонус мышц тела адекватен требуемому движению, на собранной рыси он выше, чем на шагу. Всадник должен плотно сидеть в седле в каждый момент движения лошади. Следует понаблюдать за посадкой и проверить ее правильность можно на сменах аллюра: например при переходе на рысь или при плотной облегченной посадке перед прыжком. Верхняя часть корпуса физически подготовленного всадника излучает спокойствие и полна элегантности. Он балансирует на спине лошади безо всяких видимых усилий. Совершенно неважно, как лошадь двигается под всадником, его корпус является постоянной составной частью этого движения, он как бы прирос к лошади.

С физиологической точки зрения, всадник несет определенную нагрузку и тратит энергию на поддержание позы и баланса с лошадью. Поддерживаемая поза всадника, имеет малые статические усилия, обеспечиваемые за счет тонического напряжения скелетных мышц, в результате смешанного напряжения двигательных единиц и не сопровождающихся видимым утомлением.

Верховая езда представляет собой искусство оптимального согласования движения всадника и лошади. И всадник, и лошадь, оба должны найти общее равновесие в процессе продвижения вперед. Необходима для этого правильная посадка всадника не может быть статичной позицией, она должна пониматься как четко согласованное движение.

Конный спорт требует от всадника комплексных скоростных способностей. Скоростные способности отражают свойства двигательного аппарата спортсмена, позволяющего выполнить действия за кратчайшее время. Они могут быть элементарными и комплексными. Элементарные формы: общая скорость однократных движений, время двигательной реакции или латентный период простой и сложной сенсомоторной реакции на движущийся объект. Комплексные форы включают скорость двигательных действий и

кратковременность умственных операций в сочетании с другими качествами.

Скоростные способности в значительной степени зависят от подвижности нервных процессов, качества нейромышечной регуляции, мышечной композиции и эффективности спортивной техники. На способность развивать и поддерживать максимальный темп движений оказывает влияние лабильность нервных процессов и подвижность в суставах. Развитие двигательной реакции имеет значение, когда в условиях дефицита времени конник должен принять нужное решение и максимально быстро выполнить необходимые действия при управлении лошадью и преодолении препятствий в верховой езде, так как всаднику приходится мгновенно быстро реагировать на непредсказуемые ошибочные действия лошади и применять те или иные основные или дополнительные средства управления лошадью.

Достаточный уровень развития гибкости обеспечивает способность выполнять движения с большой амплитудой. Особенно большое значение гибкость приобретает в вольтижировке, в основном за счет этого качества и происходит освоение сложных гимнастических движений на лошади в движении. Гибкость подразделяют на активную (выполняется за счет работы собственных мышц) и пассивную (подвижность в суставах определяется по максимальной амплитуде движения, достигнутой с помощью внешней силы). Пассивная подвижность в суставах больше активной и она указывает на запас подвижности в целях дальнейшего увеличения амплитуды активных движений. Гибкость отрицательно коррелирует с силой.

Развитие подвижности в суставах и гибкости осуществляется с помощью пассивных, активно-пассивных и активных упражнений. В пассивных упражнениях максимальная амплитуда движения достигается за счет усилия, прилагаемого партнером. В активно-пассивных движениях за счет собственного веса тела (шпагат, растягивание в вися на перекладине). К активным упражнениям, направленным на развитие подвижности в суставах, относятся махи, медленные движения с максимальной амплитудой, статические напряжения с сохранением позы. С целью достижения наилучшего эффекта подвижности в суставах и профилактике травматизма упражнения на гибкость должны выполняться после хорошей разминки или после основной части тренировочных занятий, а также между отдельными подходами в силовых тренировках (растяжение мышц и сухожилий после силовых упражнений снижает тоническое напряжение мышц и позволяет добиться большей амплитуды движений).

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С целью контроля за развитием подвижности в суставах необходимо систематически проводить тестирование этого качества на протяжении всего периода занятий спортом. Для этого применяются специальные активные и пассивные контрольные упражнения, метрические методы измерения гибкости[2,8]. Подвижность позвоночника определяется при наклоне вперед, стоя на возвышении, по расстоянию от края скамьи до кончиков средних пальцев опущенных вниз рук. Для определения подвижности в голеностопном суставе при сгибании спортсмен садится на пол, выпрямляет ноги в коленях и сгибает стопу до предела. Критерием оценки подвижности тазобедренных суставов может служить шпагат. Излишнее развитие гибкости может отрицательно сказаться на правильной посадке и эффективном управлении лошадью, а чрезмерное увеличение силовыми упражнениями — ухудшить контакт с лошадью и мягкость управления ей[5,6].

Развитие координационных способностей (ловкости) необходимо для быстрого и успешного решения двигательных задач, овладения новыми движениями, особенно в таком сложно-координационном виде спорта. Ловкость - способность овладевать новыми движениями (способность быстро обучаться) и быстро перестраивать двигательную деятельность в соответствии с требованиями меняющейся обстановки. Координационные способности в оценке и регуляции динамических и пространственно-временных параметров отражают качество специализированных восприятий. В верховой езде с преодолением препятствий — чувство усилий в движениях рук и ног в зависимости от ответной реакции лошади, чувство повода, шенкеля, равновесия в безопорной фазе прыжка, чувство лошади, времени, темпа, ритма. Для развития специализированных восприятий конников основным методическим приемом является обеспечение все возрастающей трудности выполнения упражнений за счет вариативности динамических и пространственно-временных характеристик, новых сочетаний элементов техники, изменения темпа и скорости. Полноценное развитие ловкости у спортсменов, занимающихся конным спортом, происходит за счет влияния особенностей проявления ловкости в одних видах работы на другие (эффект взаимовлияния). Хорошие координационные способности в разумном сочетании с другими

физическими качествами во многом определяют уровень спортивных результатов конников.

Высокий уровень развития физических качеств, всадника выступает как важный фактор психологического плана, а именно придает уверенности в своих силах, способствующий проявлению более высоких волевых качеств в учебно-тренировочном процессе[9].

Низкий уровень развития физических качеств, всадника замедляет развитие его способностей при овладении технико-тактическим арсеналом и его совершенствовании.

Конный спорт является видом спорта, в котором преимущественны аэробные упражнения. Преимущество регулярной аэробной тренировки представлено: в укреплении сердечной, скелетной и мышц участвующих в дыхании; в улучшении психического состояния (уменьшение стресса и снижение риска депрессии) и т.д.

Для развития специализированных восприятий конников основным методическим приемом является обеспечение все возрастающей трудности выполнения упражнений за счет вариативности динамических и пространственно-временных характеристик, новых сочетаний элементов техники, изменения темпа и скорости [4].

Выводы.

Физическое развитие и ловкость всадника являются обязательным условием для быстрого достижения высоких показателей в верховой езде, так как обращение с лошадью требует не только умения, но в значительной степени смелости, ловкости и силы, чтобы подчинить её своей воле. Практический опыт показывает, что физически развитый и ловкий всадник может крепко сидеть в седле, совершать большие переходы и энергично воздействовать на лошадь, уметь на прыжках и скачках сохранять спокойствие [7].

Заключение.

Верховая езда способствует физическому развитию всадника, вырабатывает в нем ловкость, расчетливость и необходимые волевые качества. Физические качества помогают спортсмену динамику учебно-тренировочного процесса и выстроить тренировочную модель, таким образом, позволяющим достичь наивысших результатов.

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Contents

		p.
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51.	Blagorodov, A. A., Bordukh, D. O., Kopylova, A. V., Prokhorov, V. T., & Maltsev, I. M. Peculiarities of quality management of digital production of defect-free and import-substituting true for consumers SFD and scf (3 message).	440-471
52.	Nabiyeva, N. M. Directions for the development of institutional problems of the system of higher education of the republic of Uzbekistan.	472-477
53.	Tojiboev, J. Austro-Hungarian prisoners of war in Russia's Turkestan and their contributions to develop the region.	478-481
54.	Muminova, D. A. The gist of developing reading skills on primary school pupils.	482-485
55.	Stoilov, A. Y., & Ovchinnikov, Y. D. Physical quality in equestrian sport.	486-490

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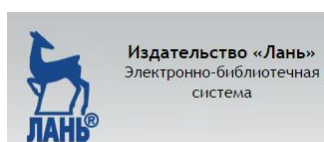
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